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**The effects of moral personality, moral identity, ethical ideology,
and justice perceptions on workplace deviance: a moderated-
mediation study**

S. Blair Franklin

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Pepperdine University
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THE EFFECTS OF MORAL PERSONALITY, MORAL IDENTITY, ETHICAL IDEOLOGY,
AND JUSTICE PERCEPTIONS ON WORKPLACE DEVIANCE:
A MODERATED-MEDIATION STUDY

A dissertation submitted in partial fulfilment
of the requirements for the degree of
DOCTOR OF BUSINESS ADMINISTRATION

by
S. Blair Franklin

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DOCTOR OF BUSINESS ADMINISTRATION

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DEDICATION

Late Pepperdine University professor, John “Jack” McManus Ph.D., was fond of saying, “Data are data. They are neither good nor bad.” His was a constant reminder of the importance of objectivity in ethical research – a call to honesty and transparency. I want to pay tribute to the incredible gentleman who first inspired my love for statistical analysis and who believed I might have something to contribute through it one day.

Jack was my Pepperdine MBA program director from 1990-1992, as well as my statistics professor and friend. In 2018, he provided a reference for my acceptance into Pepperdine’s DBA program. He was a cofounder and director of Pepperdine’s Ed.D. program in Educational Technology and served four years as its program director. A co-author of several papers on computer applications, he served as director of computer services for Pepperdine University and was associate dean of education and interim dean at the Graduate School of Education and Psychology. He taught courses in technology management, research, and statistics.

Jack and I had many fun debates. One that lasted for decades with many laughs concerned which of us coined the phrase, “Conflict is the anvil upon which good ideas are hammered into greatness.” In your honor, Jack, I concede.

For his contribution to my academic and business pursuits, I dedicate this study to the memory of an inspiring mentor, Dr. Jack McManus. *Ar dheis Dé go raibh do anam dílis.*

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As I write tonight, the beautiful love of my life, Kelly, is busy cleaning the kitchen (after I made a mess cooking). 27 years ago, we said our vows and I won the marriage lottery with a curly haired Irish lass. She is more amazing tonight than she ever has been. Kelly is the solid rock and the soft velvet touch of our family. Our three sons attest to this without hesitation. Kelly, you deserve the rest of my years of thanks for allowing this pursuit.

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My mother, Polly, retired as a career teacher. Today, she is still searching for knowledge. She always has been a voracious reader and continues to recommend new books all the time. Mom, thanks for teaching me to love learning.

My father, Jerry, is one of the hardest working men I know – as a teacher, a coach, and a builder. He is no-nonsense, with a motto that “sometimes you just have to hit the problem with a sledgehammer.” Dad, thanks for the ambitious spirit you passed along.

My brother, Scott, is my best friend. A dual-certified pediatric dentist and orthodontist, he is no stranger to this doctoral journey. Other than Kelly, he is the most focused, diligent, disciplined person I know and is a great example. In his spare time, he coaches young men to be champions on the football field and in life. Thanks, Scott, for your love, encouragement, and inspiration.

As to matters of faith, I must acknowledge my late grandmother, Melba Mignon Perry. She taught the Word of God every day. Much of it stuck and anything I lost has been my fault. Mema, I know you still watch over me. Thank you for inviting me to follow you as you followed Christ. We will see each other soon.

Dr. Kevin Groves never has a bad day at the office as far as I can tell. As my research chair, he has been patient, consistently encouraging, and right on target with many great suggestions for bringing this study to a successful conclusion. Thank you, Kevin, for all your incredible help and your rock-solid presence.

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VITA

Blair Franklin serves as president and chief executive officer of Dallas-based Ameripipe Supply, Inc. Founded in 1979, Ameripipe has eight locations serving 15 states across the southwest and southeast United States. The company is a *Supply House Times Premier 150* distributor and fabricator of fire protection systems for commercial, industrial, and residential construction.

Prior to joining Ameripipe in 2001, Blair's multifaceted professional experience spanned venture capital, business consulting, marketing, advertising, and public relations. He holds Doctor of Business Administration (DBA) and Master of Business Administration (MBA) degrees from Pepperdine University, as well as a Bachelor of Journalism degree from The University of Texas at Austin.

Among Blair's avocations are teaching and coaching. He has been an adjunct professor at Southern Methodist University, and a member of the Cox Business School MBA advisory board. He also taught marriage and family classes for 19 years at Prestonwood Church in Plano, Texas. For 16 years, he served as a youth football coach working with other volunteers to instill love and fundamental moral values in more than 1,000 boys aged 7-12. For 12 of those years, he led the Chargers Football Ministry.

Blair is husband to Kelly, and father to Samuel, Luke, and Jacob. They reside in the Dallas-Fort Worth metroplex.

ABSTRACT

The agility, productivity, and financial success of companies depends largely on the quality of their human capital. Employee misbehaviors targeting the organization and individual colleagues leads to poor performance, bad attitudes, and an eroding corporate culture. While hundreds of studies have examined independent effects of moral personality, moral identity, ethical ideology, and organizational justice perceptions on workplace behavior, this is the first offering a moderated-mediation model to collectively explain deviant workplace behavior. The goals of this study were twofold. First, it sought to provide a more comprehensive understanding of how moral and ethical traits combine with state-based perceptions of organizational justice to explain variances in workplace deviance. Second, it aimed to provide practitioners with guidelines and practices regarding talent acquisition, leadership development, and employee engagement. This study consisted of a cross-sectional quantitative examination of 318 full-time employees of U.S. durable goods merchant wholesalers. Comprised of two sequential surveys, the study found significant relationships between moral personality, moral identity, and workplace deviance, partially mediated by the idealism factor of ethical ideology. Further, perceptions of informational justice and procedural justice moderated the idealism-deviance relationship. However, when organizational citizenship behaviors were examined as an outcome, the same mediation and moderation effects were not present. Overall, this study suggests researchers should consider more complex moderated-mediation models when evaluating causes of workplace misconduct. New theoretical models are presented offering talent acquisition practitioners a set of recommendations for employee pre-screening, engagement, wellness, and leadership training. Limitations and suggestions for further research are also discussed.

Keywords: workplace deviance, moral personality, moral identity, ethical ideology, organizational citizenship behavior.

CHAPTER 1: INTRODUCTION

Overview

This study of 318 employees from U.S. durable goods distribution presents a more comprehensive explanation of what causes deviant behavior, particularly in factory and distribution settings. Using moderated mediation techniques, employee moral traits and state-based perceptions of justice were combined to offer insights into how individual character and conditional elements interact to produce counterproductive behavior. Organizational citizenship behaviors (OCBs) were examined as a dependent variable (DV). A new theoretical model is presented along with post-hoc analyses using a variety of statistical modeling techniques. Overall, the study offers business owners, talent acquisition professionals, and human resources practitioners a set of practical guidelines and recommendations for employee pre-screening, engagement, wellness, and leadership training programs.

Problem Addressed

According to the United States Chamber of Commerce, 75% of employees have stolen once and 37.5% have stolen at least twice. This comes at a cost of \$50 billion annually, an amount equivalent to 7% of firm revenues. Dickens et al. (1989) summarized several studies with a few sobering statistics, namely 80% of losses in the freight shipping and airport cargo industries come from employee theft, about 30% of retail employees misuse discount privileges or steal merchandise, 27% of hospital employees steal supplies each year, and approximately 9% of manufacturing workers falsify their timecards. Theft is but one of the many deviant workplace behaviors that stymie firm agility, production, efficiency, profits, and culture.

Prominent economic models emphasize that a search for fairness drives employees and employers toward equitable workplace relationships (Bolton & Ockenfels, 2000; Engelmann &

Strobel, 2004; Fehr, 2010; Fehr & Schmidt, 1999). Many studies have focused on pecuniary motivations to encourage positive workplace behavior (Akerlof & Yellen, 1990; Cohn et al., 2015; Fehr et al., 2007). Other research has demonstrated the power of non-pecuniary elements to stimulate improved employee engagement and positive actions (Tomohara & Ohno, 2016). But once practitioners exhaust efforts to provide fair wages and working conditions for their employees, they still are left to wonder at the motivations underlying the lagging effort, shirking, workplace crime, and other deviant workplace behaviors that remain. The gap in understanding all the forces driving these behaviors may be found in the field of psychology in studies about moral personality (Chauhan & Chauhan, 2001; Colquitt et al., 2006; Goldberg, 1993; Marican, 2016; McFerran et al., 2010), moral identity (Aquino & Reed II, 2002; Reynolds & Ceranic, 2007; Schlenker et al., 2009; Schlenker, 2008; Watson et al., 2017), ethical ideology (Forsyth & Berger, 1982; Forsyth et al., 2008; Henle et al., 2005) and organizational justice (Colquitt & Rodell, 2015; Colquitt et al., 2001; Hansen et al., 2013). Within these studies, an employee's fundamental character and behavioral tendencies have been shown to affect workplace deviance.

The current study builds on intriguing, if not conflicting, research from economics and psychology in studying workplace deviance (Bodankin, 2009; Peterson, 2002). The goal of the current study is to fill at least part of the remaining void in understanding why sub-optimal behavior still exists – even when economic, environmental, and social obstacles are removed.

Research Questions

This study proposes to answer the following question: What are the combined effects of moral personality, moral identity, ethical ideology, and justice perceptions on workplace behavior? Additional questions are:

- How do trait-based characteristics of moral personality and moral identity relate to ethical ideology traits?
- To what extent do ethical ideology traits mediate the relationship between moral personality traits, moral identity traits, and workplace deviance behaviors?
- How do employees' state-based perceptions of organizational justice moderate the relationship between ethical ideology and workplace deviance?

Significance of the Proposed Research

The goal of this study is to help practitioners fill part of the remaining void in understanding causes of deviant employee behavior. When designing hiring practices and cultivating employee engagement, practitioners will be more informed by this research and thereby increase their firms' productivity, efficiency, agility, and earnings. My motivation is best explained by a vignette:

The territory manager of a construction supply company was one of the five most highly compensated employees in the 150-employee enterprise. His eight-year tenure was marked with success and recognition, but suddenly the company found he had siphoned off thousands of dollars of material from the company to help construct his new lake house. He had taken great pains to hide his theft with inventory adjustments that were difficult to audit. In his territory during that period, incidences of timecard and fuel card fraud were also found to be prevalent.

Unfortunately, this scenario is all too common. Nearly 95% of companies report deviance-related experiences within their organizations. Up to 75% of employees have engaged in one or more of the following deviant behaviors: theft, computer fraud, embezzlement, vandalism, sabotage, or absenteeism. The estimated impact of employee theft on the U.S. economy is estimated between \$50 and \$200 billion annually (Henle et al., 2005).

If practitioners better understood how workplace deviance could be predicted, then they may be better equipped to improve pre-screening of prospective employees. Additionally, they

may engineer more precise employee engagement surveys to anticipate and mitigate deviance with their existing employees.

Pursuant to this study, my hope is that it will lead to papers in academic and practitioner journals. Further, I intend to pursue speaking opportunities with industrial distribution trade associations, of which I am a member. This research translates well across manufacturing and distribution industries, and therefore it provides extended opportunities to speak at conferences and share learnings with other business owners and executives.

CHAPTER 2: LITERATURE REVIEW

The various interrelated constructs involved in this study (morality, personality, ethical ideology, organizational justice, and workplace deviance) are mature, having evolved in some cases over thousands of years. Beyond historical religious texts in the Eastern and Western cultures, the fundamental concepts of the moral self and moral codes have been the subject of academic discourse certainly since Plato's dialogue *Protagoras* (c. 490 BC – c. 420 BC). Regarding the study of personality, the American Psychological Association held numerous conventions between 1923 and 1928 on the topics of personality and character. The first issue of *Character and Personality* appeared in 1932 (McDougall, 1932). Alfred Adler and Carl Jung were just two of the journal's most famous contributors. 25 years of modern organizational justice literature was summarized in a seminal work by Colquitt and colleagues (2001) that has been cited nearly 6,500 times in academic journals. As such, this field is approaching 50 years of age. And finally, the field of workplace deviance, perhaps the newest field integrated into this study, has been developed in earnest for more than two decades. The 2016 Southern Management Association Conference included a presentation by University of Texas-Permian Basin assistant professor Zare (2016) discussing 20 years of workplace deviance.

Workplace Deviance

As an introduction to the literature focused on workplace deviance, it is important to point out that the work of Bennett and Robinson has become the touchpoint for virtually all studies in the field (Bennett & Robinson, 2000; Robinson & Bennett, 1995). These authors define workplace deviance as voluntary behavior that violates significant organizational norms, thus threatening the wellbeing of the firm, its members, or both (Robinson & Bennett, 1995). Workplace deviance has two factors – interpersonal (behaviors detrimental to individuals in the

firm) and organizational (negative actions toward the firm) (Bennett & Robinson, 2000). Examples of interpersonal deviance include various forms of mistreatment by a supervisor or co-worker such as belittling language, damage to an individual's property, and behavior undermining an individual's reputation. Organizational deviance examples include theft of company assets, equipment sabotage, and shirking. Studies have generally validated the workplace deviance construct overall and the distinction of its interpersonal and organizational factors (Berry et al., 2007). The validated survey instrument (Bennett & Robinson, 2000) is perhaps their single-most important contribution to the field of study. It provides a common, self-administered, and anonymous method for researchers to gather data about organizational and interpersonal deviance (Berry et al., 2007; Bodankin, 2009; Douglas et al., 2003; Henle et al., 2005; Mitchell & Ambrose, 2007; Peterson, 2002; Robinson & Bennett, 1995; Zare, 2016).

Most studies during the past two decades have pursued the question, "What are the causes of workplace deviance?" The various predictors under study are discussed next.

Predictors of Workplace Deviance

The quest to examine causes of workplace deviance has elicited widely varied studies. In their meta-analysis of 57 empirical peer-reviewed papers, Hershcovis et al. (2007) found both individual factors and situational factors predicted workplace aggression. Individual predictors included intrinsic elements such as trait anger and gender, as well as extrinsic elements such as interpersonal conflict. Situational predictors were job dissatisfaction and situation constraints. Hershcovis et al. (2007) concluded that since both individual characteristics (trait-based elements) and situational catalysts (state-based elements) predicted workplace aggression, future research should adopt an "interactionist approach" (p. 234). By this, the researchers advocated for research considering the interrelationships between and among both trait- and state-specific

factors. Interestingly, they point out that situational elements “may be a necessary but insufficient condition for workplace aggression” (Hershcovis et al. 2007, p. 234). Simply put, they suggested there were constraining elements between situational triggers and deviant acts in the workplace. Studies related to key constraining elements are discussed below.

Moral Personality

Moral personality is defined as an individual’s personality traits that have shown to govern decision-making on moral issues (Colquitt et al., 2006; McFerran et al., 2010). It is often derived as a composite of the conscientiousness, agreeableness, and openness to experience factors within Goldberg’s Big Five personality assessment (Colquitt et al., 2006; McFerran et al., 2010). Definitions of the five factors introduced by Goldberg and adopted universally are:

- Agreeableness (moral personality factor): a measure of the ability of the person to get along with others. High agreeableness is associated with characteristics such as courtesy and compassion, while low agreeableness is known to be associated with aloofness, independence, and a lack of sympathy.
- Conscientiousness (moral personality factor): a measure of the degree to which a person is reliable, organized, methodological and thorough.
- Openness to Experience (moral personality factor): a measure of a person’s willingness (or lack thereof) to experience change. High scores in openness typically indicate a person who is imaginative and who has varied interests.
- Extraversion: a measurement of the degree to which a person is outgoing (extroverted) or shy (introverted).

- Neuroticism: a measure of a person's emotional stability and his degree of negative emotions. High neuroticism is often associated with instability, moodiness, and tension.

Schlenker (2008) found relationships between integrity and behavior. Abdullah and Marican (2016) tested effects of individual components of Big Five personality traits on workplace behavior. Personality effects explained 10.9% of the variance in workplace deviance.

Extraversion, Conscientiousness, and Openness were also significant contributors. Extraversion was positively associated with organizational deviance, with Conscientiousness and Openness shown to have negative association with organizational deviance. Null hypotheses related to Agreeableness and Neuroticism and their relationships with organizational deviance were not rejected. In their analysis of personality and interpersonal workplace deviance, the model explained 12.4% of the variance. Extraversion was significant and Conscientiousness was marginally significant. Null hypotheses for Agreeableness, Adjustment, and Openness were not rejected. The study was intriguing as it asked respondents for observations of others.

Moral Identity

Another trait-based element constraining deviance is moral identity. Moral identity is defined as a person's affinity for, and self-identification with, character traits represented by a nine-word description developed by Aquino and Reed II (2002). The nine terms (caring, compassionate, fair, friendly, generous, helpful, hardworking, honest, and kind) were statistically validated by Aquino and Reed II (2002) to connect in respondents' minds with thousands of unique concepts tied to what people typically think of when they envision a moral person (Reynolds & Ceranic, 2007; Watson et al., 2017). For the current study, this led to the following hypotheses:

H1A: Moral personality will be negatively associated with workplace deviance.

H1B: Moral identity will be negatively associated with workplace deviance.

Ethical Ideology

Yet another trait-level construct is ethical ideology, which refers to a system of beliefs, values, and standards used to make moral judgments about right and wrong (Forsyth, 1980; Forsyth & Berger, 1982; Henle et al., 2005; Schlenker et al., 2009). One's ethical ideology offers guidelines for judging and resolving behavior that may be ethically questionable.

Forsyth's (1980) research about moral judgments led him to classify respondents as either low or high on two dimensions: idealism and relativism. This formed a 2 x 2 matrix yielding four distinct ethical positions (Table 1). Those high in idealism believe in universal moral codes of conduct and are willing to hold to those codes, sometimes at the expense even of harming relationships. Those high in relativism eschew the existence of universal laws of absolute wrong and right, instead letting situational facts dictate correct action of the moment.

Table 1

Forsyth's Four Ethics Positions

Idealism	Relativism	
	Low	High
Low	<i>Exceptionism</i> : Individuals should act in ways that are consistent with moral rules, but on should remain pragmatically open to exceptions to these rules	<i>Subjectivism</i> : Individuals' personal values and perspectives should guide their moral choices, rather than universal ethical principles or desire to achieve positive consequences
High	<i>Absolutism</i> : Individuals should act in ways that are consistent with moral rules, for doing so will in most cases yield the best consequences for all concerned	<i>Situationism</i> : Individuals should act to secure the best possible consequences for all concerned even if doing so will violate traditional rules about ethics.

Schlenker et al. (2009) viewed ethical ideology as a continuum rather than an orthogonal concept, with principled ideology (what Forsyth called idealism) on one end of the continuum and expedient ideology (what Forsyth called relativism) on the other (Schlenker, 2008). According to Schlenker (2008), a person who adheres to a principled ideology believes that moral tenets exist, are important to one's self-image, and should govern personal behavior, regardless of the social or personal consequences for doing so. In contrast, a person with an expedient ideology believes that moral principles allow flexibility and that divergences for personal gain are acceptable.

McFerran et al. (2010) studied the combined and individual effects of three of the Big Five personality traits (conscientiousness, agreeableness, and openness to experience) (Goldberg, 1993) as well as moral identity on individuals' ethical ideology. They demonstrated that ethical ideology mediated between personality and moral identity on the one side and two outcomes relevant to the firm on the other: OCB and the propensity to morally disengage.

Citing a scarcity of research investigating the relationship between workplace deviance and individual differences in moral philosophy, Henle et al. (2005) found that certain ideological makeups had effects on the propensity for deviance in the workplace. Employees higher in relativism were more likely to commit organizational deviance when they were lower in idealism and less likely to do so when they were higher in idealism. Counter to their hypothesis, however, individuals high in relativism were not more likely to commit interpersonal deviance, regardless of their measure of idealism. Relevant to the current study, the authors suggested future research introduce moderators that might trigger relativists to pursue deviant behavior (since ideological relativists adopt a more fluid and situationally driven moral rationale for their actions). For the current study, this led to the following hypotheses:

H2A: Moral personality will be positively associated with an idealistic ethical ideology.

H2B: Moral personality will be negatively associated with a relativistic ethical ideology.

H2C: Moral identity will be positively associated with an idealistic ethical ideology.

H2D: Moral identity will be negatively associated with a relativistic ethical ideology.

H3A: An idealistic ideology will be negatively associated with workplace deviance.

H3B: A relativistic ethical ideology will be positively associated with workplace deviance.

Perceptions of Organizational Justice

Many scholars use the terms fairness and justice interchangeably (Cohen-Charash & Spector, 2001; Gill, 2013; Tomohara & Ohno, 2016). Because employee perceptions about justice in the workplace can change dramatically with time and circumstance, this variable is state-based (as opposed to trait-based).

Prominent economic models emphasize that a search for fairness drives employees and employers toward equitable workplace relationships (Bolton & Ockenfels, 2000; Engelmann & Strobel, 2004; Fehr, 2010; Fehr & Schmidt, 1999). Many studies have focused on pecuniary motivations to encourage positive workplace behavior (Akerlof & Yellen, 1990; Cohn et al., 2015; Fehr et al., 2007). Other economic research has demonstrated the power of non-pecuniary elements to stimulate improved employee engagement and positive actions (Tomohara & Ohno, 2016).

From the social sciences, a meta-analysis of 183 studies by Colquitt et al. (2001) distilled 25 years of organizational justice literature into what have become foundational constructs. As a result, most researchers have recognized distinct components of organizational justice: distributive, procedural, interpersonal, and informational. Importantly, Colquitt et al. (2001) found the four justice components to be empirically distinguishable and independently able to

explain differentiated behaviors such as job satisfaction, organizational commitment, evaluation of authority, OCB, withdrawal, and performance.

Cohen-Charash and Spector (2001) analyzed approximately 400 empirical studies and more than 100 theoretical papers focusing on issues of fairness and justice. Their study of the correlates of distributive, procedural, and interactional justice eventually examined 190 samples totalling 64,757 participants. They concluded that distributive, procedural, and interactional justice (a combination of informational and interpersonal constructs) while correlated were distinct enough to be studied individually. Second, they found that people view justice similarly regardless of age, gender, race, and education. Third, they observed that procedural justice was the best predictor of work performance and of counterproductive work behavior. Fourth, procedural and distributive justice negatively predicted an employee's commitment to continue with the firm. Finally, perceived injustice caused negative emotional reactions in the forms of mood and anger.

Hansen et al. (2013) validated a streamlined version of Colquitt et al.'s (2001) original survey of organizational justice. The original 20-item survey was shortened to 12 items without losing the effectiveness of the instrument (Colquitt & Rodell, 2015; Hansen et al., 2013). In the current study, I sought whether a certain level of perceived injustice may trigger jumps in deviant behavior and whether the conditional effects were the same or different depending on which ethical ideology employees maintain. In this analysis, I accept Henle et al.'s (2005) invitation:

Future research should extend this work by investigating potential moderators of the relationship between ethical ideology and workplace deviance...had the author included situational moderators (e.g., organizational justice), the author might have found that there is a relationship between relativism and workplace deviance (e.g., relativism predicts workplace deviance when perceptions of justice are low). Future research should experimentally manipulate a precipitating event for workplace deviance (e.g., abusive supervision) or measure aspects of the workplace that might induce relativists to act in a deviant manner (e.g., low pay, job insecurity, negative performance evaluations). (p. 226)

Workplace Deviance Predictors as Mediators and Moderators

Prior research has been conducted to measure effects of the various predictors on workplace deviance. In their study of 853 full-time workers, Colbert et al. (2004) found the personality trait conscientiousness mitigated employees' tendency to withhold effort even when their perceptions of the workplace were unfavorable. They concluded that the personality trait agreeableness constrained interpersonal deviance even when employees' perceptions of organizational support were low.

Mitchell and (2007) Ambrose furthered the examination of moderators of deviant behavior by examining whether negative reciprocity beliefs would affect a subordinate's vengeful interpersonal or organizational responses to a supervisor's abusive behavior. The 427-person study supported the belief that interpersonal deviance by supervisors lead to interpersonal and organization deviance their subordinates. The study found that subordinates' beliefs about retribution moderated only the extent to which they would reciprocate directly against supervisors and not the magnitude of reciprocation against the firm at large.

McFerran et al. (2010) studied a person's ethical ideology as a mediator between elements of personality and behaviors in the firm. They found that whether a person held a principled or expedient ethical ideology fully mediated between (a) moral identity and moral personality and (b) OCB (+) and moral disengagement (-) in the firm. One limitation the authors acknowledged was their intuitive but empirically unproven assumption that a person's moral disengagement is an antecedent to deviant behavior. For the current study, this led to the following hypotheses:

H4A: An idealistic ethical ideology partially mediates the relationship between moral personality and the propensity for workplace deviance.

H4B: An idealistic ethical ideology partially mediates the relationship between moral identity and the propensity for workplace deviance.

H4C: A relativistic ethical ideology partially mediates the relationship between moral personality and the propensity for workplace deviance.

H4D A relativistic ethical ideology partially mediates the relationship between moral identity and the propensity for workplace deviance.

H5A: Perceptions of organizational justice moderate the strength of the relationship between an idealistic ethical ideology and the propensity for workplace deviance.

H5B: Perceptions of organizational justice moderate the strength of the relationship between a relativistic ethical ideology and the propensity for workplace deviance.

Literature Support for Control Variables

Age. It is estimated by the American Supply Association that approximately 40% of current employees will reach retirement age in the next 10 years. VanMeter et al. (2013) asked, do new employees have the same, worse, or better ethics as previous generations? Three national conventions of industrial distributors (Affiliated Distributors, American Supply Association, and American Fire Sprinkler Association) have had lengthy seminars on the unique challenges of engaging younger workers, but none have directly addressed the topics explored in the current study. I hope to present findings at venues such as these.

Gender. Some research shows females to be significantly less likely to commit anti-social behavior (Berry et al., 2007; Hershcovis et al., 2007). Others show females are as likely as males to be morally hypocritical (Batson et al., 1997). In industrial distribution, more than 70% of the workforce is male. However, this longtime ratio is changing. More than 50% of the Next Gen committee of the American Fire Sprinkler Association (those under 40 years of age) are female.

As the industry is actively attracting younger and more diverse employees, this feature of study is increasing in relevance.

Religiosity. This variable is typically measured with the question, “How frequently did you attend religious services in the past year?” Likert Scale options typically range from (1) Never to (7) Daily. Respondents higher in religiosity tend to endorse a principled ideology that encourages helping (Schlenker, 2008). They also have been shown to espouse a principled (idealist) ethical ideology (McFerran et al., 2010) more associated with less frequent workplace deviance.

Employment Status. Industrial distribution is an industry with equal distribution between salaried and hourly employees. As such, it offers an opportunity to understand whether there are any differences between these two employment types and their perceptions of organizational justice, as well as their proclivities toward workplace deviance. For example, it is interesting to evaluate whether justice perceptions are stronger moderators among hourly employees between ethical ideology and workplace deviance. Conversely, because so many salaried employees tend to work within incomplete labor contracts (in which their pay is not tied to piece-rate production), it is interesting to study whether the ambiguity of their value leads to certain types of organizational deviance, such as shirking (Fehr & Falk, 1999).

Tenure. In 2019, I studied the tenure of employees at my own company upon their termination for cause between 2017 and 2021. While most cases of workplace deviance fell within the first year of employment, there were outliers. For example, several cases were found in which the perpetrator had more than 15 years of tenure with the company. Berry et al. (2007) found that tenure generally had small negative correlations with interpersonal deviance and organizational deviance.

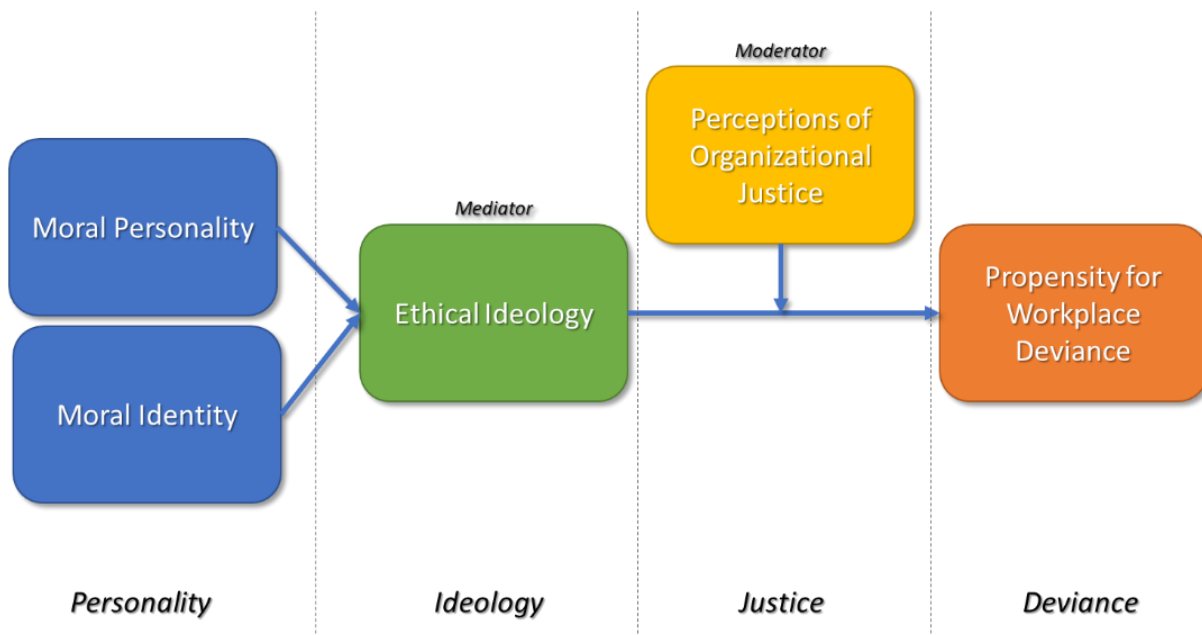
Personal financial condition, personal family relationship condition, and personal health condition. Though not extensively researched, studies have found linkages between personal financial state (Bernstein et al., 2021; Kim & Garman, 2004), family conflict (Lafair, 2009; Philpot, 2004), and health condition and workplace behaviors (Lee, 2002).

Theoretical Framework

The theoretical framework of the current study seeks to extend the literature and supply practitioners with an expanded understanding of the interactive effects of employees' personal traits and their perceptions about situational factors on deviant behavior in the workplace. I studied the construct of ethical ideology and its factors, idealism and relativism, as mediating variables. Organizational justice was studied as a moderating variable of the ethical ideology-workplace deviance path. The model for studying the research question and its associated subthemes is depicted in Figure 1.

Figure 1

Theoretical Moderated Mediation Model



CHAPTER 3: RESEARCH DESIGN AND METHODS

Overview

This chapter presents the rationale for, and design behind, a survey-based quantitative study of the relationship between trait-based personality characteristics, state-based justice perceptions, and deviant behaviors among employees of U.S. durable goods merchant wholesalers. The study design and methodological fit are discussed, followed by a presentation of the population sampling design, the data collection methods and instruments, the analysis methods, and the ethical considerations.

Research Design

The various interrelated constructs involved in this study (morality, personality, ethical ideology, organizational justice, and workplace deviance) are mature, having evolved in some cases over thousands of years. It is the interrelationships of these mature constructs that presents an opportunity and justification for the use of quantitative methods of analysis. The two survey instruments involved in this quantitative study are comprised of the exact questions used in five distinct tools. These tools have all been validated and tested in their respective fields but have rarely if ever been deployed together in the manner this study contemplates.

Ethical Considerations

The IRB approval for human subjects research required for this study is contained in Appendix A. As to ethical considerations, particularly bias, I am the president and CEO of a family-owned distributor and fabricator of pipe, valves, and fittings serving contractors in the commercial construction space. My company, which celebrated its 42nd anniversary in 2021, currently is the 19th largest pipe, valve, and fitting distributor in the U.S. Based in Dallas. I employ 150 associates across eight branches serving 15 states in the South and Southwest.

The company uses pre-employment tests produced by a well-known enterprise. The predictive ability of the company's current pretesting for character traits has been inconclusive at best in predicting which employees may be more predisposed to workplace deviance.

Accordingly, my experience may be a blessing and a curse. While it is a strong motivator for the research proposed herein, my personal concerns with workplace deviance may bias an objective review of the data collected.

Procedure

Data were collected through Qualtrics, which recruited a panel of qualified respondents from its national filtered polling database. Respondents were compensated based on Qualtrics' confidential agreements directly with the individuals. I was not privy to the amount of compensation. Anonymity of respondents was guaranteed through respondent identification numbers. Respondents had to meet the following criteria:

- They must be full-time employees of a U.S. durable goods merchant wholesaler.
- They must have at least three months with their current employer.
- They must be at least 19 years old.
- They must have English language proficiency.
- They must have worked onsite, pre-COVID, for at least 50% of their hours.

Qualtrics employed a web-based survey distribution and collection method for the two surveys. Respondents were assigned unique, randomly generated identifiers linking their responses from both surveys. Qualtrics delivered automated distribution of the survey invitation and consent letter (Appendix C), as well as reminder emails and the invitation email for the second survey.

Study Population and Sampling

There are approximately 3.1 million employees working for durable goods wholesalers in the United States, according to the U.S. Bureau of Labor Statistics (Statistics, 2021). Employees of these businesses are interesting to study because of the breadth of behaviors that are required during their typical workday (i.e., interpersonal exchanges, handling timecards, fuel cards, machinery, and millions of products).

I performed power calculations to establish a minimum acceptable sample size for the study. For a linear multiple regression model with a standard error probability of .05, a power computation equal to or above .80, the number of predictor variables set to 22 based on the factors and control variables discussed, and with a model sensitivity set to capture medium changes in R^2 , the minimum sample size required for was 164 individuals. A study with these parameters would have an actual power just slightly above the .80 threshold. A total of 318 employees of U.S. durable goods merchant wholesalers comprised the full sample.

Relevant Sample Characteristics

The ages of respondents ranged from 19 to 75 years, with a median age of 52. There were 181 males (56.9%) and 137 females (43.1%) in the sample. The ethnic make-up was 264 White (83%), 30 Black or African American (9.4%), 18 Asian (5.7%), and six Other (1.9%).

The median tenure of respondents was 10 years, with 147 (46.2%) paid as a salary employee and 171 (53.8%) paid an hourly wage. As the study dealt with deviant behaviors in the workplace, it captured a control variable related to the frequency of attending religious services (McFerran et al., 2010). Those attending a religious service at least several times per year or more comprised 128 (40.3%) of the sample.

Data Collection Methods and Instruments

The study comprised two sequential surveys using Likert scale techniques and tracked individual respondents across both treatments. Surveys 1 and 2 were separated by three weeks to diminish the potential impact of response bias. The first survey (a composition of four existing validated instruments) required no more than 15 minutes to complete. The second survey (a combination of two validated existing surveys) required fewer than five minutes. Appendix B, which includes all research instruments, has the surveys along with their factors and items

Measures

Workplace Deviance. The DV in Survey 2 was a quantitative measure of workplace deviance (Bennett & Robinson, 2000). Scores were derived from Likert scale data with higher scores representing more frequent deviant behavior (1 = Never, 7 = Daily). This 19-item instrument aimed at two categories of deviant behavior: interpersonal (acts directed at co-workers) and organizational (acts directed at the firm). Measurements for interpersonal deviance ranged in severity from “Made fun of someone at work” to “Publicly embarrassed someone at work.” Items used to evaluate organizational deviance ranged from “Spent too much time fantasizing or daydreaming instead of working” to “Taken property from work without permission.” Mean scores from all items and the items within each category form the basis for analysis of this DV.

Toward validating their instrument, Bennett and Robinson (2000) cycled through a rigorous exploratory factor analysis (EFA) to arrive at their 12-item instrument. Initial testing was performed on 28 possible items and two possible factors: organizational deviance and interpersonal deviance. Factor loadings in this initial pass are shown in Table 2.

Table 2***Principle Axis Factor Analysis (Oblimin Rotation)***

Item	Factor loadings	
	Organizational deviance	Interpersonal deviance
1 Worked on a personal matter instead of work for your employer	0.50	0.23
2 Taken property from work without permission	0.56	0.33
3 Spent too much time fantasizing or daydreaming instead of working	0.61	0.38
4 Made fun of someone at work	0.32	0.71
5 Falsified a receipt to get reimbursed for more money than you spent on business expenses	0.43	0.16
6 Said something hurtful to someone at work	0.26	0.57
7 Taken an additional or a longer break than is acceptable at your workplace	0.68	0.37
8 Repeated a rumor or gossip about your company	0.65	0.54
9 Made an ethnic, religious, or racial remark or joke at work	0.25	0.55
10 Came in late to work without permission	0.66	0.41
11 Littered your work environment	0.45	0.19
12 Cursed at someone at work	0.38	0.63
13 Called in sick when you were not	0.49	0.44
14 Told someone about the lousy place where you work	0.48	0.36
15 Lost your temper while at work	0.33	0.44
16 Neglected to follow your boss's instructions	0.65	0.46
17 Intentionally worked slower than you could have worked	0.65	0.40
18 Discussed confidential company information with an unauthorized person	0.53	0.24
19 Left work early without permission	0.68	0.31
20 Played a mean prank on someone at work	0.42	0.58
21 Left your work for someone else to finish	0.56	0.42
22 Acted rudely toward someone at work	0.49	0.71
23 Repeated a rumor or gossip about your boss or coworkers	0.32	0.30
24 Made an obscene comment at work	0.52	0.61
25 Used an illegal drug or consumed alcohol on the job	0.54	0.26
26 Put little effort into your work	0.68	0.44
27 Publicly embarrassed someone at work	0.30	0.56
28 Dragged out work in order to get overtime	0.50	0.30
Eigenvalue	8.76	2.18
% variance explained (unrotated factors)	31.28	7.79
% variance explained (rotated factors)	29.05	5.54

Note . Numbers in boldface indicate dominant factor loadings.

Bennett and Robinson (2000) further evaluated correlations between what their study items measured and what many other studies purported to measure. This evaluation of convergent validity lent further credibility to their instrument. Table 3 shows the statistically significant correlations between their items and those in an array of other studies.

Table 3

***Correlations Between Interpersonal and Organizational Deviance Scales
and Measures of Similar Behaviors***

Comparison measure	Observed correlations	
	Organizational deviance	Interpersonal deviance
Similar behaviors		
Hollinger & Clark (1982, 1983a, 1983b)		
Property deviance	0.29 **	0.59 **
Production deviance	0.39 *	0.70 **
Lehman & Simpson (1992)		
Physical withdrawal	0.23 *	0.79 **
Psychological withdrawal	0.40 **	0.65 **
Antagonistic work behavior	0.62 **	0.42 **
<i>Neglect (Farrell & Rusbult, 1986)</i>	0.39 **	0.48 **
Theoretically related behaviors		
Frustration (Peters, O'Connor, & Rudolf, 1980)	0.21 *	0.01
Procedural justice (Neihoff & Moorman, 1993)	-0.33 **	-0.32 **
Distributive justice (Neihoff & Moorman, 1993)	-0.12	-0.08
Interactional justice (Neihoff & Moorman, 1993)	-0.35 **	-0.33
Normlessness (Dean, 1961)	0.21 *	0.13
Machiavellianism (Christie & Geis, 1970)	0.39 **	0.26 *
Citizenship behavior (Podsakoff, MacKenzie, Moorman, & Fetter, 1990)		
Courtesy	0.41 **	-0.22 *
Conscientiousness	-0.28 **	-0.35 **
Dissimilar behaviors		
Voice (Farrell & Rusbult, 1986)	-0.09	-0.14
Exit (Farrell & Rusbult, 1986)	0.11	0.17
Loyalty (Farrell & Rusbult, 1986)	-0.21 *	-0.13

Note. $N = 133$.

* $p < .05$. ** $p < .01$.

Finally, it must be noted that Bennett and Robinson's (2000) workplace deviance test is a self-report survey about sensitive topics. They cited considerable evidence pointing to the validity of self-reporting as an accurate assessment of deviant behaviors (Akers et al., 1983; Clark & Tiffet, 1966; Lee, 1993; Ones et al., 1993).

In the current study, Cronbach's alphas for Bennett and Robinson's (2000) instrument were .84 for the interpersonal deviance scale and .88 for the organizational deviance scale.

Organizational Citizenship Behavior

As the study prepared to commence, a question block about employees' self-reported OCBs was added to Survey 2 as another DV to enable a post-hoc assessment of whether the same drivers of deviance might also relate to pro-social behaviors. Fox et al.'s (2012) OCB-20 Likert scale instrument (1 = Never, 5 = Every day) was inserted in the study. An example of an item measuring interpersonal OCBs was: "Lent a compassionate ear when someone had a personal problem." Items measuring organizational OCBs included statements such as "Helped new employees get oriented to the job." In the current study, Cronbach's alphas for the OCB measurements were .84 for interpersonal OCBs and .85 for organization OCBs.

Cronbach's alpha for overall OCBs was .94. The order in which the workplace deviance and OCB survey instruments were presented within Survey 2 was alternated randomly to control for order bias.

Moral Personality

Moral personality was studied as an IV in Survey 1. Likert scale responses from the Big Five personality test gathered into five traits: extraversion, agreeableness, neuroticism, conscientiousness, and openness. Agreeableness, conscientiousness, and openness are often viewed as a composite of moral personality (Aquino & Reed II, 2002; Goldberg, 1993; McFerran et al., 2010).

Cronbach's alphas for the three scales comprising moral personality were .84 for agreeableness, .77 for conscientiousness, and .81 for openness to experience. Data for extraversion ($\alpha = .90$), and neuroticism ($\alpha = .91$) also were collected for post-hoc analysis.

Moral Identity

Moral identity was studied as an IV. In the moral identity section (Survey 1), respondents were asked to review nine terms (caring, compassionate, fair, friendly, generous, helpful, hardworking, honest, and kind) validated to connect with thousands of unique concepts tied to what people typically think of when they envision a moral person (Aquino & Reed II, 2002). Following that review, participants were asked in Likert scale format the extent to which they agree with 10 statements about their personal affinity for the kind of person those terms embody (1 = Strongly Disagree, 5 = Strongly Agree). The extent to which respondents hold a self-image that espouses the moral description determines their scores on the internalization factor of moral identity. Internalization scores are determined through answers to items such as “Having these characteristics is an important part of my sense of self.” The degree to which respondents wish to project this moral image to others determines their scores on the symbolization factor of moral identity. Symbolization scores are determined through answers to items such as “I am actively involved in activities that communicate to others that I have these characteristics.”

Cronbach’s alphas for the two scales comprising moral identity were .83 for internalization and .78 for symbolization.

Ethical Ideology

Ethical ideology was studied as a mediator between the independent trait variables and workplace deviance (Survey 1). Forsyth’s (1980) Ethics Position Questionnaire was utilized; more specifically, this study administered the more abbreviated and validated EPQ5 version (Forsyth et al., 2008). The extent to which respondents believe in and adhere to universal rights and wrongs defines their level of idealism. Idealism scores are calculated through responses to five items such as “The existence of potential harm to others is always wrong, irrespective of the

benefits to be gained.” Conversely, the degree to which respondents believe ethical rights and wrongs differ by person and by situation defines their level of relativism. Relativism scores are calculated through responses to five statements such as “Ethical considerations in interpersonal relations are so complex that individuals should be allowed to formulate their own individual codes.”

Cronbach’s alphas for Forsyth’s EPQ5 instrument were .83 for the idealism scale and .75 for the relativism scale.

Organizational Justice

The current study examined organizational justice as a moderator of the ethical ideology-workplace deviance relationship (Survey 1). Hansen et al.’s (2013) abridged version of Colquitt and Rodell’s (2015) original organizational justice survey was used. Questions in the organizational justice survey determine respondents’ feelings about four areas of organizational justice: distributive, procedural, informational, and interpersonal.

Cronbach’s alphas for the organizational justice scales were .87 for distributive, .86 for procedural, .91 for interpersonal, and .89 for informational.

Control Variables

Respondent data for age and employment tenure was measured in years. Gender and employment status data were measured with binary variables. The frequency of attending a religious service annually was measured in a 7-point Likert scale (1 = Never, 7 = Daily). Respondent ethnicity was classified according to classifications of the U.S Census Bureau. Finally, respondents’ amount of time spent happy about personal financial matters, personal relationship matters, and personal health matters each were measured in percentages. A full list of these variables can be found in Appendix B.

Collection Period and Process

The data collection period ran from November 2020 to December 2020, prior to which respondents had endured eight months of the COVID-19 pandemic. Considering this unusual moment in time, the study asked respondents questions about the percent of time they felt happy/satisfied and then worried/anxious about three topics: their personal financial matters (Bernstein et al., 2021; Oppler et al., 2008), their personal health matters (Lee, 2002), and their personal relationship matters (Bai et al., 2016). This percent-of-time approach followed Kahneman and Krueger's (2006) recommendation to measure intensity of subjective feelings by asking questions that may be more quantitatively evaluated.

Table 4 shows that respondents spent less time happy and more time worried about their personal financial matters than they reported about their personal health and personal relationships. For example, 33% of respondents were happy half the time or less about their personal financial matters, as compared to 26% and 25% related to personal health and personal relationships, respectively.

Table 4

Percent of Time Happy About

	Personal Financial Matters		Personal Health Matters		Personal Relationship Matters	
	Count	%	Count	%	Count	%
0-25%	30	9%	27	8%	21	7%
25.1-50%	75	24%	56	18%	57	18%
50.1-75%	74	23%	85	27%	72	23%
75.1-100%	139	44%	150	47%	168	53%
	318	100%	318	100%	318	100%

CHAPTER 4: DATA ANALYSIS AND FINDINGS

Overview

The study pursued a cross-sectional sequential quantitative examination drawn from a sample of 318 full-time employees of U.S. merchant wholesalers of durable goods. The study comprised two sequential surveys using Likert Scale techniques and tracked individual respondents across both treatments.

Data Analysis Procedures

I conducted independent samples t-tests, hierarchical OLS regression, Tobit regression, and moderation-mediation analyses to explore relationships between IVs, potential mediators and moderators, and workplace deviance. This approach has been common when Likert scale survey data has been gathered. (Aiken & West, 1991; Widaman, 1985).

Preliminary Analysis

The Impact of Order Bias

A question block about employees' self-reported OCBs was added to assess post-hoc whether the drivers of deviance might also negatively relate to pro-social behaviors. Moral traits and ethical ideologies have been shown to affect OCBs (McFerran et al., 2010). Therefore, a 20-item instrument was inserted into Survey 2 (Fox et al., 2012). The order in which the workplace deviance and OCB survey instruments were presented to respondents was alternated randomly to control for order bias. An independent samples t-test showed statistically significant differences between group 1 (Block 1, OCB questions presented first) and group 2 (Block 2, workplace deviance questions presented first). Illustrated in Table 5, after answering the OCB questions, respondents were statistically less likely to report deviant behaviors overall and particularly more reluctant to report interpersonal deviance ($t = -2.08, p < .05$). The reverse was not true, as an

independent samples t-test showed no statistically significant differences in OCB responses related the order in which the surveys were taken. Therefore, due to this order bias, hypothesis testing focused on the 166 respondents who self-reported their deviant behaviors first, before contemplating 20 questions about OCB activities. The post-hoc power computation for linear multiple regression with a medium F^2 effect size of 0.15, an α error probability of 0.05, 22 predictors, and a sample size of 166 was .81.

Table 5
Order Bias Between Groups 1 and 2

Workplace Deviance	Block	N	Mean	Std. Deviation	Std. Error Mean	t	df	sig.
Total ⁱ	1	152	1.499	0.715	0.058	-1.793	316	0.074
	2	166	1.650	0.781	0.061			
Interpersonal ⁱⁱ	1	152	1.432	0.662	0.054	-2.081	316	0.038
	2	166	1.616	0.886	0.069			
Organizational ⁱⁱⁱ	1	152	1.538	0.827	0.067	-1.423	316	0.156
	2	166	1.670	0.823	0.064			

(1=Never, 2=Once a year, 3=Twice a year, 4=Several times a year, 5=Monthly, 6=Weekly, 7=Daily)

i - Mean of Bennett & Robinson's questions 1-19

ii - Bennett & Robinson's Interpersonal questions 1-7

iii - Bennett & Robinson's Organizational questions 8-19

Correlation matrices for the full 318-member sample and the focused 166-member subsample are shown in Table 6.

Table 6
Correlation Matrices

	Correlation Matrix 318n																				
	M	(SD)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
1. Moral Personality	89.22	(13.02)																			
2. Agreeableness	30.68	(6.09)	.757**																		
3. Conscientiousness	30.70	(5.33)	.704**	.296**																	
4. Openness	27.83	(6.03)	.772**	.364**	.338**																
5. Moral Identity	3.99	(0.58)	.634**	.651**	.327**	.423**															
6. Internalization	4.44	(0.60)	.543**	.612**	.303**	.286**	.817**														
7. Symbolization	3.55	(0.75)	.542**	.512**	.261**	.422**	.886**	.456**													
8. Idealism	4.35	(0.74)	.306**	.426**	.231**	0.026	.442**	.446**	.323**												
9. Relativism	3.20	(0.79)	-0.092	-0.093	-.115*	-0.003	0.023	-.128*	.139*	-0.016											
10. Organizational Justice	3.43	(0.90)	.269**	.180**	.288**	.143*	.223**	.208**	.177**	0.073	-0.032										
11. Distributive	3.08	(1.12)	.161**	0.071	.216**	0.085	0.096	0.077	0.087	-0.029	-0.044	.788**									
12. Procedural	3.06	(1.13)	.208**	0.078	.249**	.152**	.176**	.113*	.180**	0.045	0.050	.855**	.704**								
13. Interpersonal	3.97	(1.03)	.311**	.278**	.265**	.158**	.254**	.325**	.131*	.131*	-0.106	.807**	.412**	.499**							
14. Informational	3.63	(1.06)	.214**	.182**	.223**	0.081	.218**	.186**	.186**	0.101	-0.012	.856**	.461**	.599**	.790**						
15. Workplace Deviance	1.58	(0.75)	-.212**	-.205**	-.278**	-0.006	-.164**	-.205**	-0.088	-.188**	0.047	-.177**	-.120*	-.167**	-.147**	-.152**					
16. Interpersonal	1.53	(0.79)	-.212**	-.251**	-.234**	0.003	-.205**	-.230**	-.131*	-.181**	0.018	-.182**	-.110*	-.146**	-.187**	-.162**	.864**				
17. Organizational	1.61	(0.83)	-.188**	-.155**	-.270**	-0.011	-.122*	-.167**	-0.054	-.170**	0.058	-.154**	-.111*	-.159**	-0.107	-.129*	.960**	.688**			
18. Organizational Citizenship Behavior	2.75	(0.73)	.292**	.266**	0.076	.294**	.218**	0.100	.257**	0.078	0.099	0.057	-0.015	0.049	0.061	0.099	0.108	.133*	0.081		
19. Interpersonal	2.75	(0.77)	.260**	.264**	0.039	.261**	.218**	0.106	.251**	.123*	0.091	0.003	-0.081	-0.004	0.039	0.062	.112*	.133*	0.087	.911**	
20. Organizational	2.85	(0.80)	.290**	.258**	.110*	.268**	.203**	0.099	.234**	0.057	0.074	0.099	0.023	0.068	0.106	.136*	0.022	0.051	0.004	.922**	.757**

Correlation Matrix 166n																					
	M	(SD)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
1. Moral Personality	88.81	(12.69)																			
2. Agreeableness	30.51	(6.04)	.723**																		
3. Conscientiousness	30.40	(5.36)	.755**	.320**																	
4. Openness	27.90	(5.89)	.724**	.272**	.333**																
5. Moral Identity	3.98	(0.98)	.588**	.661**	.318**	.316**															
6. Internalization	4.41	(0.63)	.528**	.615**	.325**	.223**	.851**														
7. Symbolization	3.54	(0.73)	.501**	.546**	.238**	.321**	.894**	.525**													
8. Idealism	4.30	(0.80)	.273**	.433**	.228**	-0.063	.489**	.522**	.346**												
9. Relativism	3.24	(0.77)	-0.090	-0.040	-0.137	-0.019	0.105	-0.083	.241**	0.049											
10. Organizational Justice	3.41	(0.91)	.305**	.154*	.306**	.212**	.248**	.169*	.257**	0.072	0.023										
11. Distributive	3.07	(1.16)	.202**	0.052	.251**	0.141	0.107	0.035	0.144	-0.037	0.007	.791**									
12. Procedural	3.08	(1.11)	.228**	0.037	.240**	.226**	.204**	0.098	.246**	0.047	0.067	.852**	.715**								
13. Interpersonal	3.90	(1.06)	.353**	.283**	.293**	.201**	.284**	.288**	.214**	0.151	-0.056	.813**	.409**	.506**							
14. Informational	3.60	(1.08)	.234**	0.148	.232**	0.134	.234**	0.151	.250**	0.088	0.057	.856**	.463**	.587**	.807**						
15. Workplace Deviance	1.65	(0.78)	-.248**	-.210**	-.306**	-0.027	-.162*	-.216**	-0.078	-.225**	0.051	-.216**	-0.121	-.211**	-.173*	-.213**					
16. Interpersonal	1.62	(0.89)	-.222**	-.249**	-.264**	0.028	-.182*	-.206**	-0.119	-.216**	0.040	-.157*	-0.069	-0.123	-.168*	-.167*	.874**				
17. Organizational	1.67	(0.82)	-.233**	-.159*	-.294**	-0.058	-0.129	-.195*	-0.042	-.202**	0.051	-.225**	-0.139	-.240**	-.153*	-.214**	.952**	.685**			
18. Organizational Citizenship Behavior	2.77	(0.71)	.295**	.237**	0.116	.300**	.210**	0.091	.262**	0.067	0.104	.164*	0.092	.195*	0.123	0.133	0.081	0.100	0.059		
19. Interpersonal	2.78	(0.75)	.246**	.257**	0.054	.233**	.239**	0.120	.285**	.159*	0.074	0.086	-0.007	0.129	0.085	0.081	0.069	0.087	0.050	.907**	
20. Organizational	2.85	(0.80)	.299**	.232**	.163*	.265**	.199*	0.102	.235**	0.033	0.091	.204**	0.114	.195*	.172*	.198*	0.005	0.024	-0.007	.917**	.734**

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Independent samples t-tests revealed additional interesting characteristics of the sample related to their self-reported workplace deviance behaviors. Males reported committing overall workplace deviance at a rate 11% higher than their female colleagues ($t = 1.923, p < .10$). Respondents aged 56 and older reported committing overall workplace deviance at a rate 15% lower than their younger colleagues ($t = -2.86, p < .01$). Employees who were happy about their personal financial matters more than 50% of the time (Table 7) reported committing workplace deviance at a rate 12% lower than others ($t = -2.24, p < .05$). Likewise, employees who were happy about their personal health more than 50% of the time reported committing interpersonal deviance at a rate 14% lower than others ($t = -2.33, p < .05$).

Table 7

Percent of Time Happy About Personal Financial Matters

Workplace Deviance	% Time Happy	N	Mean	Std. Dev.	Std. Error Mean	t	df	sig.
Total ⁱ	>= 50%	222	1.516	0.702	0.047	-2.239	316	0.026
	< 50%	96	1.721	0.846	0.086			
Interpersonal ⁱⁱ	>= 50%	222	1.464	0.709	0.048	-2.219	316	0.027
	< 50%	96	1.677	0.941	0.096			
Organizational ⁱⁱⁱ	>= 50%	222	1.547	0.774	0.052	-1.987	316	0.048
	< 50%	96	1.747	0.926	0.095			

(1=Never, 2=Once a year, 3=Twice a year, 4=Several times a year, 5=Monthly, 6=Weekly, 7=Daily)

i - Mean of Bennett & Robinson's questions 1-19

ii - Bennett & Robinson's Interpersonal questions 1-7

iii - Bennett & Robinson's Organizational questions 8-19

Confirmatory Factor Analyses

The study used six validated instruments (Aquino & Reed II, 2002; Bennett & Robinson, 2000; Forsyth et al., 2008; Fox et al., 2012; Goldberg, 1993; Hansen et al., 2013; McFerran et al., 2010). I performed a CFA to ensure the items in each instrument loaded correctly onto the factors within each construct. After an iterative process of identifying covariances of the error

terms within each factor of each construct, I evaluated fit with the indices CMIN/DF, CFI, and RMSEA. Table 8 shows the indices for each instrument, as well as the Cronbach's alpha reliability measure for each.

Table 8
CFA Results

Instrument	CMIN/DF	CFI	RMSEA
Goldberg Big 5 (Moral Personality Within) (50 items, 5 factors)	1.40	0.90	0.049
Moral Identity from Aquino & Reed (10 items, 2 factors)	2.89	0.94	0.068
Ethics Ideology EPQ5 from Forsyth & O'Boyle (10 items, 2 factors)	1.68	0.99	0.047
Organizational Justice from Hansen et al. (12 items, 4 factors)	2.24	0.98	0.061
Workplace Deviance from Bennett & Robinson (19 items, 2 factors)	1.94	0.93	0.075
Organization Citizenship Behavior OCB-20 from Fox & Spector (20 items, 2 factors)	1.86	0.98	0.051

Indices for the workplace deviance instrument (Bennett & Robinson, 2000) are based on factor loadings from the 166-member subsample who answered the deviance questions without bias from the OCB questionnaire. To do otherwise was untenable as the effect of order bias when OCB questions came first was so significant. In the analyses, this subsample caused a secondary EFA of the deviance instrument to fail to properly load onto one-, two-, and three-factor options.

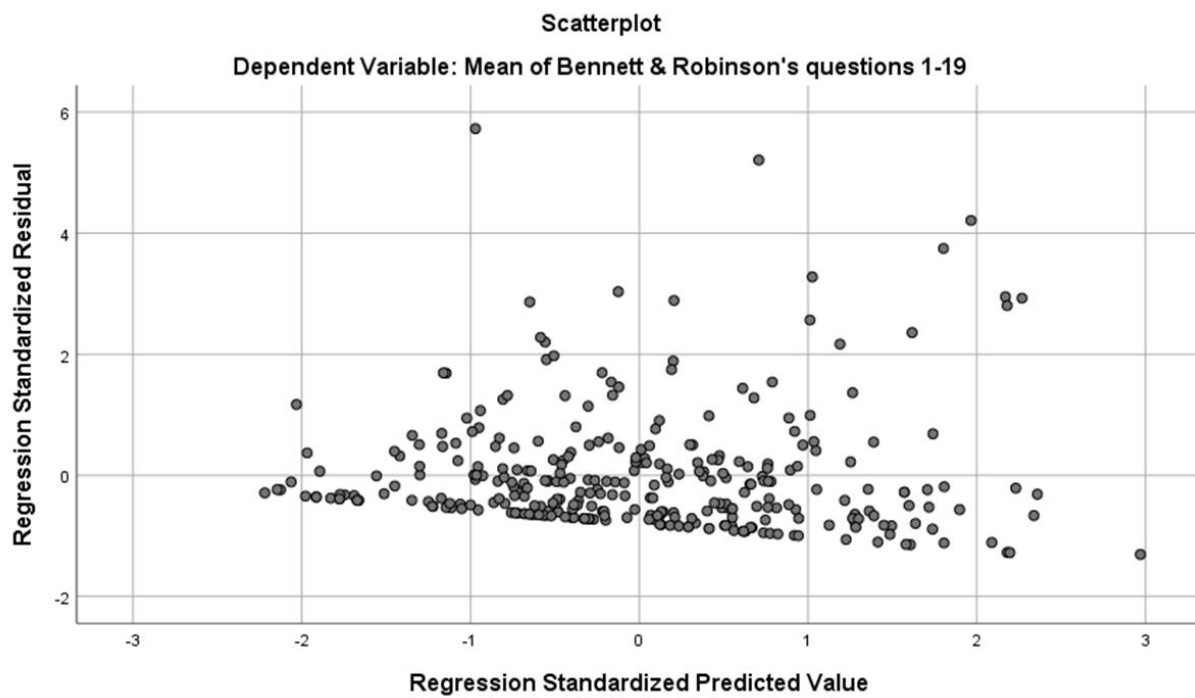
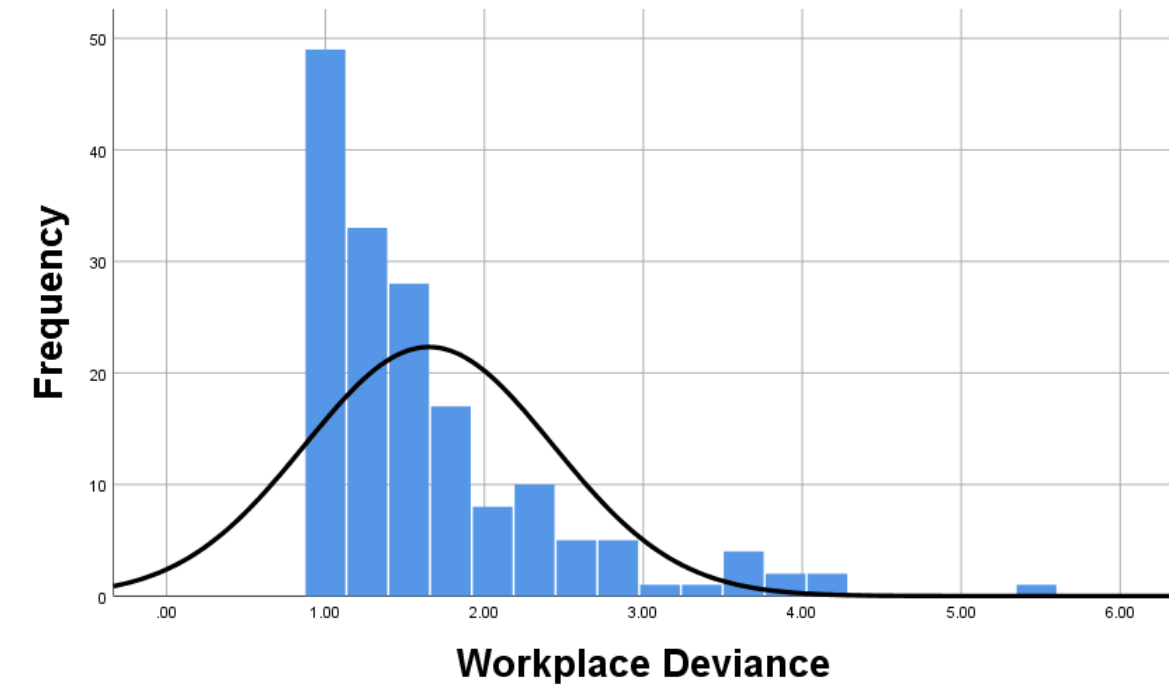
Per Carmines and McIver (1983), CMIN/DF measures less than 3 are considered acceptable fit. Matsunaga (2010) held that CFI measures at or above .95 indicated good fit (measures above .90 were acceptable) and that RMSEA measures smaller than .06 indicated good fit (smaller than .08 were acceptable). By these qualifications, the CFAs certified that all items loaded properly onto their relevant factors within each construct.

Controlling for Heteroskedasticity of Workplace Deviance

More than 18% of respondents self-reported they “never” committed a single deviant behavior at work during the past two years. This resulted in the overall sample having a mean of 1.65 when choices ranged from 1 (never) to 7 (daily) about the frequency of anti-social activities. Thus, the distribution of the workplace deviance DV violated the normal distribution assumption underlying OLS regression. Figure 2 shows the positively skewed results and the funneled scatterplot of standardized residuals of predicted values, all pointing to heteroskedasticity in the DV due to censoring from below at the lower limit of 1. OLS regression assumes that the variance of the regression errors is constant. This means the data demonstrate homoskedasticity. When data are heteroskedastic, this assumption is violated, and the p value for regression coefficients and the upper and lower bounds of confidence intervals can be in error. Furthermore, heteroskedasticity affects calculation of the multiple correlation coefficient R , thereby jeopardizing the explanatory nature of R^2 – the estimated percentage of change in the DV by change(s) in the IV(s). Thus, heteroskedasticity cannot be ignored because if not controlled for it may invalidate findings (Hayes & Cai, 2007).

Figure 2

Heteroskedasticity of Workplace Deviance Data



Fortunately, Tobit regression provides an avenue for properly calculating the coefficients and approximating the variance in the dependent variable due to variance in the independent variable(s). I ran the Tobit regressions required in evaluating the relevant hypotheses.

Furthermore, Hayes and Cai (2007) foresaw the need for researchers to correct for heteroskedasticity when running the complex regression equations required to assess mediation and moderation. Hayes and Cai (2007) developed a correction for the effects of heteroskedasticity. I employed a heteroskedasticity-consistent standard error estimator (HC3: Davidson & MacKinnon, 1993). By doing so, I was able to increase confidence in the validity and power of hypothesis testing covered herein.

Results

Hypothesis 1: Relationships between Moral Personality, Moral Identity, and Workplace Deviance

Hypotheses 1(a) and 1(b) predicted significant relationships between moral personality and moral identity and workplace deviance. Table 9 shows that the DV was affected as hypothesized, with moral personality ($\beta = -0.31, p < .01$) and moral identity ($\beta = -0.24, p < .05$) both significantly related to workplace deviance. Driving the moral personality-workplace deviance inverse relationship was the conscientiousness factor ($\beta = -0.29, p < .001$). The internalism factor of moral identity was most impactful on interpersonal deviance ($\beta = -.30, p < .001$). Based on these tests, hypotheses 1(a) and 1(b) were supported.

Table 9
Independent Regression Coefficients

	Independent Regression Coefficients	Mediator		Dependent Variable ⁱⁱ		
		Idealism	Relativism	Workplace Deviance	Interpersonal	Organizational
Independent Variables	Moral Personality (i)	0.301 ***	-0.095	-0.311 **	-0.370 *	-0.308 **
	<i>Agreeableness</i>	0.350 ***	-0.308	-0.193 **	-0.300 **	-0.159
	<i>Conscientiousness</i>	0.182 **	-0.106	-0.287 ***	-0.342 **	-0.303 ***
	<i>Openness to Experience</i>	-0.052	-0.015	-0.001	0.082	-0.012
	Moral Identity	0.660 ***	0.137	-0.241 *	-0.358 *	-0.203
	<i>Internalism</i>	0.669 ***	-0.102	-0.300 **	-0.385 *	-0.279 *
	<i>Symbolism</i>	0.378 ***	0.253 **	-0.095	-0.184	-0.047
Mediator	Idealism			-0.256 **	-0.349 **	-0.262 *
	Relativism			0.070	0.147	0.060

i - Moral Personality results were Zscored

ii - Tobit regression used to derive Workplace Deviance coefficients

*** $p < .001$

** $p < .01$

* $p < .05$

Hypothesis 2: Relationships between Moral Personality, Moral Identity, and the Ethical Ideologies

Hypotheses 2(a) – 2(d) predicted significant relationships between moral personality and moral identity and the two ethics ideologies, idealism and relativism. Moral personality ($\beta = .30$, $p < .001$) and moral identity ($\beta = .66$, $p < .001$) performed as anticipated relative to idealism. Therefore, hypotheses 2(a) and 2(c) were strongly supported.

The independent inverse relationships between moral personality, moral identity, and the ethical ideology of relativism were not supported. In fact, the symbolism factor of moral identity (i.e., how individuals portray their moral beliefs to others) was positively related to relativism ($\beta = .25$, $p < .01$). Therefore, hypotheses 2(b) and 2(d) were rejected.

Hypothesis 3: Relationships Between the Ethical Ideologies and Workplace Deviance

Hypothesis 3(a) predicted a significant negative relationship between idealism and workplace deviance. Idealism behaved as hypothesized ($\beta = -.25, p < .01$). Therefore, hypothesis 3(a) was strongly supported.

Hypothesis 3(b) predicted significant positive relationship between relativism and workplace deviance. Contrary to this presumption, while the coefficients for regression analyses between relativism and workplace deviance were positive, the relationships were not shown to be statistically significant. Therefore, hypothesis 3(b) was rejected.

Hypothesis 4: Evaluating Ethical Ideologies as Mediators

Hypotheses 4(a) and 4(b) predicted that idealism would mediate the relationship between moral personality, moral identity, and workplace deviance. Per Baron and Kenny (1986), the following conditions must be met for mediation to exist:

- The DV regressed on the IV must show a statistically significant β coefficient,
- The mediator regressed on the IV must show that the IV is significantly predictive,
- The DV when regressed on the mediator shows that the mediator is significantly predictive as well, and
- When the mediator is introduced into the three-variable regression equation, the statistical strength of the IV's coefficient is reduced or rendered nonsignificant.

The previous regression coefficients demonstrated compliance with Baron and Kenny's (1986) first three conditions. For example, the coefficient of path c' in the moral personality-idealism-workplace deviance mediation model ($\beta = -.21, p < .05$) has lost strength from its direct effect ($\beta = -.27, p < .01$).

Significance in mediation and moderation analyses are validated when 0 (representing the null hypothesis) falls outside the lower and upper bootstrap confidence intervals (signified as LLCI and ULCI in all mediation and moderation figures). Hereinafter, the current study uses Hayes PROCESS v3.5 Model 4 outputs to demonstrate mediation and Model 14 outputs to show moderated-mediation significance (Hayes, 2017). These two models are used because they match the relationship paths depicted in my theoretical framework.

Figure 3 and Figure 4 show that the mediated effect of idealism was significant, as the indirect effects of moral personality and moral identity on workplace deviance (each working through idealism) were statistically significant at the 95% confidence level. Since the LLCI and ULCI does not contain the null (represented as 0), there is support for partial mediation.

Figure 3

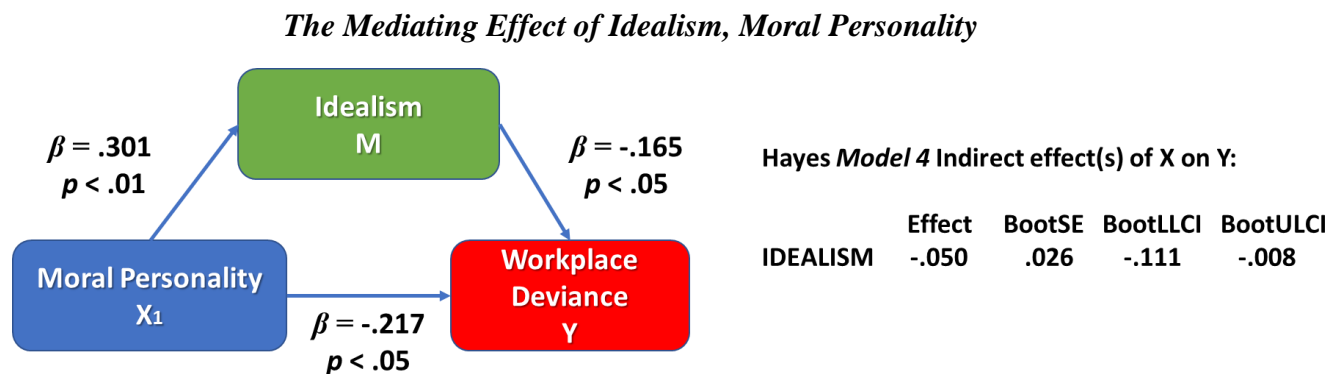
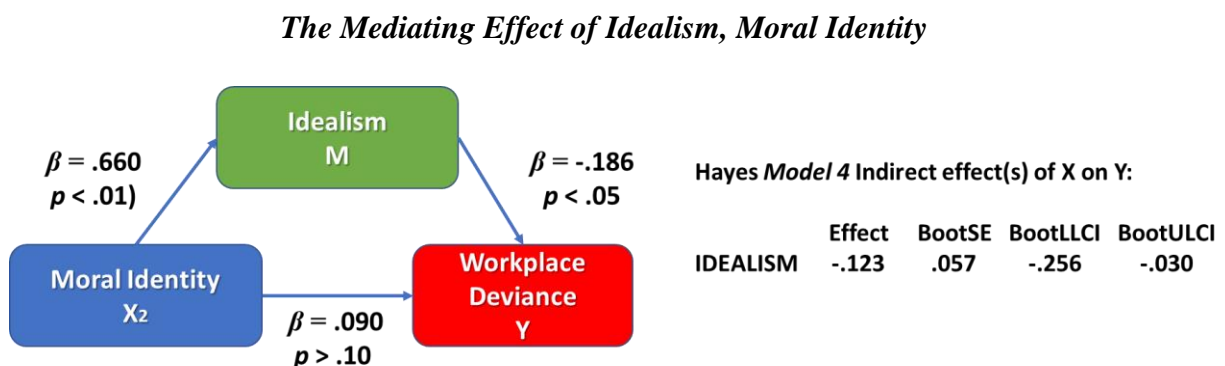


Figure 4



Moral personality as mediated through idealism explained 6.2% ($R^2 \Delta .062, p < .01$) of the variance in workplace deviance. Moral identity as mediated through idealism explained 5.4% ($R^2 \Delta .054, p < .05$) of the variance in workplace deviance. Idealism was a stronger mediator between moral identity and workplace deviance than between moral personality and deviance, as revealed by the larger reduction in path c' coefficients from the direct relationships. Therefore, due to the above results, hypotheses 4(a) and 4(b) were supported.

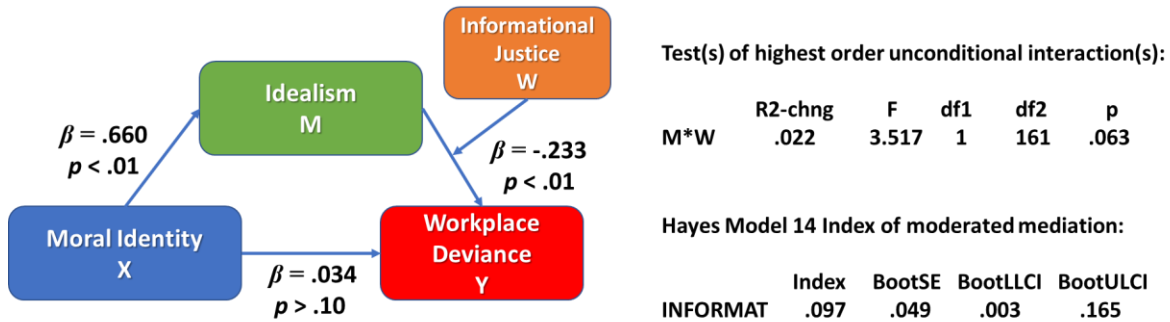
However, because the independent inverse relationships between moral personality, moral identity, and the ethical ideology of relativism were not statistically significant, hypotheses 4(c) and 4(d) were rejected.

Hypothesis 5: Evaluating Organizational Justice Perceptions as Moderator

Hypothesis 5 postulated that perceptions of organizational justice would change the intensity of trait-based ideologies (idealism and relativism) on behaviors in the workplace. The model including informational justice moderating the mediated relationship between moral identity and workplace deviance through idealism explained 11% of the variance in deviance ($p < .01$). The path b interaction of idealism (M) and informational justice (W) explained 2.2% of the variance in workplace deviance ($R^2 \Delta .022, p < .10$). The LLCI and ULCI did not include 0, thus enabling rejection of the null (Figure 5). Therefore, hypothesis 5(a) was partially supported with the moral identity IV. Hypothesis 5(b) was rejected when hypotheses 4(c) and 4(d) were not supported.

Figure 5

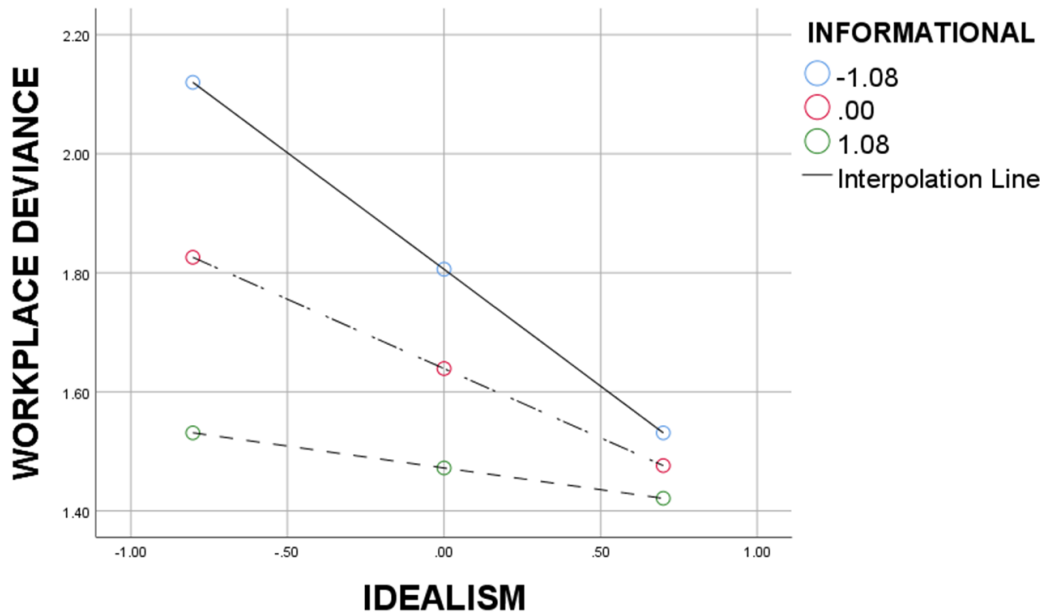
The Moderating Effect of Informational Justice



As respondents' perceptions of informational justice decreased from +1 to -1 standard deviations from the mean, their rates of reported workplace deviance intensified as their levels of idealism decreased as indicated by the change in simple slopes (Figure 6). When their perceptions of informational justice were higher, their rates of reported deviance decreased. This moderated effect was somewhat stronger involving the organizational deviance factor, explaining 2.3% of the deviance variance ($R^2 \Delta .023, p < .05$). As respondents' perceptions of informational justice decreased, their rates of reported organizational deviance intensified as idealism waned.

Figure 6

Simple Slope Variances from Informational Justice Effects



Post-Hoc Analyses

Effects of Control Variables on Moderated Mediation Analyses

The moderating effect of informational justice on overall deviance was stronger among male employees, explaining 2.9% of the deviance variance ($R^2 \Delta .029, p < .05$). The 54 employees who attended a religious service several times a year or more reported significant increases in interpersonal deviance when their perceptions of informational justice declined and their idealism measures were low (Figure 7). The model including only more religious respondents explained 29.4% of the interpersonal deviance variance ($p < .05$). The moderating effect explained 7% of the interpersonal deviance variance ($R^2 \Delta .07, p = .01$). The change in simple slopes shown in Figure 8 demonstrates that as more religious respondents' perceptions of informational justice decreased, their rates of reported interpersonal deviance intensified as their

levels of idealism decreased. When their perceptions of informational justice were higher, their rates of reported deviance decreased significantly.

Figure 7

The Moderating Effect of Informational Justice Among More Religious Employees

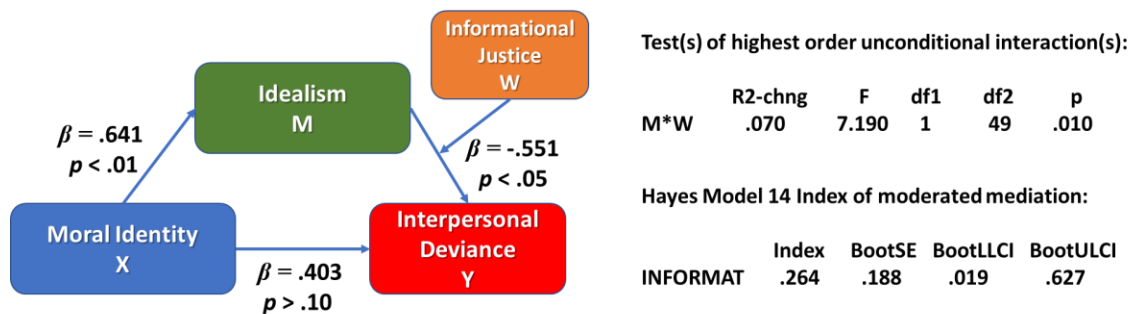
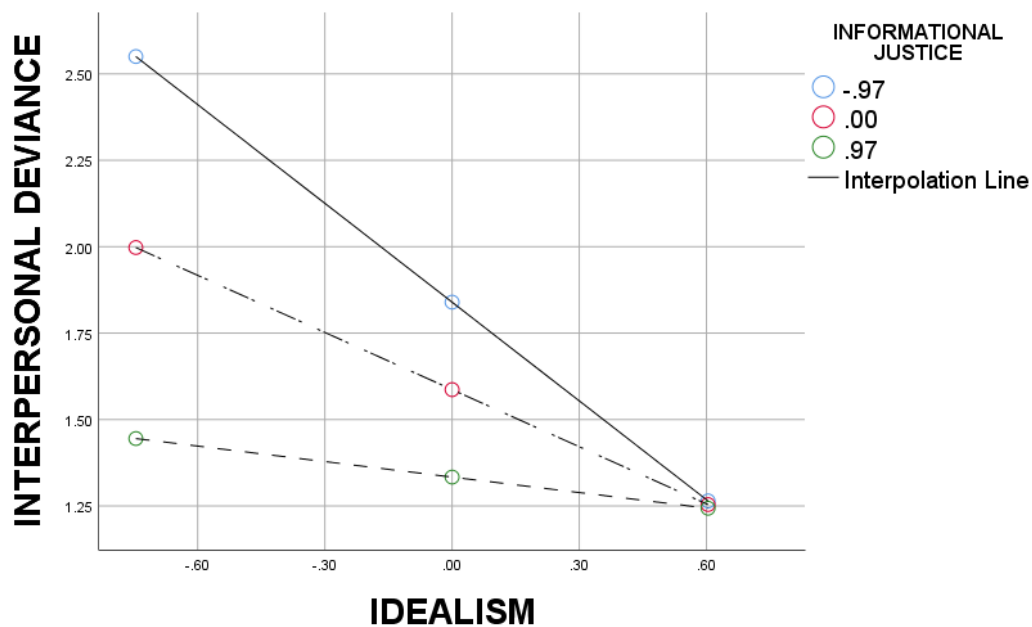


Figure 8

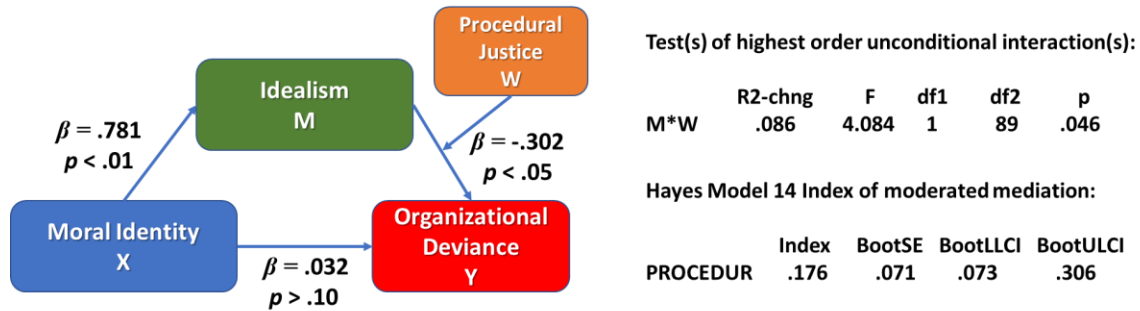
Simple Slope Variances from Informational Justice Effects



Among hourly employees, the moderation effect of procedural justice explained 8.6% of the overall model's 19.1% R^2 related to organizational deviance ($R^2 \Delta .086, p < .05$) (Figure 9).

Figure 9

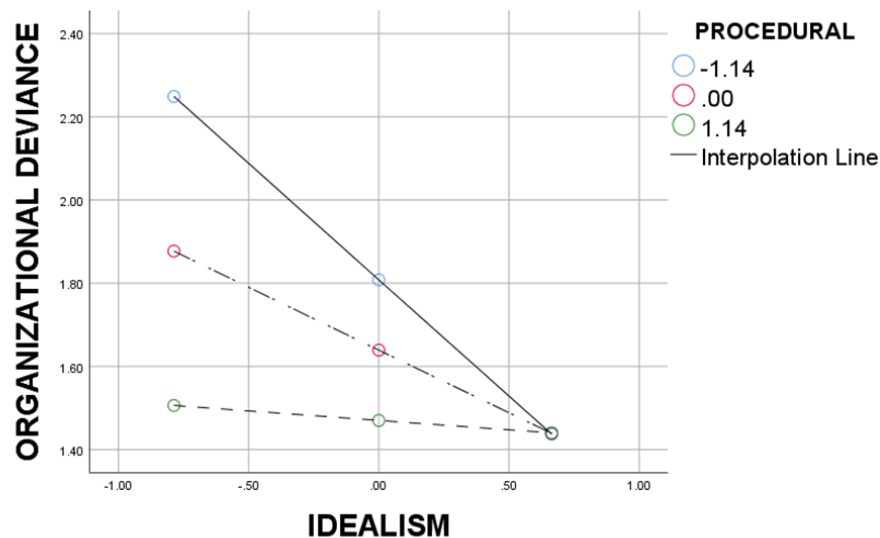
The Moderating Effect of Procedural Justice Among Hourly Employees



As hourly employees' perceptions of procedural justice decreased, their rates of reported organizational workplace deviance intensified as their levels of idealism dropped as depicted by the steepening simple slopes in Figure 10. When perceptions of procedural justice were higher, their rates of reported deviance remained lower and consistent regardless of the level of idealism.

Figure 10

Simple Slope Variances from Procedural Justice Effects



Once again, male employees exhibited statistically significant sensitivity to changes in perceived procedural justice ($R^2 \Delta .025, p < .10$) related to organizational deviance. There were no such effects shown for female employees.

In summary, while distributive and interpersonal justice factors showed no moderating effects, informational and procedural justice demonstrated statistically significant moderation of the mediated relationship between idealism and workplace deviance. That moderation effect was not replicated in the relationship between moral personality and workplace deviance.

Effects of Idealism-Relativism Interaction on Workplace Deviance

Because assessing mediation requires a continuous mediating variable, the ethical ideologies of idealism and relativism as measured by Forsyth's (2021) instrument were examined independently as mediators in the core study. A post-hoc review of 51 'extreme scorers' on the 2x2 idealism and relativism matrix ($\pm .25$ standard deviations from the mean) elicited significant differences in frequencies of deviant workplace behavior between the archetypes of absolutism (respondents showing high idealism, low relativism) and subjectivism (respondents showing low idealism, high relativism). The results of an independent samples t-test demonstrated that absolutists ($M = 1.48, SD = 0.61$) were less likely to misbehave in the workplace than were subjectivists ($M = 2.26, SD = 1.27$), $t(49) = -2.94, p < .01$.

Further, regressing workplace deviance onto the ethical ideology archetypes (1 = Absolutism, 2 = Subjectivism) shows a statistically significant relationship between archetype and workplace deviance ($\beta = .89, p < .01$). Interpreting the results, the positive coefficient indicates those tending toward the archetype of subjectivism were more likely to commit deviant acts in the workplace than were those tending toward the absolutism archetype. These archetypes explained approximately 15% of the variance in workplace deviance.

Alternative Model 1 – A Tobit Regression Model

The moral personality construct has been researched herein per McFerran et al. (2010) as encompassing three factors of the Big Five personality test: agreeableness, conscientiousness, and openness to experience. However, data in this study did not show openness to experience to have any explanatory power as part of moral personality's impact on workplace deviance. Furthermore, openness to experience was not associated with idealism and relativism as mediators in the proposed model.

In post-hoc analysis, I removed openness to experience from the moral personality construct and created an adjusted moral personality variable summing only the agreeableness and conscientiousness scores. Based on Osgood et al. (2002), who expounded upon the merits of Tobit regression for analyzing self-reported deviant behaviors, I then searched for the most instructive model to explain overall workplace deviance. Tobit regression was used due to the left-censored workplace deviance data, which had a consolidation of responses (more than 18% of the sample) at the lowest limit of 1. Respondents whose mean score was 1.00 answered “never” to questions about their frequency of performing certain deviant workplace behaviors over the previous two years. Tobit regression is a maximum likelihood non-linear model; therefore, the coefficients for each IV represent the unconditional marginal effect on the unobserved continuous latent DV Y_i^* . The model accounts for the probability that each observation will be either within the continuous data above the censored lower limit of 1.00 or precisely at that lower limit.

Perceptions of organizational justice were significantly related to workplace deviance in this study ($\beta = -.22, p < .01$). So, too, was it related to factors interpersonal deviance ($\beta = -.24, p < .05$) and organizational deviance ($\beta = -.25, p < .01$). Further, three of the four factors of justice

perceptions (procedural, $\beta = -.19, p < .01$, interpersonal, $\beta = -.15, p < .05$, and informational, $\beta = -.18, p < .01$) were significantly related to workplace deviance.

Therefore, organizational justice and three of its factors were evaluated in the Tobit model. Finally, because the Big Five personality trait of extraversion has been shown in studies to predict organizational and interpersonal deviance in the workplace (Berry et al., 2007; Douglas et al., 2003; Marican, 2016), I included it in the model for evaluation. Tobit regression results are presented in Table 10. The Log-Likelihood of -192.5 of the model was significant ($X^2 = 29.77, p < .000$). Similar to OLS, the t -statistics and p -values demonstrate the significance adjusted moral personality ($t = -4.70, p < .001$), extraversion ($t = 2.53, p < .05$), and perceptions of procedural justice ($t = -2.55, p < .05$). However, unlike OLS, the regression coefficients cannot yet be equated to direct impacts on the variance of workplace deviance.

Table 10

Tobit Regression Model

Tobit regression		Number of obs =		166
		Uncensored =		136
Limits: Lower =	1	Left-censored =		30
Upper =	inf	Right-censored =		0
<hr/>				
		LR chi2(3) =		29.770
		Prob > chi2 =		0.000
Log likelihood = -192.452		Pseudo R2 =		0.072
<hr/>				
DEVIANC2	<i>Coeff.</i>	<i>Std. err.</i>	<i>t</i>	<i>p</i>
ZBMORALP	-0.337	0.072	-4.700	0.000
ZEXTROV	0.190	0.075	2.530	0.012
PROCEDUR	-0.154	0.060	-2.550	0.012
_cons	2.016	0.196	10.270	0.000

Table 11 presents the results of an mfx compute analyses, which illustrates coefficients for the IVs that represent the marginal effect for observed values of Y (rather than on the hypothesized unobserved latent DV Y_i^*). The β coefficients represent the marginal effects on the DV workplace deviance for all observed IV: adjusted moral personality (z-scored), extraversion (z-scored), and perceptions of procedural justice.

Table 11
Marginal Effects of Xs on Y

variable	dy/dx	Std. err.	z	P> z	[95% C.I.]	X
ZBMORALP	-.2525431	.05418	-4.66	0.000	-.358738	-.146348	-.051517	
ZEXTROV	.1420403	.05628	2.52	0.012	.031728	.252352	-.034611	
PROCEDUR	-.1155542	.04531	-2.55	0.011	-.204357	-.026751	3.08233	

To interpret the regression equation, the standard deviations for adjusted moral personality scores (9.3) and extraversion scores (8.4) were recalled. For every 9.3 point decrease in adjusted moral personality (-1 standard deviation), workplace deviance mean scores increased .253 (approximately 5.6%). For every 8.4 point increase in extraversion (+1 standard deviation), workplace deviance means scores increased .142 (approximately 3.1%). Finally, for every 1 point decrease in perceptions of procedural justice, deviance mean scores increased .116 (approximately 2.6%).

It is important to evaluate differences between the OLS and Tobit regression approaches. A comparison of an unconditional OLS model evaluating all 166 observations of Y, a conditional OLS model evaluating only those 136 observations above the censored lower limit of 1, and the Tobit model again contemplating all 166 values appears in Table 12. The value of this comparison is evaluating the statistical strength of each independent variable across the three

models. In total, the Tobit model supports the same conclusion as the OLS model. Adjusted moral personality, extroversion, and procedural justice together predict significant variances in workplace deviance. The straight OLS model explained 16.2% of the variance in workplace deviance ($R^2 = .162$). While Tobit regression provides no such R^2 computation, it shows no real appreciable differences in t-statistics from the OLS computations.

Table 12
OLS vs. Tobit Approach

	(1) ols_uncond	(2) ols_cond	(3) tobit
main			
ZBMORALP	-0.287*** (-4.68)	-0.298*** (-4.31)	-0.337*** (-4.70)
ZEXTROV	0.170** (2.70)	0.213** (2.89)	0.190* (2.53)
PROCEDUR	-0.120* (-2.34)	-0.129* (-2.18)	-0.154* (-2.55)
_cons	2.011*** (11.96)	2.153*** (11.36)	2.016*** (10.27)
/			
var(e.DEV~2)			0.674*** (8.02)
N	166	136	166

t statistics in parentheses

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

The second goal of this study was to provide practitioners with practical recommendations for mitigating workplace deviance. Toward creating an explanatory model useful for employment pre-screening, it was instructive to eliminate perceptions of justice from

consideration. During pre-screening, nothing would be known about the prospective employee's justice perceptions.

Table 13 shows a comparison between normal OLS and Tobit regression outputs. In the OLS model (entitled step_uncond) neuroticism fell outside the typical 95% confidence level ($p > .05$). Tobit regression coefficients in the third column are relatively close to the standard OLS model, as t-statistics are similar in strength, however the value of neuroticism to the model is more precisely revealed ($\beta = -.17, p < .05$).

Table 13
OLS vs. Tobit Trait Predictor Models

	step_uncond	step_cond	step_tobit
main			
ZCONSIEN	-0.155* (-2.40)	-0.190** (-2.93)	-0.183* (-2.45)
IDEALISM	-0.165* (-2.26)	-0.167* (-2.07)	-0.195* (-2.31)
ZNEUROT	-0.127 (-1.88)		-0.173* (-2.20)
_cons	2.331*** (7.30)	2.478*** (7.03)	2.352*** (6.37)
/			
var(e.DEV~2)			0.694*** (8.02)
N	166	136	166

t statistics in parentheses

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

The actual marginal effects of each predictor on the deviance DV are depicted in the dy/dx column of Table 14. Since conscientiousness and neuroticism were z-scored, their respective standard deviations were required for the interpretation. Results show that a 5.36-point

increase in a respondent's conscientiousness score triggered a -.18 decrease (3.9%) in the mean score of overall workplace deviance ($p < .05$). A single-point increase in a respondent's idealism score produced a -.19 drop (4.2%) in the mean score of overall workplace deviance ($p < .05$). And a 7.81 point increase in respondent neuroticism caused a -.13 decline (2.8%) in the mean score of overall workplace deviance ($p < .05$). Therefore, approximately 11% of the variance in overall workplace deviance was explained by measurements of three predictor variables: conscientiousness, idealism, and neuroticism.

Table 14
Marginal Effects of Trait Predictors

variable	dy/dx	Std. err.	z	P> z	[95% C.I.]	X
ZCONSIEN	-.1773583	.07251	-2.45	0.014	-.319466	-.03525		-.057574
IDEALISM	-.188836	.08187	-2.31	0.021	-.349298	-.028374		4.3
ZNEUROT	-.1680148	.07625	-2.20	0.028	-.317454	-.018576		-.146152

The marginal effects of neuroticism, agreeableness, and extraversion on interpersonal workplace deviance are depicted in the dy/dx column of Table 15 (model $X^2 = 25.56$, $p < .000$). Because the predictor variables were z-scored, their respective standard deviations were required for the interpretation. Results show that a 7.81-point increase in respondent neuroticism caused a -.30 decline (6.5%) in the mean score of interpersonal workplace deviance ($p < .01$). A 6.09-point increase in respondent agreeableness triggered a -.33 decline (7.1%) in the mean score of interpersonal workplace deviance ($p < .001$). And an 8.36-point increase in respondent extraversion produced a .30 increase (6.5%) in the mean score of interpersonal workplace deviance ($p < .01$).

Table 15***Marginal Effects of Trait Predictors***

variable	dy/dx	Std. err.	z	P> z	[95% C.I.]	X
ZNEUROT	-.2987634	.09104	-3.28	0.001	-.477199	-.120328		-.146152
ZAGREEAB	-.3254309	.09261	-3.51	0.000	-.506952	-.143909		-.027463
ZEXTROV	.2993841	.0976	3.07	0.002	.108092	.490676		-.034611

The marginal effects of conscientiousness and idealism on organizational workplace deviance are depicted in the dy/dx column of Table 16 (model $X^2 = 17.85$, $p < .000$). Because the conscientiousness was z-scored, its standard deviation was required for the interpretation. Results show that a 5.36-point increase in respondent conscientiousness produced a -.25 decline (5.6%) in the mean score of organizational workplace deviance ($p < .01$). And a single-point increase in respondent idealism triggered a -.18 decline (3.9%) in the mean score of interpersonal workplace deviance ($p = .058$).

Table 16***Marginal Effects of Trait Predictors***

variable	dy/dx	Std. err.	z	P> z	[95% C.I.]	X
ZCONSIEN	-.2537676	.07477	-3.39	0.001	-.400313	-.107223		-.057574
IDEALISM	-.1762098	.09304	-1.89	0.058	-.358562	.006142		4.3

Using a Tobit approach to regress organizational deviance onto the core constructs under study (i.e., moral personality, moral identity, idealism, and relativism) produced a model explaining approximately 7.5% - 10.5% of the outcome variance ($X^2 = 11.25$, $p < .01$). Moral personality ($\beta = -.25$, $p < .05$) and idealism ($\beta = -.20$, $p < .05$) were the statistically significant

constructs in that alternative predictive model. Table 17 provides a quick reference of the moral traits and explanatory magnitude each had on overall workplace deviance and its two factors.

Table 17

Estimated Effects of Trait Predictors by Deviance Type

Traits	Mean-Score Change	Overall Deviance Variance Explained ⁱ	Interpersonal Deviance Variance Explained ⁱ	Organizational Deviance Variance Explained ⁱ
Conscientiousness	-5.4	3.9%		5.6%
Idealism	-1.0	4.2%		3.9%
Neuroticism	-7.8	2.8%	6.5%	
Agreeableness	-6.1		7.1%	
Extroversion	-8.4		-6.5%	
Total Estimated Variance Explained ⁱ		10.9%	7.1%	9.5%

i - Tobit regression does not produce R2 changes, these are estimates of a computation of marginal effects from STATA

Alternative Model 2 – Financial and Health Happiness as Moderators

Having gathered descriptive data about the percent of time respondents spent feeling happy/satisfied about their personal financial matters and personal health matters and noticing significant differences in independent samples t-tests across several variables, I examined whether those feelings moderated the moral identity-workplace deviance relationship as mediated by idealism.

The percentage of time respondents felt happy/satisfied with their personal financial matters over the previous two-years moderated the idealism-workplace deviance path, as shown in Figure 11 ($R^2 \Delta .025, p < .05$). As respondents' happiness about personal financial matters increased from -1 to +1 standard deviations, their propensity to commit workplace deviance decreased dramatically as their level of idealism increased (Figure 12). When their personal

financial happiness ebbed, their propensity to commit workplace deviance remained stable but higher regardless of their level of idealism. Hayes' index of moderated-mediation confirmed the relationship, with an upper and lower confidence interval not including the null of 0. Salaried employees showed a more acute relationship ($R^2 \Delta .063, p < .01$). The changing simple slopes at +1, 0, and -1 standard deviations from the mean percent of time spent happy demonstrated that as salaried employees' happiness about personal financial matters increased, their propensity to commit workplace deviance decreased as their level of idealism increased. When their financial happiness waned, their propensity to commit workplace deviance remained higher regardless of their level of idealism.

Figure 11

The Moderating Effect of Personal Financial Happiness

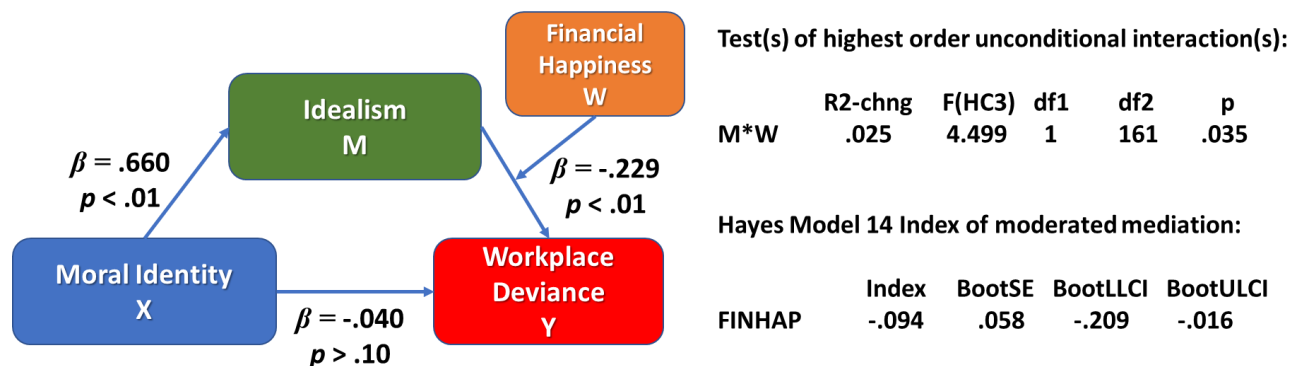
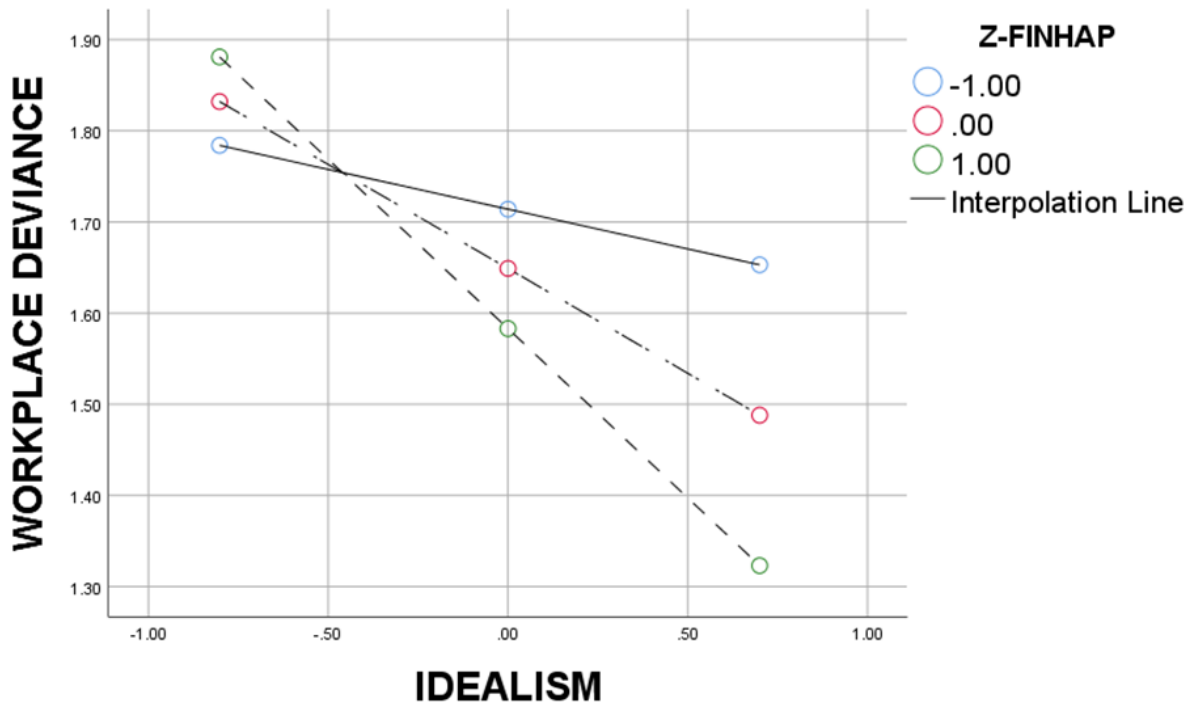


Figure 12

Simple Slope Variances from Personal Financial Happiness Effects



Strong support was found for personal health happiness as a moderator of the path b relationship between idealism and workplace deviance ($R^2 \Delta .023, p < .05$) (Figure 13). As the percentage of time respondents' were happy about personal health increased, their propensity to commit organizational deviance decreased as their level of idealism increased. When the time spent anxious about personal health increased, respondents' propensity to commit workplace deviance remained stable but higher regardless of their level of idealism (Figure 14), as the change in simple slopes from +1 to -1 standard deviations shows.

Figure 13

The Moderating Effect of Personal Health Happiness

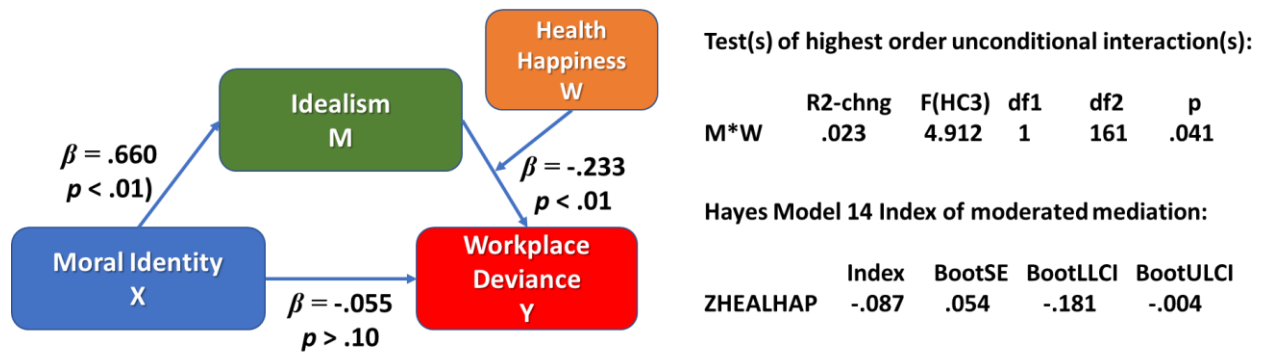
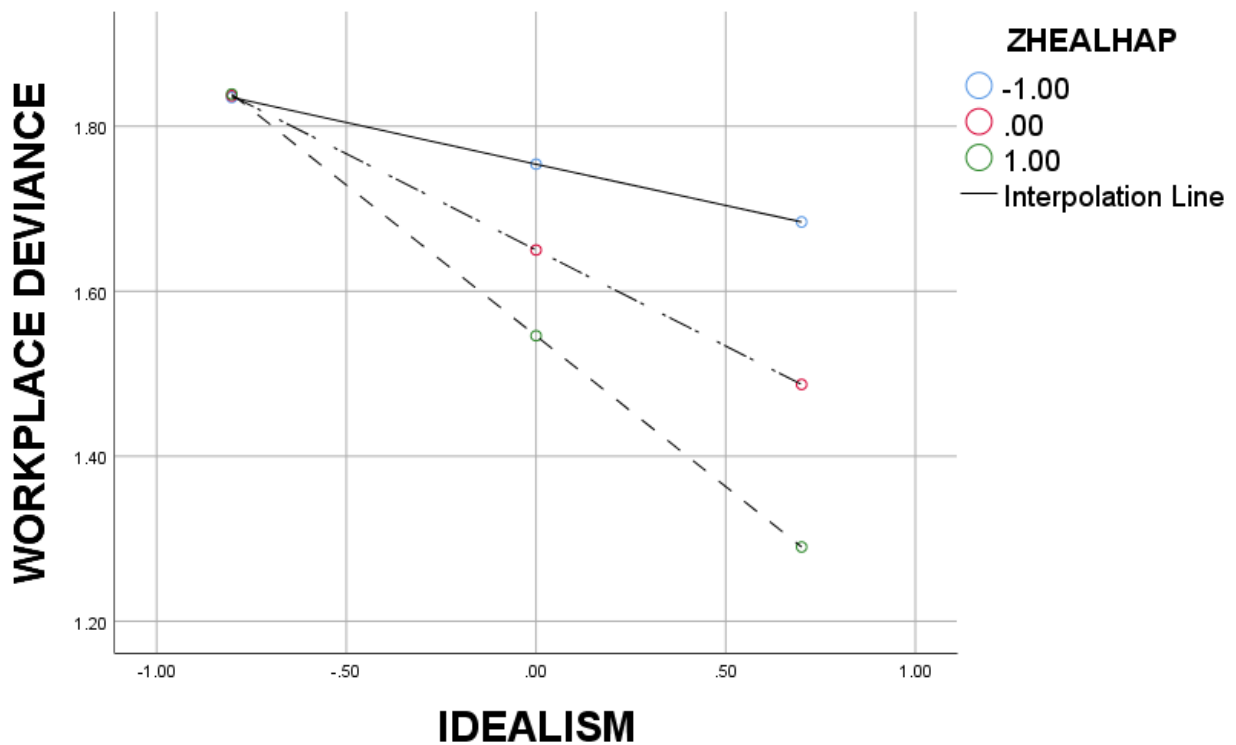


Figure 14

Simple Slope Variances from Personal Health Happiness Effects



Alternative Model 3 – Perceptions of Organizational Justice as Mediator

All trait-level personality factors within the main constructs of moral personality and moral identity were significant positive predictors of perceptions of organizational justice, per

post-hoc analysis shown in Table 18. Further, overall perceptions of organizational justice were significantly predictive of the DV overall workplace deviance ($\beta = -.22, p < .01$) and its factors interpersonal deviance ($\beta = -.24, p < .05$) and organizational deviance ($\beta = -.25, p < .01$). The IV and DV relationships were established as significant. So, tracing the footsteps of Colquitt et al. (2001), Cohen-Charash (Cohen-Charash & Spector, 2001), and others since who have linked justice perceptions to behavioral outcomes, I evaluated justice perceptions as a mediator between the two trait-based moral measures and workplace deviance.

Table 18
Independent Regression Coefficients

	Independent Regression Coefficients	Mediator	Dependent Variableⁱⁱ		
		Org Justice	Workplace Deviance	<i>Interpersonal</i>	<i>Organizational</i>
Independent Variables	Moral Personality (i)	0.382 ***	-0.311 **	-0.370 *	-0.308 **
	<i>Agreeableness</i>	0.141 *	-0.193 **	-0.300 **	-0.159
	<i>Conscientiousness</i>	0.278 ***	-0.287 ***	-0.342 **	-0.303 ***
	<i>Openness to Experience</i>	0.197 **	-0.001	0.082	-0.012
	Moral Identity	0.380 **	-0.241 *	-0.358 *	-0.203
	<i>Internalism</i>	0.246 *	-0.300 **	-0.385 *	-0.279 *
	<i>Symbolism</i>	0.319 **	-0.095	-0.184	-0.047
Mediator	Organizational Justice		-0.223 **	-0.236 *	-0.254 **
	<i>Distributive</i>		-0.102	-0.102	-0.116
	<i>Procedural</i>		-0.186 **	-0.153	-0.239 **
	<i>Interpersonal</i>		-0.146 *	-0.201 *	-0.135
	<i>Informational</i>		-0.177 **	-0.192 *	-0.202 **

i - Moral Personality results were Zscored

ii - Tobit regression used to derive Workplace Deviance coefficients

*** $p < .001$

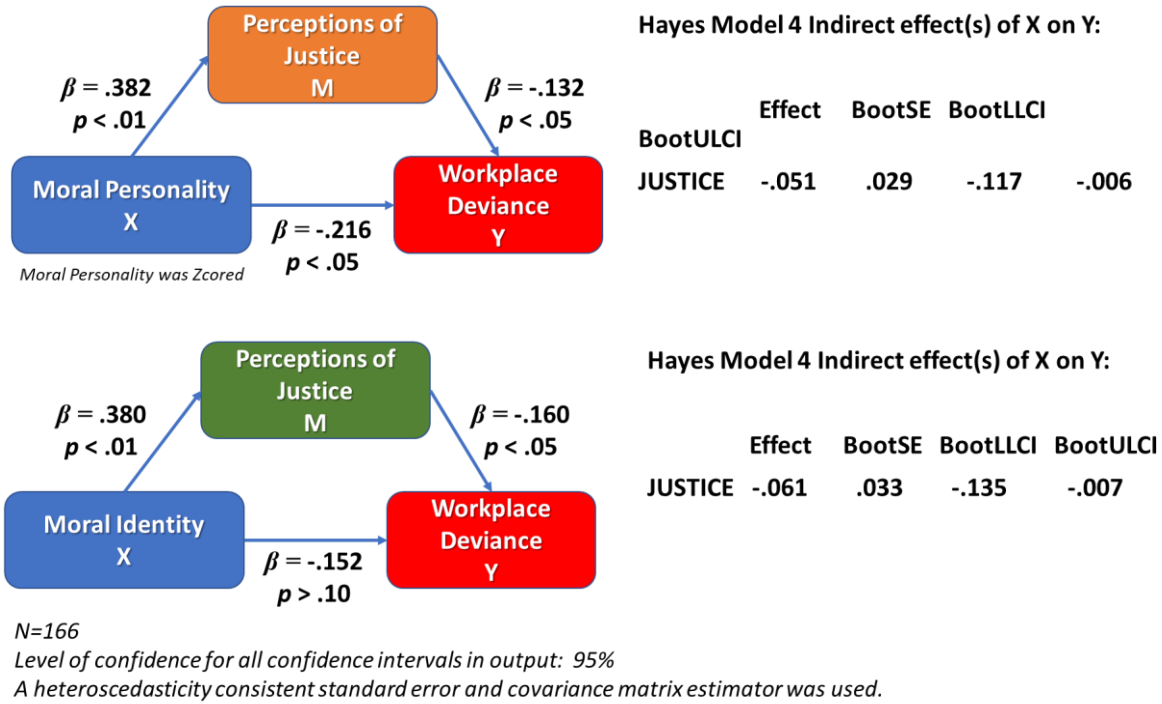
** $p < .01$

* $p < .05$

With both IVs, perceptions of organizational justice mediated the IV-DV relationship (Figure 15). The indirect effect on the moral identity-workplace deviance relationship (-.06) was slightly stronger than on the relationship involving IV moral personality (-.05).

Figure 15

The Mediating Effects of Organizational Justice Perceptions



Pursuing the approach in Alternative Model 2, I examined the moderating effects of financial happiness on the newly uncovered mediated relationships. The percent of time respondents spent happy/satisfied about personal financial matters moderated both the mediated relationships discussed above. The strength of that moderation was slightly stronger in the moral identity-workplace deviance relationship through justice perceptions ($R^2 \Delta .032, p < .01$) than the relationship involving moral personality ($R^2 \Delta .023, p < .05$).

Figures 16 and 17 show that as happiness about personal financial matters increased, employees' propensity to commit workplace deviance decreased as perceptions of organizational

justice increased. When financial happiness declined, propensity to commit workplace deviance remained stable regardless of perceptions of organizational justice (simple slope virtually flat at -1 standard deviation).

Figure 16

The Moderating Effect of Personal Financial Happiness

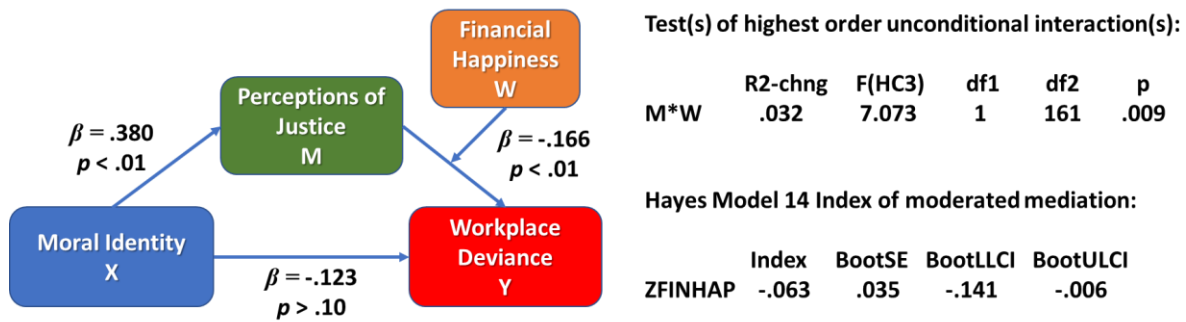
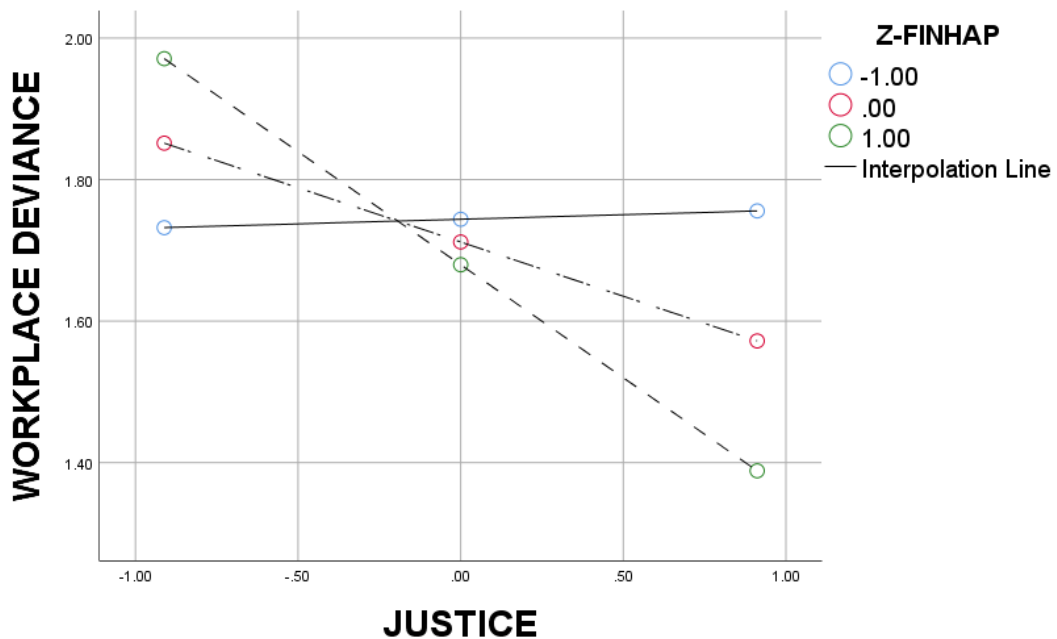


Figure 17

Simple Slope Variances from Personal Financial Happiness Effects



Finally, it was important to analyze whether the moderating strength of health happiness revealed in Alternative Model 2 would also hold in this new mediated relationship involving organizational justice. As before, the percent of time employees spent happy about their personal health matters during the last two years changed the intensity of the relationship between justice perceptions and workplace deviance. As shown in Figure 18, the moderation effect was slightly stronger with moral identity ($R^2 \Delta .027, p < .05$) than with moral personality ($R^2 \Delta .024, p < .10$). As respondents' happiness about personal health increased, their propensity to commit workplace deviance decreased dramatically as perceptions of organizational justice increased. When health happiness ebbed, propensity to commit workplace deviance remained stable (slope flat at -1 standard deviation) regardless of perceptions of justice.

Figure 18

The Moderating Effect of Personal Health Happiness

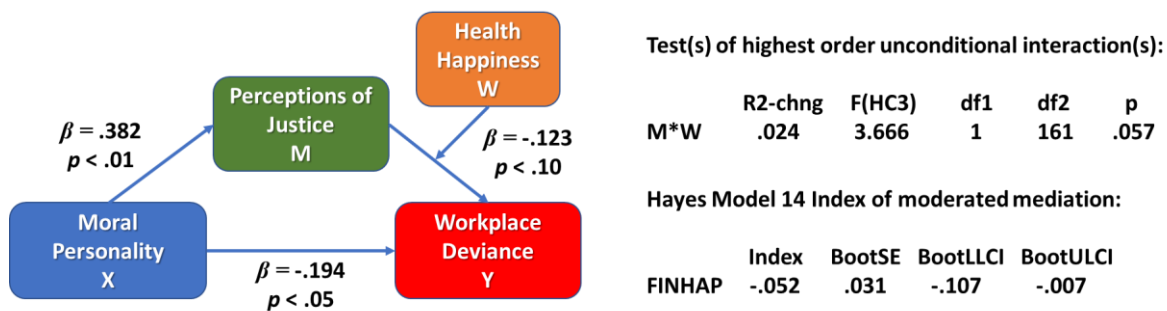
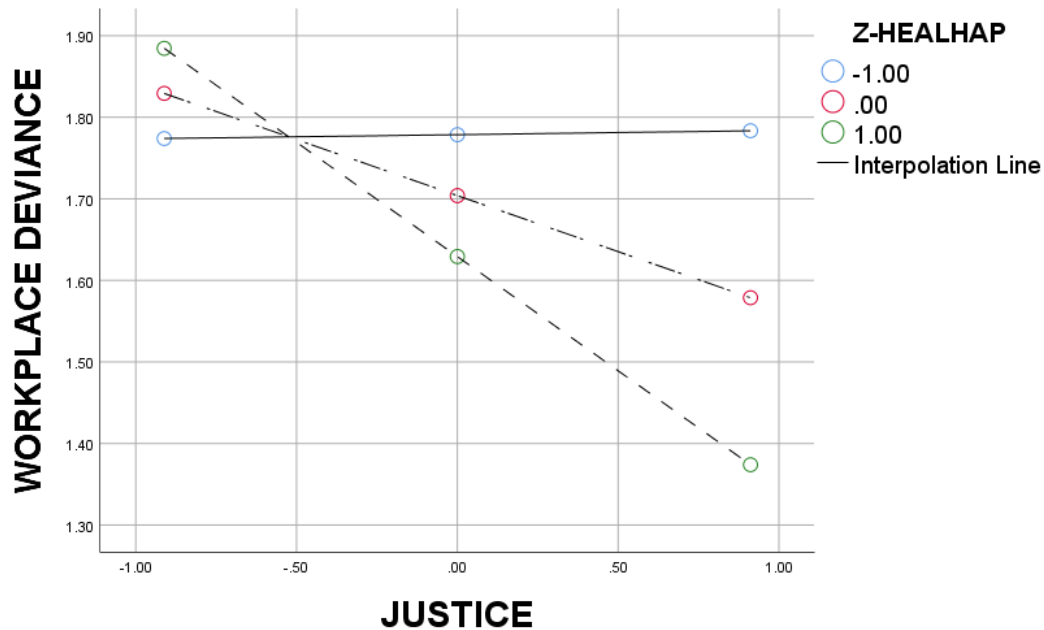


Figure 19

Simple Slope Variances from Personal Health Happiness Effects



Examining OCBs as an Outcome

The practice of pro-social behaviors has been shown to enhance teamwork and a positive work culture (McFerran et al., 2010). Survey 2 included a 20-item questionnaire enabling post-hoc analysis of whether the moral traits and organizational justice perceptions associated with deviant workplace behavior might also help explain OCBs (Fox et al., 2012).

The idealism and relativism mediators under study were not significantly related to overall OCBs and could not be examined as mediators. Therefore, I sought a simple stepwise OLS model that was predictive of overall OCBs. The model included extraversion ($\beta = .17, p < .001$) and openness to experience ($\beta = .16, p < .001$) as IVs (Goldberg, 1993). It also included the tenure ($\beta = .01, p < .01$) and age ($\beta = .18, p < .05$) control variables.

In summary, this model explained 16.2% of the variance in overall OCBs ($F = 15.176, p < .001$). Extroversion explained 9.5% of the variance in the outcome ($F \Delta = 34.17, p < .001$), while openness to experience added 3.0% in explanatory power ($F \Delta = 11.00, p < .01$). Tenure accounted for 2.1% of the variance in overall OCBs ($F \Delta = 7.58, p < .01$) and age contributed another 1.4% in explanatory power ($F \Delta = 5.19, p < .05$).

Table 19 summarizes the most explanatory OLS models for interpersonal (OCB-I) and organizational (OCB-O) factors of OCB. For OCB-I, 14.6% of the variance ($R^2 = .146, F = 10.703, p < .001$) was explained by agreeableness ($\beta = .12, p < .01$), openness to experience ($\beta = .13, p < .01$), perceptions of distributive justice ($\beta = -.11, p < .01$), and extroversion ($\beta = -.11, p < .01$). In addition, the tenure control variable ($\beta = .01, p < .01$) contributed to the model's explanatory power. With OCB-O, 15.3% of its variance ($R^2 = .153, F = 14.115, p < .001$) was explained by extraversion ($\beta = .16, p < .01$), openness to experience ($\beta = .01, p < .05$), and agreeableness ($\beta = .10, p < .05$). Again, the tenure control variable ($\beta = .01, p < .01$) contributed explanatory power.

Table 19
OLS Model Explaining OCB Factors

OCB-I					OCB-O				
Variables	β	Std. Error	t	Sig.	Variables	β	Std. Error	t	Sig.
(Constant)	2.924	0.123	23.713	0.000	(Constant)	2.682	0.067	40.215	0.000
Tenure (control)	0.012	0.004	2.855	0.005	Tenure (control)	0.013	0.004	3.150	0.002
Agreeableness ⁱ	0.123	0.047	2.632	0.009	Extroversion ⁱ	0.157	0.050	3.161	0.002
Openness to Experience ⁱ	0.133	0.046	2.877	0.004	Openness to Experience ⁱ	0.012	0.047	2.604	0.010
Distributive Justice	-0.105	0.037	-2.801	0.005	Agreeableness ⁱ	0.096	0.048	2.000	0.046
Extroversion ⁱ	0.105	0.049	2.151	0.032					

i - Zscored

In summary, while conscientiousness was one of the largest explanatory factors in deviant behavior ($\beta = -.29, p < .001$), it was not significantly related to total OCBs ($\beta = .06, n.s.$)

or either of the OCB factors. Conversely, openness to experience did not explain variances in deviance but was positively related to total OCBs as well both OCB factors. Extraversion was statistically significant (positive) in a Tobit regression model predicting workplace deviance ($\beta = .14, p < .05$), total OCBs ($\beta = .14, p < .001$), and OCB-O. Finally, only in the OCB-I model did any factor of justice perceptions have significant explanatory power, as distributive justice perceptions negatively related to OCB-I.

Because the second goal of this study was to provide practitioners with practical recommendations, an explanatory OCB model useful for employment pre-screening eliminated perceptions of justice from consideration. During pre-screening, nothing would be known about the prospective employee's justice perceptions.

A stepwise regression model containing extraversion, openness to experience, agreeableness, and relativism mean scores accounted for 15.2% of the variance in overall OCBs ($F = 13.98, p < .000$), as shown in Table 20.

Table 20

Trait Predictors of Overall OCBs

Source	SS	df	MS	Number of obs	=	318
Model	25.4351578	4	6.35878946	F(4, 313)	=	13.98
Residual	142.381611	313	.454893326	Prob > F	=	0.0000
				R-squared	=	0.1516
				Adj R-squared	=	0.1407
Total	167.816769	317	.529390438	Root MSE	=	.67446

OCBTTL	Coefficient	Std. err.	t	P> t	[95% conf. interval]	
ZEXTROV	.1296015	.0452935	2.86	0.005	.0404832	.2187199
ZOPENNES	.1219717	.0430596	2.83	0.005	.0372488	.2066945
ZAGREEAB	.0967423	.0439045	2.20	0.028	.010357	.1831276
RELATIVE	.1053939	.0484649	2.17	0.030	.0100358	.200752
_cons	2.408583	.1595933	15.09	0.000	2.094571	2.722594

For interpersonal OCBs, a stepwise regression model incorporating agreeableness, openness to experience, and relativism accounted for 11.3% of the variance in outcome behavior ($F = 13.36, p < .000$). The model showed that agreeableness explained 7% of the variance (+) in interpersonal OCBs ($R^2 \Delta = .07, p < .000$). Openness to experience explained 3.1% of the variance (+) in interpersonal OCBs ($R^2 \Delta = .031, p < .01$). Finally, relativism explained 1.2% of the variance (+) in interpersonal OCBs ($R^2 \Delta = .012, p < .05$).

For organizational OCBs, a stepwise regression model incorporating extraversion and openness to experience accounted for 11.5% of the variance in outcome behavior ($F = 20.53, p < .000$). Both IVs were positively related to the outcome. Extraversion explained 9.3% of the variance ($R^2 \Delta = .093, p < .000$) and openness to experience accounted for 2.2% of the variance ($R^2 \Delta = .022, p < .01$) in organizational OCBs. A summary of all trait factors and their relative R^2 contributions to OCBs is in Table 21.

Table 21

Explanatory Power of Trait Predictors on OCB and its Factors

Traits	Overall OCB R^2 Change	Interpersonal OCB R^2 Change	Organizational OCB R^2 Change
Extroversion	9.8%		9.3%
Openness to Experience	3.0%	3.1%	2.2%
Relativism	1.1%	1.2%	
Agreeableness	1.3%	7.0%	
Total Variance Explained (R^2)	15.2%	11.3%	11.5%

Summary of Findings

Primary Study

The extent to which employees believe universal rights and wrongs should govern behavior (indicating adherence to an idealistic ethical ideology) explains in large part the depth of their moral personality and moral identity traits. Simply put, idealism captures much of the moral personality and moral identity constructs' effects on workplace deviance. An intensity of idealism diminishes the likelihood of anti-social behaviors in the workplace. In general, this summarizes the essence of hypotheses 1(a), 1(b), 2(a), 2(c), 3(a), 4(a), and 4(b), all of which were supported.

There is much left to be understood about how the strength of employees' relativistic ideological tendencies affect workplace deviance. The anticipated positive relationship between a situationally based ethical ideology and deviance did not emerge. Thus, evaluating the moderating effects of justice perceptions on the relativism-deviance connection was nullified.

The connection between idealism and the propensity to do wrong in the workplace was conditional based on state-based perceptions of informational justice (i.e., the level of satisfaction with supervisor honesty and transparency about relevant work information). More mistrust about information received elicited more self-reported deviance when idealism was low. These findings formed the partial support for hypothesis 5(a).

Post-Hoc Analyses

Relationships between the moral trait factors, mediating and moderating variables, and the DVs in this study, along with apparent differences across some control variables, formed the basis for several post-hoc analyses.

Among hourly employees, beliefs about procedural justice moderated the idealism-workplace deviance relationship. As hourly respondents' perceived injustice about company policies intensified, their likelihood of deviance increased as their levels of idealism lowered. Male employees exhibited significant sensitivity to changes in perceived procedural justice related to organizational deviance. There were no such effects shown for female employees.

A Tobit regression model including an adjusted moral personality variable (which included agreeableness and conscientiousness, but excluded openness to experience), along with extraversion and procedural justice variables explained approximately 11% - 16% of self-reported workplace deviance.

Post-hoc investigation also showed that how employees felt about their personal financial and health status each had a significant moderating effect on both the study's original hypothesized moderated-mediation model and the alternative emergent model with perceptions of organizational justice as mediator.

Organizational justice perceptions turned out to be at least as strong a mediator between moral traits and workplace behaviors as was the ethical ideology of idealism. Moral traits affected perceptions of organizational justice, which in turn influenced workplace deviance.

Finally, 16% of the variance in mean-scored OCB was explained by a simple OLS regression model including extraversion, openness to experience, and agreeableness with the addition of tenure as the fourth IV. All significant relationships between OCB and the IVs were positive.

CHAPTER 5: DISCUSSION

Overview

The goal of this study was to provide a more comprehensive understanding of how moral personality, moral identity, and ethical ideology traits combine with state-based perceptions of organizational justice to explain variances in deviant workplace behavior. And commensurately, the ultimate purpose was to provide practitioners with enough information to make more sound decisions regarding employee selection, training, and engagement. Specifically, the study sought to address the following research question: What are the combined effects of moral personality, moral identity, ethical ideology, and justice perceptions on workplace behavior? Further to this question, this study specifically examined:

- How do trait-based characteristics of moral personality and moral identity relate to ethical ideology?
- To what extent do ethical ideology traits mediate the relationship between moral personality, moral identity, and workplace deviance?
- How do employees' state-based perceptions of organizational justice moderate the relationship between ethical ideology and workplace deviance?

Overall, this study found statistically significant relationships between moral personality, moral identity, and workplace deviance, partially mediated by the idealism factor of ethical ideology. Further, employee perceptions of informational justice and procedural justice moderated the idealism-deviance relationship when moral identity was IV. Employees low in idealism were more likely to commit deviance during conditions of perceived informational injustice. Furthermore, hourly employees low in idealism were more likely to commit deviance during conditions of procedural injustice.

Implications for Advancing Theory

Many studies and meta-analytic reviews have examined the trait- and state-based IVs in this study and their independent effects on workplace behavior (Berry et al., 2007; Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Dalal, 2005; Forsyth et al., 2008; Greco et al., 2019; Hershcovis et al., 2007; Zare, 2016). However, relatively few have integrated the personality, identity, ideology, and justice constructs of this study using moderation (Colbert et al., 2004) or mediation (McFerran et al., 2010). To date, this is the first study to evaluate ethical ideology as mediator and organizational justice as moderator between moral traits and workplace deviance. Accordingly, the study adds to existing theory by presenting two theoretical models (Figure 20 and Figure 21) that offer a more complete representation of the relationships among disparate constructs that collectively explain employee misbehavior at work. The study confirms that researchers may consider more detailed, if not more complex, moderated-mediation models that connect employees' moral traits (that exist pre-employment) with their states of being (conditional upon current employment experiences) when evaluating causes of workplace misconduct.

Figure 20

Resulting Core Theoretical Model for Moral Identity

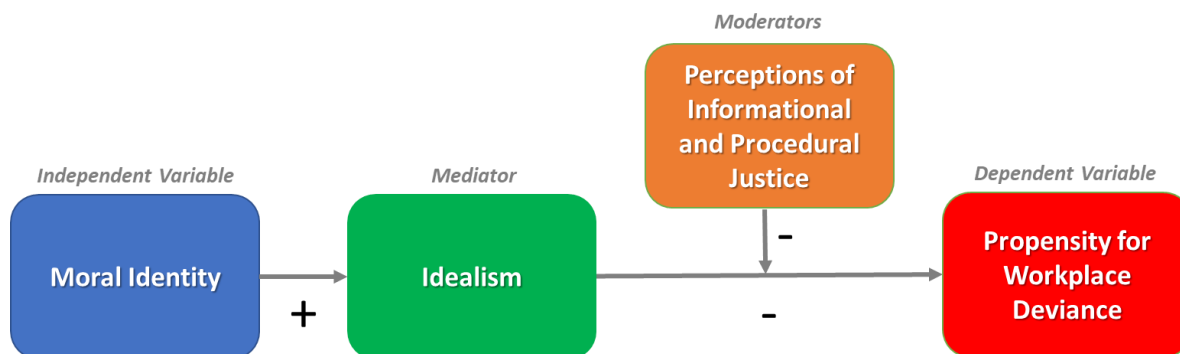
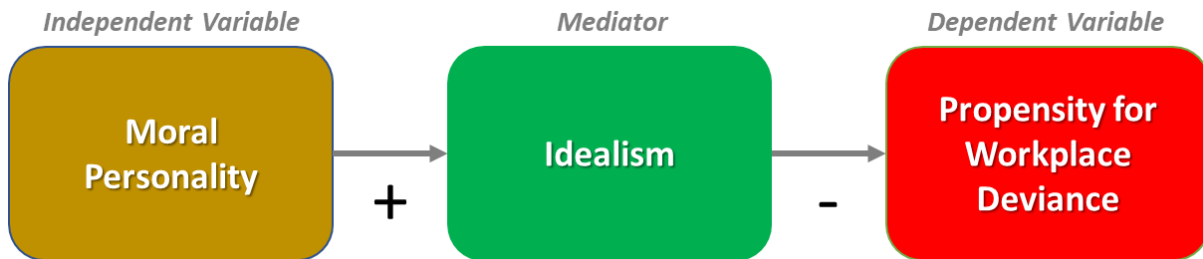


Figure 21

Resulting Core Theoretical Model for Moral Personality



Impacts of Organizational Justice Factors

In this study, as respondents' perceptions of informational justice increased, their rates of reported workplace deviance dropped. The results of a moderated-mediation model showed that this interactive effect was even stronger when examining organizational deviance (e.g., theft of company assets, equipment sabotage, and shirking), explaining 2.3% of the deviance variance. The moderating effect of informational justice on overall deviance was stronger among male employees, explaining 2.9% of the deviance variance.

This study speaks to the intersection of organizational justice and workplace behavior theories, showing how positive perceptions of informational justice mitigates workplace deviance. Further, among low-idealism employees, perceived informational injustice stimulates deviance at a higher frequency than among their high-idealism teammates. Employees appear to place more importance on informational justice than they do on matters of fair compensation. Perceptions of distributive justice had no moderating effect on the idealism-workplace deviance relationship, nor did it relate with overall workplace deviance or the interpersonal and organizational deviance factors.

It is also additive to the theory and research evaluating how hourly and salaried employees viewed procedural justice. Among hourly employees, the moderating effect of

procedural justice on the idealism-organizational deviance relationship explained 8.6% of the overall model's 19.1% R^2 related to organizational deviance. As hourly employees' perceptions of procedural justice increased, their rates of reported organizational workplace deviance dropped, regardless of their level of idealism. It is imperative that scholars recognize distinctions in how exempt and non-exempt employees view the fairness and enforcement of policies and procedures, especially when those procedures are changing, or new rules are added rapidly.

Respondents in this study had endured at least eight months of the COVID-19 pandemic at the time they answered Survey 1 and at least nine months of the crisis when they completed Survey 2. During uncertain times, accurate, fact-based communication from leadership has been shown to be critical in successful employee engagement (Coombs, 2015). Such communications imply transparency and honesty of supervisors and executives.

Workday practices of hourly workers tend to be more procedure centric. However, during the COVID-19 pandemic, in the wholesaling environment, policies and procedures were focused in areas affecting hourly employees. Hourly employees in distributorships tended to be onsite and near co-workers, logistics providers, and customers more often than their salaried colleagues. Rules of behavior were monitored more stringently as to wearing of masks, gloves, and eye protection, as well as to proximity to others, hand sanitization, and station sanitization. Testing and quarantining requirements affected hourly workers and potentially their income. As a result, hourly employee sensitivities about the fair application of new policies and procedures may have a statistically significant effect on the propensity for misconduct in the workplace.

Finally, the study found in post-hoc analysis that moral personality and moral identity, together with all their factors, were predictive (+) of employee perceptions organizational justice. This is somewhat intuitive, in that those with higher levels of agreeableness, conscientiousness,

openness to experience, along with a higher personal identification with moral ideals, may be predisposed to regard others' behaviors with more positivity, if not more grace. And because organizational justice was predictive (-) of workplace deviance and its factors, it stood to reason that justice may also serve as a mediator. In other words, there are elements within moral traits that are also represented in how people view distributive, procedural, interpersonal, and informational justice at work. As previously stated, workplace justice was as significant a mediator as was idealism.

Examining Effects of Idealism, Relativism and Their Interactive Archetypes

Toward building a comprehensive explanatory model, the current study confirmed previous research on the mediating effects of ethical ideology between personality traits and workplace behaviors (McFerran et al., 2010). This study employed the instrument of Forsyth and Berger (1982), which distinguishes between two ethical ideology factors: idealism and relativism. Because mediation analysis requires a continuous variable, each factor had to be evaluated independently for its mediating effects. Idealism was statistically related to moral personality and moral identity as IVs and to workplace deviance as the DV. Further idealism was shown to partially mediate the moral personality-deviance and moral identity-deviance relationships. It was a stronger mediator between the latter than the former.

In contrast, relativism alone had no significant relationship with any of the main constructs under study. Specifically, there were no differences in propensity to commit deviance between high and low relativists when relativism was evaluated independently. However, post-hoc analysis enabled evaluation the idealism-relativism interaction and its effect on deviance. Respondents scoring at least +0.25 standard deviation above the mean in idealism and at least -0.25 standard deviation below the mean in relativism (absolutism archetype) were significantly

less deviant than were those scoring in the reverse (subjectivism archetype) (Forsyth, 1980). This interaction among 51 ‘extreme scorers’ explained approximately 15% of the variance in deviance. These findings affirm Henle et al. (2005), who found high relativists who had low idealism were more likely to commit organizational deviance. The current study also confirmed that high relativists who have higher levels of idealism are not more likely to commit deviance.

Relativism appears to be the spicy trait that when highly present causes low idealists to misbehave more frequently. Conversely, idealism is a solid base trait that when highly present anchors behavior within the bounds of corporate behavioral norms. Those who have it in high amounts, along with low relativism, appear to be the most behaviorally reliable in the company.

Another potentially insightful relationship emerged from this study. Relativism alone was highly correlated (+) with the symbolism factor of moral identity, but not the internalization factor. A potential interpretation is that high relativists appeared to care more about projecting moral traits to others than espousing them internally. Conversely, idealists’ relationships with both the internalization and symbolization factors were equally aligned. This study highlights potential foibles of the social media age, showing how those high in relativism/symbolization project themselves to others may differ significantly from how they see themselves in the moral mirror. A recent study of consumers high in symbolism who experienced a service failure were only happy when their underperforming provider made a public apology through social media; they were not satisfied with a personal and private apology even including compensation (van Gils & Horton, 2019).

Refining the Moral Personality Construct

The moral personality construct has generally been viewed in academic journals as a composition of three Big Five factors (Goldberg, 1993): agreeableness, conscientiousness, and

openness to experience (Colquitt et al., 2006; McAdams, 2009). While the items underpinning those three factors mapped well to their latent variables and the three-factor construct significantly contributed to a mediation model herein, openness to experience alone demonstrated no significant relationships with any of the study's core constructs. In post-hoc analysis, an adjusted moral personality score combining only agreeableness and conscientiousness, excluding openness to experience, explained 3.8% more variance in deviance than the three-factor construct.

Because agreeableness and conscientiousness are more stable and consistent contributors to the moral personality construct across multitudes of studies, including Kluemper et al. (2015), a more refined two-factor construct may be preferable in future research. In this case, openness to experience may be studied as an IV just as extraversion and neuroticism continue to be (Barlett & Anderson, 2012; Kluemper et al., 2015; Le et al., 2014; Marican, 2016).

If scholars are seeking a moral personality construct with the largest direct effect of on workplace deviance, this study shows the streamlined two-factor version may be preferred.

Relative Strengths of Moral Personality and Moral Identity as Predictors

Moral personality and moral identity are positively correlated constructs in this study ($r = .59, p < .001$). Therefore, it is important to understand which is more explanatory in predicting workplace deviance. In this study, moral personality explained 6.2% of the variance, while moral identity explained 2.6%. The effect of moral personality on workplace deviance mediated by idealism explained 8.8% of the variance in deviance. The effect of moral identity on workplace deviance mediated by idealism explained 5.4% of the variance in deviance.

The explanatory power of the moderated-mediation model which included idealism as mediator of the relationship of moral identity and deviance is enhanced by moderating variables

informational justice and procedural justice. No such moderation is required to add explanatory power to the mediated model with moral personality. This means the idealism-deviance relationship is not conditional on justice perceptions when moral personality is the IV, but it is conditional when moral identity is the IV.

With all of that said, the relationship between moral identity and workplace deviance (both direct and mediated through idealism) was conditional on perceptions of informational and procedural justice during this crisis period. The strength of the relationship between moral personality and deviance was not conditional on perceptions of organizational justice.

Exogenous State-Based Factors Moderating Deviance

Past studies have found linkages between workplace behaviors and personal financial state (Bernstein et al., 2021; Kim & Garman, 2004), family relationship conflict (Lafair, 2009; Philpot, 2004), and health condition (Lee, 2002). This study adds to the literature by illustrating how state-based factors such as financial happiness and health happiness impact workplace deviance during a time when employees were financially distressed (or fearful of being so) and their personal health appeared to be at high risk.

Employees who were happier about their personal financial matters over the previous two years reported committing workplace deviance at a rate 12% lower than others who were more anxious. In the core moderated-mediation model involving moral identity, idealism, and workplace deviance, personal financial happiness had a moderating effect, but distributive justice did not. Likewise, in the post-hoc Alternative Model 3, financial happiness moderated both the moral identity-workplace deviance relationship through justice perceptions as well as the relationship involving moral personality as the IV. These results illustrate that there are dimensions of overall financial happiness (or anxiety) that are not captured when measuring only

employee perceptions of wage fairness. This is an important distinction that emphasizes the importance of examining how financial stresses outside work (e.g., stressors such as family related financial shocks, local, state, and federal tax changes, unanticipated home repairs) can still effect behaviors inside the office.

Like financial happiness, this study's post-hoc findings showed that employees who were happier about their personal health reported committing interpersonal deviance at a rate 14% lower than others who were more anxious about their health. Weaker, but significant, support was found for personal health happiness as a moderator of the relationship between idealism and interpersonal deviance. As the percentage of time respondents were happy about personal health increased, their propensity to commit interpersonal deviance decreased as their level of idealism increased. This supports previous studies which have concluded that employers should assume more responsibility for encouraging and facilitating employee physical and mental health (Marshall, 2004; Young, 2006; Zacharias et al., 2019). Future scholars should study more closely the significance of employee financial happiness and health happiness in workplace behavior.

Implications for Business Practice

The Importance of Sensegiving

Sensemaking is the process by which employees give meaning to their collective experiences. It is "the ongoing retrospective development of plausible images that rationalize what people are doing" (Weick et al., 2005, p. 419). Perhaps at no time since September 11, 2001 have American citizens had to dramatically recalibrate their understanding of current realities more than in 2020 with the COVID-19 pandemic. Because they had little personal relevant experiences to rely on to make sense of the situation when COVID-19 hit American shores, they had to rely on supervisor, manager, and executive translations of the pandemic's impact on the

work environment (often filtered through media lenses). Convoluting the sensemaking difficulty was the fact that national, state, and municipal edicts frequently appeared at odds or were at least influx. Therefore, what employees understood to be the reality in their Manhattan, NY offices was significantly different than what their colleagues understood to be the truth in their warehouses in Dallas, TX, or their ports in Long Beach, CA. Executives were immediately challenged to calm employees with accurate information about how their daily routines would be affected by the pandemic. Whether supervisors, managers, and executives knew it or not they were thrust into the role of sensegiving. Sensegiving is defined as “attempting to influence the sensemaking and meaning construction of others towards a preferred redefinition of organizational reality” (Gioia & Chittipeddi, 1991, p. 442).

This study demonstrates the extreme importance of employee perceptions about how their supervisors, managers, and executives honestly, transparently, and expediently shared information (Colbert et al., 2004) especially during the pandemic. Under conditions of favorable perceptions of informational justice, respondent workplace deviance was lower, especially so among high idealists. Simply put, employees cared about sensegiving by their leaders during the pandemic.

Part of sensegiving is the articulation and enforcement of fair policies and procedures. During the COVID-19 pandemic, in the wholesaling environment, policies and procedures were particularly focused in areas affecting hourly employees. Hourly employees in distributorships tend to be onsite and near co-workers, logistics providers, and customers more often than their salaried colleagues. In the past year, rules of behavior as to wearing of masks, gloves, and eye protection, as well as to proximity to others, hand sanitization, and station sanitization, were monitored more stringently. Testing and quarantining requirements affected hourly workers and

potentially their income. A post-hoc Tobit regression analysis showed that for every one-point decrease in perceptions of procedural justice, deviance mean scores increased .116 (approximately 2.6%).

Kim (2018) showed that effective sensegiving “reduces misalignment with employees and enhances voluntary and positive employee communication behaviors (ECBs) for the organization during a crisis” (p. 451). This was no truer than during the 2020 pandemic. During crises, organizations must shorten the cycle time of employee communications about ever-developing realities affecting their work life, so they are not forced to rely on outside and potentially less-reliable sources, including social media, to make sense of events. Voids of information are always filled with expectations of the worst. So, a nexus of leaders from the communications, human resources, operations, and executive teams must synthesize information affecting the company, by region, and department. They must iterate through the cycle of observation, interpretation, and application of facts relevant to workplace realities for all employees. Outbound communications must be immediately confirmed as received and understood throughout the managerial and front-line staff. These steps maintain the alignment to which Kim (2018) referred.

Further, because crises contain ‘the fog of war’ mistakes and unwitting miscommunications must be corrected immediately, without blame-gaming and scapegoating: “Sensemaking is about contextual rationality. It is built out of vague questions, muddy answers, and negotiated agreements that attempt to reduce confusion” (Weick, 1993, p. 636).

Leadership Training Implications

The findings of this study emphasize critical connections between employee perceptions of informational and procedural justice and their workplace behaviors. Pertaining to

informational justice and according to Hansen et al. (2013), respondents were asked specifically about their supervisor: “Has he/she explained the procedures thoroughly? Were his/her explanations regarding the procedures reasonable? Has he/she seemed to tailor his/her communications to individuals' specific needs?” Regarding supervisory application of procedural matters, respondents were asked: “Have those procedures been applied consistently? Have those procedures been based on accurate information? Have you been able to appeal the outcome arrived at by those procedures?”

It is intuitive to believe that crises make employees more acutely reliant upon how well and how often supervisors share information and gain feedback from their teams. The reliability of supervisor reports is under increased scrutiny. Policies and procedures, particularly new or revised ones required during crisis situations, must be communicated and applied in a manner employees see as fair. Trust among employees and supervisors is paramount.

This study suggests that practitioners should integrate elements into talent development training programs that help leaders understand the positive and negative behavioral impacts of perceived informational and procedural fairness. Specifically, training programs should deliver case study modules, enabling employees to game out potential crisis situations (based on real past crises) in cross-departmental teams. Current and future leaders then can practice the thinking, listening, cooperating, and communicating that will help employees stay engaged and aligned during difficult times. One silver lining of the COVID-19 pandemic is that it offers a recent crisis case study from which to further develop these leadership training modules.

Employee Engagement and Wellness Programs

Committed, passionate, and inspired employees are the lifeblood of successful organizations, perhaps even more so than working capital. To foster the most effective work

environments, the most admired companies have purposeful employee engagement programs that emphasizes the elements in Table 22 (Turley, 2015). This study supports the annual or semi-annual measurement of employee state of mind about company performance against these engagement dimensions. Specifically, companies should survey employees anonymously about perceptions of the four key areas of organizational justice: distributive, procedural, interpersonal, and informational. In total, perceptions of justice were shown to mediate the relationship between employees' moral traits and their propensity for workplace deviance. This study makes a particularly strong case for companies to understand employee perceptions about informational and procedural justice, as the frequency of misbehavior in the workplace was conditional upon these two state-based elements, particularly when moral traits such as idealism were low.

Table 22

Elements of Key Employee Programs

Engagement	Wellness
Leadership accessibility and transparency	Embraced by leadership first
Communication effectiveness	Employees have effortless access to well-being solutions
Culture of positivity	Well-being solutions must be relevant for everyone
Rewards and recognition	Run by a diverse team, not an individual
Professional and personal growth	Employ mobile friendly technology
Accountability and performance	Leverage data-driven population health partnerships
Vision and values	
Social responsibility	

This study argues that such programs must consider personal financial health as a key wellness component. Respondents were more anxious about their personal financial wellbeing in this study than they were about their personal health. Financial stresses outside work (stressors

such as family related financial shocks, local, state, and federal tax changes, unanticipated home repairs) affect behaviors inside the office.

Pre-Employment Screening

Moral traits and ideologies matter to workplace behavior. They predict, in part, the likelihood of negative and positive behaviors. Human resources professionals, talent acquisition specialists, entrepreneurs, and business owners themselves are in the market to acquire optimal talent. Therefore, it stands to reason that the findings in this study can add dimension to current pre-screening practices and provide a starting point for practitioners who have no pre-employment testing at all. At the pre-employment stage, nothing is known about the prospect's state-based perceptions of organizational justice, so the following are several trait dimensions practitioners should evaluate closely while interviewing candidates.

Agreeableness is perhaps the most important variable due to its large contribution to explaining variances in the interpersonal dimensions of deviance (-) and OCBs (+). In fact, it was the single-largest predictor in both, explaining 7.1% of the variance in interpersonal deviance and 7.0% of the variance in interpersonal OCBs. One might say that employees scoring high in agreeableness are doubly valuable because they simultaneously mitigate deviance and promote exceptionally positive behaviors. If highly agreeable employees have any influence on co-workers, practitioners should fill their offices and factory floors with them.

Extroversion is the double-edged sword of moral traits, according to this study. It explained 6.5% of the variance in interpersonal deviance (+) and 9.3% of organizational OCBs. High extroverts tended to misbehave toward co-workers in this study, but they also tended to be better contributors as teammates and volunteers. Employees high in this trait are likely to shirk their duties from time to time or make fun of a colleague, then turn around and help a teammate

with a personal or work-related problem. Therefore, using extroversion only to determine one end of the behavioral spectrum is not advised.

In this study, employees high in relativism and low in idealism (the subjectivist archetype) committed workplace deviance 52% more frequently than those who were high in idealism and low in relativism (the absolutism archetype). These ‘extreme scorers’ were those scoring ± 0.25 standard deviations from the mean in idealism and relativism. Beyond examining exceptional scores, it is important for practitioners to note that more idealistic employees are less deviant. Relativists, on the other hand, are more likely to positively contribute to culture by performing interpersonal OCBs.

The conscientiousness trait mitigates overall deviance and particularly organizational deviance, according to this study. Those high in this characteristic are less likely to steal time, goods, and money from their employer. On the other end of the behavioral spectrum, employees high in openness to experience are positive contributors to overall OCBs, as well as interpersonal and organizational OCBs. They are the ones who go above and beyond to help their colleagues solve problems, and are willing to stay late to complete projects.

Limitations

The sample for this study had a median age of 52, approximately seven years older than the median reported by the U.S. Bureau of Labor Statistics (Statistics, 2020) for the population of U.S. durable goods wholesalers. On that same population, females comprised 43% of respondents in this study and thereby were overrepresented by approximately 13% (Statistics, 2020). In this study and others, females have been shown to be less deviant in the workplace. The Latin ethnicities were underrepresented in this sample (there were none), though they

represent 18.8% of the population of employees for U.S. durable goods wholesalers (Statistics, 2020). These deviations from the population are noteworthy and could affect generalizability.

Data collected about workplace deviance was heteroskedastic and censored at the lower limit of 1, posing special challenges with computing and interpreting results – particularly of the complexity involved with moderated mediation. Hayes and Cai (2007) recommended that “when heteroskedasticity is discovered, the author should not simply ask, “What can I do to make the problem go away?” without also asking “What does heteroskedasticity tell me about the process I am studying?” (p. 717). This study supports the belief that self-reports of deviant behaviors tend to gather toward the end of the scale that portrays respondents in the best light. Therefore, authors often seek to add others-reported data to counteract this effect (Marican, 2016). The time frame for this study did not allow such a design. Future scholars may consider an others-reported assessment running concurrently with self-reported surveys for comparison between the two.

The kinds of workplace deviance reported in this study tended to be on the mild end of the spectrum and committed infrequently. Mean scores between 1.5-1.6 with standard deviations of approximately ± 0.8 indicated respondents answered ‘never’ and ‘once per year’ a great deal to questions about how often they misbehaved at work. This context is important to highlight to prevent potential overreaction to results. Incorporating others-reported data along with secondary information from actual company disciplinary write-ups and exit interviews could help balance the data (Stewart et al., 2009).

Forsyth’s (1980) ethics ideology instrument suggests an orthogonal group of ethics positions that are interesting to study, but do not lend themselves to mediation analysis since mediators must be continuous variables. Therefore, this study evaluated idealism and relativism independently as mediators, leaving the interactive effects of idealism and relativism to post-hoc

analyses only. Schlenker's (2008) measure, which explains ethical ideology along a continuum from principled to expedient, may be preferable for scholars studying ethical ideology as a mediator (Schlenker et al., 2009).

Inclusion of an OCB survey instrument (Fox et al., 2012) into Survey 2 alongside the instrument measuring workplace deviance introduced a statistically significant order bias issue that was alleviated only by excluding respondents who took the OCB survey first. As a result, only 166 of 318 total respondents were studied, with a power of .81. Hypothesis testing that examined OCB topics included data from all 318 respondents. In hindsight, I would have been better advised to not survey the two constructs in the same instrument.

This study is focused on employees of U.S. durable goods merchant wholesalers who were surveyed during an unusual time in history. This study showed that exogenous factors such as personal financial happiness and concerns over personal health had an impact on measurements of deviant behaviors. Therefore, the predictive models proposed herein should be compared with others generated outside the pandemic period to either strengthen or augment their designs.

Recommendations for Future Research

This study raised several questions worthy of additional research. Among the most compelling is whether other moral measurements would improve predictions about deviance. Additional constructs to examine as IVs include moral development (Brugman et al., 2013; Mudrack, 2003), honesty (Ashton et al., 2004; Chandler & Paolacci, 2017; Gerlach et al., 2019), moral hypocrisy (Batson, 2016; Batson et al., 2006; Batson et al., 1997), and antisocial personality disorder (Bateman et al., 2013). For starters, including the HEXACO model into a study of this kind would have been additive (Ashton et al., 2004). This study argued that a more

complex prediction model is required to increase confidence in mitigating workplace deviance. Perhaps the aforementioned variables could bring a better return for that additional complexity.

Another question that arose was related to the additional value of a mixed-methods approach. Integrating qualitative and quantitative data from the field related to actual progressive discipline reports, incident reports, and exit interviews of employees would be tremendously additive to self-reported data in understanding causes of workplace deviance. Future research should seek to study, post-mortem and anonymously, the lifecycle of deviant employees, from pre-screening through performance reviews and disciplinary reports to exit surveys. Supervisor and employee interviews would add much dimension to the subject.

It was interesting to observe that justice perceptions among non-exempt workers were different than those of exempt employees. Hourly laborers in this study were more affected by perceptions of fair application of procedures than were salaried workers. It was postulated earlier this may have had to do with the changing workplace safety requirements that arose during the pandemic. However, does this distinction between hourly and salaried workers carry forward? And what are the consequences to workplace behaviors, and the implications for leadership?

The positive correlation between relativism and symbolization stood out as something to investigate further. Relativism alone had no direct relationship with any of the other main trait and behavioral constructs under study. However, relativism was highly correlated (+) with the symbolism factor of moral identity but not the internalization factor of that construct. A potential interpretation is that high relativists appeared to care more about projecting moral traits to others than espousing them internally. Relativism and its individual connection with workplace behavior still deserves further investigation. One area to probe might be differences in employee perceptions of the justice performance of supervisors who are high relativists (with high and low

idealism). This study showed in post-hoc analysis that those with high idealism-low relativism (absolutists) were less deviant than those having high relativism-low idealism (subjectivists). But are those archetypes different in their success as supervisors? Intuitively, one might think absolutists would receive higher justice marks from subordinates.

This study showed how employee beliefs in objective rights and wrongs (an ethical ideology of idealism) mitigates their propensity to commit workplace deviance. But how is the idealism trait imbued? Religiosity was positively related to idealism ($\beta = .04, p < .05$) and negatively related to relativism ($\beta = -.04, p < .05$). But do employees practice their religious beliefs because of an existing ideological predisposition – either genetic or environmental – or does religiosity play a role in shaping that predisposition? Perhaps some of both. This would be interesting to study further.

Curiously, more religious employees who showed low idealism reported increases in interpersonal deviance when their perceptions of informational justice declined. There are conflicting interpretations of this finding. Are more religious employees more honest in self-reporting deviant behavior, or do they display more reciprocity when they perceive informational injustice during difficult times? This study alone does not answer which is the case.

Finally, this study did not confirm if openness to experience was contributive to the moral personality construct. In fact, it proposes researchers consider a two-factor moral personality construct including agreeableness and conscientiousness and excluding openness to experience. This adjusted construct explained more variance in deviance. One potential curiosity for further investigation is why idealism did not mediate between the adjusted moral personality construct and workplace deviance as it did the three-factor construct. Even though openness to experience had showed no significant relationships with the other constructs in the study, there

must be something additive about openness to experience that idealism captured. What that is would be interesting to research.

Conclusion

The agility, productivity, and financial success of companies depends largely on the quality of their human capital. Business leaders strive to accumulate teams of colleagues who align with positive corporate values to optimize performance. Benjamin Franklin warned, “the rotten apple spoils his companion.” And the Apostle Paul cautioned, “bad company corrupts good character.” Regardless of author or era, it is a timeless truth that deviance in the workplace has profound effects when not mitigated and can cause a downward spiral of poor performance, poor attitudes, and an eroding corporate culture.

This study joins many others with the goal of improving the collective understanding of what causes workplace deviance and how to mitigate it. Findings of this study provide a more comprehensive explanation of how trait and state-based elements interact to stimulate employee misbehavior. Moral traits diminish deviance, while perceptions of injustice and exogenous pressures such as financial and health stressors risk increasing it. These elements are all intertwined, and therefore scholars are encouraged to study them as such. Well-meaning employees, as well as customers, suppliers, and stakeholders of the companies they work for, deserve the very best thinking available to help workplaces be full of positivity and production.

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APPENDIX A: IRB APPROVAL LETTER



Pepperdine University
24255 Pacific Coast Highway
Malibu, CA 90263
TEL: 310-506-4000

NOTICE OF APPROVAL FOR HUMAN RESEARCH

Date: May 29, 2020

Protocol Investigator Name: Stephen Franklin

Protocol #: 20-04-1326

Project Title: The Effects of Employee Personality, Ethical Ideology and Justice Perceptions on Workplace Deviance: A Study from US Durable Goods Distribution

School: Graziadio School of Business and Management

Dear Stephen Franklin:

Thank you for submitting your application for exempt review to Pepperdine University's Institutional Review Board (IRB). We appreciate the work you have done on your proposal. The IRB has reviewed your submitted IRB application and all ancillary materials. Upon review, the IRB has determined that the above entitled project meets the requirements for exemption under the federal regulations 45 CFR 46.101 that govern the protections of human subjects.

Your research must be conducted according to the proposal that was submitted to the IRB. If changes to the approved protocol occur, a revised protocol must be reviewed and approved by the IRB before implementation. For any proposed changes in your research protocol, please submit an amendment to the IRB. Since your study falls under exemption, there is no requirement for continuing IRB review of your project. Please be aware that changes to your protocol may prevent the research from qualifying for exemption from 45 CFR 46.101 and require submission of a new IRB application or other materials to the IRB.

A goal of the IRB is to prevent negative occurrences during any research study. However, despite the best intent, unforeseen circumstances or events may arise during the research. If an unexpected situation or adverse event happens during your investigation, please notify the IRB as soon as possible. We will ask for a complete written explanation of the event and your written response. Other actions also may be required depending on the nature of the event. Details regarding the timeframe in which adverse events must be reported to the IRB and documenting the adverse event can be found in the *Pepperdine University Protection of Human Participants in Research: Policies and Procedures Manual* at community.pepperdine.edu/irb.

Please refer to the protocol number denoted above in all communication or correspondence related to your application and this approval. Should you have additional questions or require clarification of the contents of this letter, please contact the IRB Office. On behalf of the IRB, I wish you success in this scholarly pursuit.

Sincerely,

Judy Ho, Ph.D., IRB Chair

cc: Mrs. Katy Carr, Assistant Provost for Research

APPENDIX B: RESEARCH INSTRUMENTS

Survey #1

Anonymous Self-Assessment of Personality, Identity, Ideology & Justice Perceptions

Thank you for participating.

Q24 IRB Number # 20-04-1326 Study Title: The Effects of Employee Personality, Ethical Ideology and Justice Perceptions on Workplace Behavior: A Study from U.S. Durable Goods Distribution

Dear Merchant Wholesale Employee,


My name is Blair Franklin. I am conducting a study about the relationship between personal traits, the work environment, and workplace behavior. If you are 19 years of age or older, have been employed for at least three months for a US durable goods wholesaler and are not a part-time, temporary, or seasonal employee, you may participate in this research. Your involvement will greatly advance employer understanding about how to improve the workplace environment for all employees. Participation in this research project requires responses to two surveys that will be administered two weeks apart by Qualtrics, the third-party online survey facilitator with which you have an existing participation agreement. The first survey will take approximately 10 minutes to complete, and the second will take only 1 minute. There are no known risks or discomforts associated with this anonymous and confidential online research. Because you will be identified only by a random code, the answers you provide will remain confidential and all results will be reported such that no individual can be identified. You may ask any questions concerning this research and have those questions answered before agreeing to participate in or during the study. For study related questions, please contact Amanda Oswald of Qualtrics at (385) 241-3738. For questions concerning your rights or complaints about the research contact the Pepperdine University Institutional Review Board (IRB) at (310)568-2305 or gpsirb@pepperdine.edu. You can decide not to be in this research study, or you can stop being in this research study (“withdraw”) at any time before, during, or after the research begins for any reason. Deciding not to be in this research study or deciding to withdraw will not affect your relationship with Qualtrics. You will not lose any benefits to which you are entitled from Qualtrics. I truly appreciate your time and help with this study and thus my dissertation work. You are voluntarily making a decision whether or not to participate in this research study. By clicking on the I Agree button below, your consent to participate is implied. You should print a copy of this page for your records.

I agree (1)

I do not agree (2)

Q2 Please indicate your age.

18 24 29 35 41 47 52 58 64 69 75

Age in Years ()	
-----------------	--

Q3 Please indicate your gender.

Female (1)

Male (2)

Q4 Please indicate your pay type.

Hourly (non-exempt) (1)

Salary (exempt) (2)

Q5 Please indicate the number of years you have worked with current employer (0 indicates less than 1 year).

0 5 10 15 20 25 30 35 40 45 50

Tenure in Years ()	
--------------------	--

Q6 Do you commit to thoughtfully provide your best answers to each question in this survey?

Yes (1)

Maybe (2)

No (3)

Q7 Please choose your response to each of the following statements.

(1) Strongly Disagree // (5) Strongly Agree

- I am the life of the party (1)
- I feel little concern for others (2)
- I am always prepared (3)
- I get stressed out easily (4)
- I have a rich vocabulary (5)
- I don't talk a lot (6)
- I am interested in people (7)
- I leave my belongings around (8)
- I am relaxed most of the time (9)
- I have difficulty understanding abstract ideas (10)
- I feel comfortable around people (11)
- I insult people (12)
- I pay attention to details (13)
- I worry about things (14)
- I have a vivid imagination (15)
- I keep in the background (16)
- I sympathize with others' feelings (17)
- I make a mess of things (18)
- I seldom feel blue (19)
- I am not interested in abstract ideas (20)
- I start conversations (21)
- I am not interested in other people's problems (22)
- I get chores done right away (23)
- I am easily disturbed (24)
- I have excellent ideas (25)
- I have little to say (26)
- I have a soft heart (27)
- I often forget to put things back in their proper place (28)
- I get upset easily (29)
- I do not have a good imagination (30)
- I talk to a lot of different people at parties (31)
- I am not really interested in others (32)
- I like order (33)
- I change my mood a lot (34)
- I am quick to understand things (35)
- I don't like to draw attention to myself (36)
- I take time out for others (37)
- I shirk my duties (38)
- I have frequent mood swings (39)
- I use difficult words (40)
- I don't mind being the center of attention (41)
- I feel others' emotions (42)

I follow a schedule (43)
I get irritated easily (44)
I spend time reflecting on things (45)
I am quiet around strangers (46)
I make people feel at ease (47)
I am exacting in my work (48)
I often feel blue (49)
I am full of ideas (50)

Q8 Listed below are some characteristics that may describe a person:

Caring, compassionate, fair, friendly, generous, helpful, hardworking, honest, and kind.

The person with these characteristics could be you or it could be someone else. For a moment, visualize in your mind the kind of person who has these characteristics. Imagine how that person would think, feel, and act. When you have a clear image of what this person would be like, answer the following questions.

(1) Strongly Disagree // (5) Strongly Agree

It would make me feel good to be a person who has these characteristics (1)
Being someone who has these characteristics is an important part of who I am (2)
A big part of my emotional well-being is tied up in having these characteristics (3)
I would be ashamed to be a person who has these characteristics (4)
Having these characteristics is an important part of my sense of self (5)
I strongly desire to have these characteristics (6)
I often wear clothes that identify me as having these characteristics (7)
The types of things I do in my spare time (e.g. hobbies) clearly identify me as having these characteristics (8)
The fact that I have these characteristics is communicated to others by my membership in certain organizations (9)
I am actively involved in activities that communicate to others that I have these characteristics (10)

Q9 Please indicate your response to each of the following statements:

(1) Strongly Disagree // (5) Strongly Agree

A person should make certain that their actions never intentionally harm another even to a small degree. (1)

The existence of potential harm to others is always wrong, irrespective of the benefits to be gained. (2)

One should never psychologically or physically harm another person. (3)

One should not perform an action which might in any way threaten the dignity and welfare of another individual. (4)

If an action could harm an innocent other, then it should not be done. (5)

What is ethical varies from one situation and society to another. (6)

Moral standards should be seen as being individualistic; what one person considers to be moral may be judged to be immoral by another person. (7)

Questions of what is ethical for everyone can never be resolved since what is moral or immoral is up to the individual. (8)

Moral standards are simply personal rules that indicate how a person should behave and are not to be applied in making judgments of others. (9)

Ethical considerations in interpersonal relations are so complex that individuals should be allowed to formulate their own individual codes. (10)

Q10 Select which ONE of the following items you most agree with. You can select one and only one of the two options.

The existence of potential harm to others is always wrong, irrespective of the benefits to be gained. (1)

Sometimes even the best choice can cause some harm to others. (2)

Q11 Select which ONE of the following items you most agree with. You can select one and only one of the two options.

Moral standards should be seen as being individualistic; what one person considers to be moral may be judged to be immoral by another person. (1)

Moral principles and standards define what is morally right and what is morally wrong. (2)

Q12 Do you commit to thoughtfully provide your best answers to each question in this survey?

Yes (1)

Maybe (2)

No (3)

Q13 The following items refer to your **wages**. To what extent:

- To a Very Small Extent (1)
- To a Small Extent (2)
- To a Moderate Extent (3)
- To a Large Extent (4)
- To a Very Large Extent (5)

- Do your wages reflect the effort you have put into your work? (1)
- Do your wages reflect what you have contributed to the organization? (2)
- Are your wages justified, given your performance? (3)

Q14 The following items refer to the **procedures** used by your supervisor to arrive at your pay and rewards.

- To a Very Small Extent (1)
- To a Small Extent (2)
- To a Moderate Extent (3)
- To a Large Extent (4)
- To a Very Large Extent (5)

- Have those procedures been applied consistently? (1)
- Have those procedures been based on accurate information? (2)
- Have you been able to appeal the outcome arrived at by those procedures? (3)

Q15 The following items refer to your **supervisor**. To what extent:

- To a Very Small Extent (1)
- To a Small Extent (2)
- To a Moderate Extent (3)
- To a Large Extent (4)
- To a Very Large Extent (5)

- Has he/she treated you in a polite manner? (1)
- Has he/she treated you with respect? (2)
- Has he/she refrained from improper remarks or comments? (3)
- Has he/she explained the procedures thoroughly? (4)
- Were his/her explanations regarding the procedures reasonable? (5)
- Has he/she seemed to tailor his/her communications to individuals' specific needs? (6)

Q16 Please indicate how frequently you have attended a religious service in the past year.

- Never (1)
- Once (2)
- Twice (3)
- Several Times (4)
- Monthly (5)
- Weekly (6)
- Daily (7)

Q17 In dealing with your personal financial matters in the past two years, what percentage of time have you felt HAPPY / SATISFIED?

0 10 20 30 40 50 60 70 80 90 100



Q18 In dealing with your personal financial matters in the past two years, what percentage of time have you felt WORRIED / ANXIOUS?

0 10 20 30 40 50 60 70 80 90 100



Q19 In dealing with your personal health in the past two years, what percentage of time have you felt HAPPY / SATISFIED?

0 10 20 30 40 50 60 70 80 90 100



Q20 In dealing with your personal health in the past two years, what percentage of time have you felt WORRIED / ANXIOUS?

0 10 20 30 40 50 60 70 80 90 100



Q21 In dealing with your personal relationships in the past two years, what percentage of time have you felt HAPPY / SATISFIED?

0 10 20 30 40 50 60 70 80 90 100



Q22 In dealing with your personal relationships in the past two years, what percentage of time have you felt WORRIED / ANXIOUS?

0 10 20 30 40 50 60 70 80 90 100

Percentage of time Worried / Anxious ()



Q23 Please indicate your ethnicity.

White
Black or African American
American Indian or Alaska Native
Asian Indian
Chinese
Filipino
Japanese
Korean
Vietnamese
Other Asian
Native Hawaiian
Guamanian or Chomorro
Samoan
Other Pacific Islander
Two or more races

Q24 Please indicate how frequently you exhibit the following behaviors.

Never (1)

Once or twice (2)

Once or twice per month (3)

Once or twice per week (4)

Every day (5)

Picked up meal for others at work (1)

Took time to advise, coach, or mentor a co-worker (2)

Helped co-worker learn new skills or shared job knowledge (3)

Helped new employees get oriented to the job (4)

Lent a compassionate ear when someone had a work problem (5)

Lent a compassionate ear when someone had a personal problem (6)

Changed vacation schedule, work days, or shifts to accommodate co-worker's needs (7)

Offered suggestions to improve how work is done (8)

Offered suggestions for improving the work environment (9)

Finished something for co-worker who had to leave early (10)

Helped a less capable co-worker lift a heavy box or other object (11)

Helped a co-worker who had too much to do (12)

Volunteered for extra work assignments (13)

Took phone messages for absent or busy co-worker (14)

Said good things about your employer in front of others (15)

Gave up meal and other breaks to complete work (16)

Volunteered to help a co-worker deal with a difficult customer, vendor, or co-worker (17)

Went out of the way to give co-worker encouragement or express appreciation (18)

Decorated, straightened up, or otherwise beautified common work space (19)

Defended a co-worker who was being "put-down" or spoken ill of by other co-workers or supervisor (20)

Q25 Please indicate how frequently you exhibit the following behaviors.

- Never (1)
- Once a year (2)
- Twice a year (3)
- Several times a year (4)
- Monthly (5)
- Weekly (6)
- Daily (7)

- Made fun of someone at work (1)
- Said something hurtful to someone at work (2)
- Made an ethnic, religious, or racial remark at work (3)
- Cursed at someone at work (4)
- Played a mean prank on someone at work (5)
- Acted rudely toward someone at work (6)
- Publicly embarrassed someone at work (7)
- Taken property from work without permission (8)
- Spent too much time fantasizing or daydreaming instead of working (9)
- Falsified a receipt to get reimbursed for more money than you spent on business expenses (10)
- Taken an additional or longer break than is acceptable at your workplace (11)
- Come in late to work without permission (12)
- Littered your work environment (13)
- Neglected to follow your boss's instructions (14)
- Intentionally worked slower than you could have worked (15)
- Discussed confidential company information with an unauthorized person (16)
- Used an illegal drug or consumed alcohol on the job (17)
- Put little effort into your work (18)
- Dragged out work in order to get overtime (19)

Survey Instruments and Their Items by Factor

Survey #1	
Big 5 Personality (Including Moral Personality (MP) Factors)	
Factor	Item Question
	<i>Please respond to each statement below:</i>
Agreeableness (MP)	2 I feel little concern for others
	7 I am interested in people
	12 I insult people
	17 I sympathize with others' feelings
	22 I am not interested in other people's problems
	27 I have a soft heart
	32 I am not really interested in others
	37 I take time out for others
	42 I feel others' emotions
	47 I make people feel at ease
Conscientiousness (MP)	3 I am always prepared
	8 I leave my belongings around
	13 I pay attention to details
	18 I make a mess of things
	23 I get chores done right away
	28 I often forget to put things back in their proper place
	33 I like order
	38 I shirk my duties
	43 I follow a schedule
	48 I am exacting in my work
Openness to Experience (MP)	5 I have a rich vocabulary
	10 I have difficulty understanding abstract ideas
	15 I have a vivid imagination
	20 I am not interested in abstract ideas
	25 I have excellent ideas
	30 I do not have a good imagination
	35 I am quick to understand things
	40 I use difficult words
	45 I spend time reflecting on things
	50 I am full of ideas
Extroversion	1 I am the life of the party
	6 I don't talk a lot
	11 I feel comfortable around people
	16 I keep in the background
	21 I start conversations
	26 I have little to say
	31 I talk to a lot of different people at parties
	36 I don't like to draw attention to myself
	41 I don't mind being the center of attention
	46 I am quiet around strangers
Neuroticism	4 I get stressed out easily
	9 I am relaxed most of the time
	14 I worry about things
	19 I seldom feel blue
	24 I am easily disturbed
	29 I get upset easily
	34 I change my mood a lot
	39 I have frequent mood swings
	44 I get irritated easily
	49 I often feel blue

Survey #1 (continued)

Moral Identity

Listed below are some characteristics that may describe a person:

Caring, compassionate, fair, friendly, generous, helpful, hardworking, honest, and kind.

Factor	Item	Question
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Please respond to each statement below:

- | | | |
|-----------------|----|--|
| Internalization | 1 | It would make me feel good to be a person who has these characteristics |
| | 2 | Being someone who has these characteristics is an important part of who I am |
| | 3 | A big part of my emotional well-being is tied up in having these characteristics |
| | 4 | I would be ashamed to be a person who has these characteristics |
| | 5 | Having these characteristics is an important part of my sense of self |
| Symbolization | 6 | I strongly desire to have these characteristics |
| | 7 | I often wear clothes that identify me as having these characteristics |
| | 8 | The types of things I do in my spare time (e.g. hobbies) clearly identify me as having these characteristics |
| | 9 | organizations |
| | 10 | I am actively involved in activities that communicate to others that I have these characteristics |
-

Ethical Ideology

Factor	Item	Question
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Please respond to each statement below:

- | | | |
|------------|----|---|
| Idealism | 1 | A person should make certain that their actions never intentionally harm another even to a small degree. |
| | 2 | The existence of potential harm to others is always wrong, irrespective of the benefits to be gained. |
| | 3 | One should never psychologically or physically harm another person. |
| | 4 | individual. |
| | 5 | If an action could harm an innocent other, then it should not be done. |
| Relativism | 6 | What is ethical varies from one situation and society to another. |
| | 7 | Moral standards should be seen as being individualistic; what one person considers to be moral may be judged to be immoral by another person. |
| | 8 | individual. |
| | 9 | Moral standards are simply personal rules that indicate how a person should behave and are not to be applied in making judgments of others. |
| | 10 | Ethical considerations in interpersonal relations are so complex that individuals should be allowed to formulate their own individual codes. |
-

Organizational Justice

Factor	Item	Question
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The following items refer to your wages. To what extent:

- | | | |
|---------------|----|---|
| Distributive | 1 | Do your wages reflect the effort you have put into your work? |
| | 2 | Do your wages reflect what you have contributed to the organization? |
| | 3 | Are your wages justified, given your performance? |
| Procedural | | <i>The following items refer to the procedures used by your supervisor to arrive at your pay and rewards. To what extent:</i> |
| | 4 | Have those procedures been applied consistently? |
| | 5 | Have those procedures been based on accurate information? |
| | 6 | Have you been able to appeal the outcome arrived at by those procedures? |
| Interpersonal | | <i>The following items refer to your supervisor. To what extent:</i> |
| | 7 | Has he/she treated you in a polite manner? |
| | 8 | Has he/she treated you with respect? |
| Informational | | <i>The following items refer to your supervisor. To what extent:</i> |
| | 9 | Has he/she refrained from improper remarks or comments? |
| | 10 | Has he/she explained the procedures thoroughly? |
| | 11 | Were his/her explanations regarding the procedures reasonable? |
| | 12 | Has he/she seemed to tailor his/her communications to individuals' specific needs? |
-

Survey #2

Workplace Deviance

Factor	Item	Question
		<i>Please indicate how frequently you exhibit the following behaviors.</i>
Interpersonal	1	Made fun of someone at work
	2	Said something hurtful to someone at work
	3	Made an ethnic, religious, or racial remark at work
	4	Cursed at someone at work
	5	Played a mean prank on someone at work
	6	Acted rudely toward someone at work
	7	Publicly embarrassed someone at work
Organizational	8	Taken property from work without permission
	9	Spent too much time fantasizing or daydreaming instead of working
	10	Falsified a receipt to get reimbursed for more money than you spent on business expenses
	11	Taken an additional or longer break than is acceptable at your workplace
	12	Come in late to work without permission
	13	Littered your work environment
	14	Neglected to follow your boss's instructions
	15	Intentionally worked slower than you could have worked
	16	Discussed confidential company information with an unauthorized person
	17	Used an illegal drug or consumed alcohol on the job
	18	Put little effort into your work
	19	Dragged out work in order to get overtime

Organizational Citizenship Behavior

Factor	Item	Question
		<i>Please indicate how frequently you exhibit the following behaviors.</i>
Interpersonal	5	Lent a compassionate ear when someone had a work problem
	6	Lent a compassionate ear when someone had a personal problem
	7	Changed vacation schedule, work days, or shifts to accommodate co-worker's needs
	11	Helped a less capable co-worker lift a heavy box or other object
	18	Went out of the way to give co-worker encouragement or express appreciation
Organizational	20	Defended a co-worker who was being "put-down" or spoken ill of by other co-workers or supervisor
	4	Helped new employees get oriented to the job
	8	Offered suggestions to improve how work is done
	9	Offered suggestions for improving the work environment
	13	Volunteered for extra work assignments
	15	Said good things about your employer in front of others
Used with Above for Overall OCBs	16	Gave up meal and other breaks to complete work
	1	Picked up meal for others at work
	2	Took time to advise, coach, or mentor a co-worker
	3	Helped co-worker learn new skills or shared job knowledge
	10	Finished something for co-worker who had to leave early
	12	Helped a co-worker who had too much to do
	14	Took phone messages for absent or busy co-worker
	17	Volunteered to help a co-worker deal with a difficult customer, vendor, or co-worker
	19	Decorated, straightened up, or otherwise beautified common work space

Control Variables	Question
	1 Please indicate your age. - Age in Years
	2 Please indicate your gender. (0 = Male, 1 = Female)
	3 Please indicate your pay type. (0 = Salary, 1 = Hourly)
	4 Please indicate the number of years you have worked with current employer - Tenure in Years. (0 indicates less than 1 year)
	5 Please indicate how frequently you have attended a religious service in the past year.
	6 In dealing with your personal financial matters in the past two years, what percentage of time have you felt HAPPY / SATISFIED?
	7 In dealing with your personal financial matters in the past two years, what percentage of time have you felt WORRIED / ANXIOUS?
	8 In dealing with your personal health in the past two years, what percentage of time have you felt HAPPY / SATISFIED?
	9 In dealing with your personal health in the past two years, what percentage of time have you felt WORRIED / ANXIOUS?
	10 In dealing with your personal relationships in the past two years, what percentage of time have you felt HAPPY / SATISFIED?
	11 In dealing with your personal relationships in the past two years, what percentage of time have you felt WORRIED / ANXIOUS?
	12 Please indicate your ethnicity.

APPENDIX C: SURVEY INVITATION AND CONSENT LETTER



IRB Number # 20-04-1326

Study Title: The Effects of Employee Personality, Ethical Ideology and Justice Perceptions on Workplace Deviance: A Study from U.S. Durable Goods Distribution

Dear Merchant Wholesale Employee,

My name is Blair Franklin. I am conducting a study about the relationship between personal traits, the work environment, and workplace behavior. If you are 19 years of age or older, have been employed for at least three months for a US durable goods wholesaler and are not a part-time, temporary, or seasonal employee, you may participate in this research.

Your involvement will greatly advance employer understanding about how to improve the workplace environment for all employees.

Participation in this research project requires responses to two surveys that will be administered two weeks apart by Qualtrics, the third-party online survey facilitator with which you have an existing participation agreement. The first survey will take approximately 10 minutes to complete, and the second will take only 1 minute. There are no known risks or discomforts associated with this anonymous and confidential online research. Because you will be identified only by a random code, the answers you provide will remain confidential and all results will be reported such that no individual can be identified.

You may ask any questions concerning this research and have those questions answered before agreeing to participate in or during the study. For study related questions, please contact Amanda Oswald of Qualtrics at (385) 241-3738. For questions concerning your rights or complaints about the research contact the Pepperdine University Institutional Review Board (IRB) at (310)568-2305 or gpsirb@pepperdine.edu.

You can decide not to be in this research study, or you can stop being in this research study ("withdraw") at any time before, during, or after the research begins for any reason. Deciding not to be in this research study or deciding to withdraw will not affect your relationship with Qualtrics. You will not lose any benefits to which you are entitled from Qualtrics.

I truly appreciate your time and help with this study and thus my dissertation work.

You are voluntarily making a decision whether or not to participate in this research study. By clicking on the I Agree button below, your consent to participate is implied. You should print a copy of this page for your records.

☐ I agree

☐ I do not agree

24255 Pacific Coast Hwy, Malibu, CA 90263 - (310) 506-4000