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COMPONENTS OF ORGANIZATIONAL JUSTICE AS PREDICTORS OF
ETHICAL BEHAVIOR

A Thesis
Presented to the
Faculty of
California State University,
San Bernardino

In Partial Fulfillment
of the Requirements for the Degree
Master of Science
in
Psychology:
Industrial/Organizational

by
Kimberly Holley

March 2000

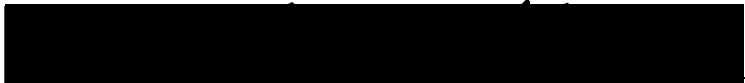
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Abstract

Previous theoretical and empirical research has categorized organizational justice into two primary components, distributive and procedural justice, with procedural justice further broken down into formal and interactional justice. This research used vignettes to manipulate the presentation of these three components of organizational justice. After reading vignettes, 260 graduate and undergraduate southern California University students responded to questions measuring their ethical decision making. Two different vignette manipulations were used, one in the first person and the other in the third person condition to account for the potential influence of social desirability. Interactional justice had the greatest influence on ethical decision-making behaviors. Interactional justice was found to be a significant contributor under both conditions. In addition, under the third person condition significant interactions were present between interactional and distributive justice as well as formal and distributive justice. Social desirability appeared to have an influence on the reporting of ethical decision-making.

To my family and friends,
You provided me with the strength to conquer mountains

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Chapter 1: Introduction

Ethical decision-making is an important aspect of human behavior. We often ask questions about an individual's ethical beliefs, and how they would act in a given situation. In organizational life the situations individuals encounter are complex, and sometimes unclear as to the action needed. Research has found that when people are in an organization where they do not feel that they are being treated fairly they may be more likely to alter their behavior and find a way to redress the imbalance (Greenberg, 1990; Moorman, 1991; Banerjee, Cronan, & Jones, 1998). If the feelings of individuals are ones of injustice, they may address the situation in a way that would be beneficial to themselves, and not the organization. Research on how organizations can better deal with situations where employees may feel that they are being treated unfairly (i.e. pay cuts) is important because the perceived fairness of outcomes (distributive justice), and the means used to achieve those outcomes (procedural justice), have been found to have an impact on employee attitudes and behaviors (Barling & Phillips, 1993; Folger & Konovsky, 1989; Greenberg, 1990b; McFarlin & Sweeney, 1992; Moorman, 1991; Banerjee, Cronan, & Jones, 1998). The behavior of interest in the present study is that of ethical decision-making and

how it may be predicted from the components of organizational justice.

The explanation of how individuals deal with feelings that they have been treated unfairly, or that their situation is one of inequity, has been a topic of research for years. (Homans, 1961; Adams, 1965; Crosby, 1976; Greenberg, 1989, 1990a,b). Following from the general idea of fairness and how people react to such situations of injustice, organizational researchers began to direct their attention toward the unique issues associated with the organizational environment. This role of fairness, as viewed in the organization, has been appropriately named organizational justice (Greenberg, 1987).

There are two primary components of organizational justice, distributive justice and procedural justice. The perceived fairness of outcomes is referred to as distributive justice (Homans, 1961; Adams, 1965; Greenberg, 1990a). In contrast, procedural justice is determined by evaluating the means used to make the allocation decisions (Thibaut & Walker, 1975, 1978; Greenberg, 1987).

Perceived fairness, or the lack of it, can elicit many different attitudes and behaviors. Many studies have looked at how procedural justice and distributive justice relate to attitudes and behaviors such as pay satisfaction,

organizational commitment, trust in management, withdrawal behaviors, and theft (Barling & Phillips, 1993; Folger & Konovsky, 1989; Greenberg, 1990b; McFarlin & Sweeney, 1992; Moorman, 1991). For instance, procedural justice has been found to be strongly associated with and predictive of organizational commitment and trust in management (Folger & Konovsky, 1989; McFarlin & Sweeney, 1992). Distributive justice has been found to be strongly associated with and predictive of the perceived fairness of personal outcomes such as pay and job satisfaction (Folger & Konovsky, 1989; McFarlin & Sweeney, 1992). In addition, McFarlin and Sweeney (1992) found that if the procedures used by the organization were perceived as fair, subjects were more likely to view the organization as fair regardless of the fact that they were dissatisfied with their pay. These findings will be discussed in further detail later. Of interest to this thesis is the relationship of distributive and procedural justice to ethical decision-making.

Distributive Justice and Related Theories

People may agree that resources should be distributed equally, but differ on what "equal" is (Homans, 1961). With his theory of distributive justice, Homans (1961) outlined for us the basic concept of how an individual goes about evaluating the fairness of his or her expected rewards. The

fairness of expected rewards is determined by comparing what is received by the individual with that of what is received by another person or group. The referent other with whom the individual is most likely to compare is one who is most similar or someone with whom he or she has direct contact. If the individual feels deprived of a just reward, then he or she is likely to exhibit acts of aggression towards the party he or she feels is responsible for the injustice. This aggressive behavior may be a means of subjectively raising his or her rewards. Homans (1961) calls this type of behavior a problem of distributive justice.

Very similar to that of Homans' (1961) theory of distributive justice is Adams' (1965) equity theory. Equity theory extends Homans' (1961) theory by looking at both the inputs and outcomes of the individual and comparing them to those of a referent other. Equity theory has become an important theory in the field of organizational behavior because it identifies outcomes and inputs in quantifiable, business-related terms. Also, because equity theory focuses on the fairness of distributed outcomes it is commonly referred to as "distributive justice" (Greenberg, 1990a).

Equity theory attempts to explain how feelings of inequity occur and what behaviors may be the result. Equity theory suggests that perceived inequities occur when one

believes that the ratio of his or her outcomes to inputs and the ratio of a referent other's outcomes to inputs are unequal. This difference will motivate the individual to reduce the inequity either by reacting behaviorally (i.e. altering performance levels), and/or cognitively (i.e. attempting to justify the outcomes received by themselves or the referent other).

Greenberg (1989) found support for the idea that people redefine their situations by perceiving environmental features, such as amount of office space, as more important during a period of reduced pay. His findings suggest that this means of cognitively altering how people perceive their situations may be an acceptable way to reduce feelings of inequity when compared with other ways that could jeopardize their jobs (i.e. lower performance, theft, etc.).

In addition to finding support for the cognitive ability of people to redefine their situations, Greenberg (1990b) also found that individuals would engage in unethical and illegal acts, such as theft, as a possible way to balance their outcomes or rewards. The setting for these findings was a situation where an organization was forced to cut employee pay by 15% due to loss of revenue. In response to the pay cuts, employees reported feelings of underpayment and inequity. Soon after the reports of inequity by the

employees, the organization's theft rate doubled. In a later section, the moderating effect of interactional justice on the amount of theft and inequity experienced by the organization will be discussed.

The theory of relative deprivation (Crosby, 1976) is another theory that enables us to understand how feelings of injustice and deprivation occur. Relative deprivation, as defined by this theory, is "the feeling that one has been unjustly deprived of some desired thing." A necessary condition for both equity theory (Adams, 1965) and relative deprivation theory is that the person must feel entitled to possess "X" and feel unhappy about not actually possessing "X". As with equity theory (Adams, 1965) and Homans' theory of distributive justice (1961), relative deprivation theory states that a comparison to a referent other or to oneself takes place when evaluating the fairness of the present situation.

Crosby (1976) provides us with a clear model of relative deprivation theory, stating the preconditions necessary for feelings of relative deprivation, and the possible behaviors resulting from these feelings. The model states that people will feel deprived in a situation where they see that others possess "X", they want "X", they feel that they deserve "X", they think it is feasible to obtain

"X", and they lack a sense of responsibility for failure to possess "X". All of these conditions are necessary for feelings of deprivation. For example, if a student sees that others are receiving an A grade, she wants an A, she feels that she deserves an A, she thinks that it is feasible to obtain an A, and she does not feel that her actions are the cause of not receiving an A, she will feel deprived.

Possible behaviors that can result from feelings of deprivation are symptoms of stress, including anxiety and depression, violence against society, and self-improvement (Crosby, 1976). For instance, if the individual feels open to change and in control of his situation, his feelings of deprivation could result in positive self-improvement, such as additional education. However, if the individual feels blocked and feels he has little control over his situation his feelings of deprivation could result in violence against society, such as riots and looting. Crosby (1976) further states that immediate environment, personality traits, past behavior, and biological needs can play a role in determining the type of behavior that will result.

One problem with equity theory, and the other distributive justice theories, is that they do not specify how individuals might react to information about how or why the decisions leading to the unequal treatment were made.

People may act very differently if they have an understanding about how the inequity was created.

Procedural Justice and Related Theories

Although distributive justice has been found to be an important element in the perceived fairness of a system, recent research has shown that procedural justice can be equally, if not more, important (Greenberg, 1986; Barrett-Howard, & Tyler, 1986; Alexander & Ruderman, 1987; Folger & Konovsky, 1989; McFarlin & Sweeney, 1992). Procedural justice has its beginnings in conflict resolution, dealing primarily with legal disputes (Thibaut & Walker, 1975, 1978; Walker, Lind, & Thibaut, 1979).

Thibaut and Walker's (1975) theory of procedural justice looks at how individuals react to different types of decision-making procedures. They focused primarily on the two major types of legal systems, the adversarial and the inquisitorial. The adversarial system allows the disputants to have process control and a third party to have authority over the decision. The inquisitorial system gives all control to a third party.

Process control refers to the control over the gathering and presenting of the evidence in the disputant's defense. Research has shown that this type of system that allows for process control to the disputants and decision

control to a third party, is best for achieving distributive justice (Thibaut & Walker, 1975,1978; Walker, Lind, & Thibaut, 1979).

Walker, Lind, and Thibaut (1979) took a closer look at the adversarial system, and tested the possible relationships between procedural and distributive justice. In addition, they evaluated the different kinds of individuals who might be involved in a dispute. They suggested that there are direct participants such as those involved in a civil or criminal case, those who are indirectly affected such as stakeholders, and those not directly affected such as the public. In the studies by Walker et al. (1979), individuals in all roles perceived the adversarial system as most fair. However, only the participants who had a "voice" in the process perceived the verdict as acceptable and fair regardless of whether it was in their favor. For those who had indirect effect or no direct effect, the outcome had no influence on the perceived fairness of the procedure. Therefore, procedural justice has an effect on perceptions of distributive justice, but only when there is direct participation in the process.

Greenberg (1986) evaluated the determinants of perceived fairness with regards to the use of performance appraisals in organizations. He found additional support for

Thibaut and Walker's (1978) theory that the need for input of information and influence over the decision-making process is needed for perceived fairness. Furthermore, both procedural and distributive justices were found to be important determinants of perceived fairness.

In Greenberg's (1986) study, the two areas associated with distributive justice were performance and ratings, and ratings and administrative recommendations (i.e. salary or promotion). In addition, two elements were necessary to perceive the procedures as fair, consistent use of allocation procedures and the ability to challenge or appeal a decision. These two elements found necessary for procedural justice are in agreement with Leventhal, Karuza, and Fry's (1980) theory of allocation preferences.

The theory of allocation preferences (Leventhal, Karuza, and Fry's, 1980) states that the allocation procedures most preferred by an individual are the ones that help them to attain their goals, and it assumes that one of those goals is fairness. Individuals will often conduct judgments of fairness when allocation of resources is involved. For example, in an organization one will likely evaluate the fairness of his or her rewards and the procedures that produce those rewards.

This theory also states that there are two aspects of judgments, cognitive and motivational. The cognitive aspect represents the individual's comparison of the present procedures with the ones he or she feels would be ideal. If a discrepancy is found, the individual may have feelings of injustice. Furthermore, there must be motivation to make the comparison. The individual must believe that fairness is important to the situation. Research has shown us that individuals believe fairness to be an important element in organizational settings (Barling & Phillips, 1993; Folger & Konovsky, 1989; Greenberg, 1990b; McFarlin & Sweeney, 1992; Moorman, 1991; Alexander & Ruderman, 1987).

Leventhal, Karuza, and Fry (1980) state that when an individual cognitively evaluates the fairness of procedures he or she uses certain standards or rules. Outlined in allocation preference theory are six "rules" that the procedural components must comply to, to be considered fair (Leventhal et. Al, 1980). The rules are: (1) procedures should be consistent across people (consistency rule), (2) no biases or personal interest should effect decisions (bias suppression rule), (3) opportunity available to correct or reverse decisions (correctability rule), (4) decisions based on accurate information (accuracy rule), (5) all group and individual concerns represented (representativeness rule),

and (6) procedures should be based on ethical and moral standards (ethicality rule)

Barrett-Howard and Tyler (1986) evaluated the importance of procedural justice in a variety of allocation settings, including work and family related settings. Vignettes were used to evaluate the importance of the decision made under different contexts such as social versus task oriented. In addition, Barrett-Howard and Tyler (1986) used the six criteria for judging fairness outlined in the allocation preference theory (Leventhal et al., 1980) to measure fairness of the procedures. They found that in evaluating the justice of procedures, the use of ethical standards and accurate information, along with suppression of biases and consistency across people, were found to be most important criteria. In addition, they confirmed that procedural justice is important in all allocation situations. Procedural justice was strongest in relationships where there was a moderate emotional tie and benefits were obtained from the interaction.

When Folger and Konovsky (1989) looked at reactions to recent salary increases received by 217 individuals, they found further support for the importance of the criteria outlined in allocation preference theory (Leventhal, et al., 1980). Employees wanted feedback that was consistent,

honest, and provided for areas of improvement. They also wanted methods for appealing the allocation decisions they felt were unfair or had been based on inaccurate information. In addition, the importance of "voice" and regard for opinions was shown to be an important aspect of procedural justice. Folger (1977) operationally defined voice as "...one's own opinion as participation in the decision-making process." Further findings show that reactions to perceptions of procedural injustice resulted in a decrease in trust in management and organizational commitment.

A procedural justice theory that offers a means for understanding how the actions of the decision-maker and the procedures used in decision-making play a role in the perceptions of distributive justice is Folger's (1987) referent cognitions theory (RCT). In addition, RCT describes reactions that result from feelings of injustice. Findings from the study by Folger and Konovsky (1989) represent the types of outcomes that can result from reactions to perceived procedural injustice, such as lack of organizational commitment and trust in management.

RCT states that there are two types of reactions, resentment reactions and reactions of (dis)satisfaction. Resentment reactions result from the belief that different

procedures could have been used to attain the individual's desired outcome. The theory predicts that resentment will develop toward the person whom the individual believes to be responsible for the unfavorable outcome received. Folger and Martin (1986) state that there is a *would/should* phenomenological account where, "In a situation involving outcomes allocated by a decision-maker, resentment is maximized when people believe they *would* have obtained a better outcome if the decision-maker had used other procedures that *should* have been implemented." Folger and Martin (1986) found support for the proposition that if an adequate explanation or justification was given concerning the procedures used to achieve the outcome resentment was significantly lower, regardless of the fact that the outcome would have been different using an alternative procedure. They found that the *degree* of the justification also played an important role in how the outcome was perceived. These findings provide support for later research, which indicates that the degree of interaction has a moderating effect on perceptions of injustice.

Additional research directly related to RCT was done by Cropanzano and Folger (1989) who looked at the effect of the subject making the decision regarding which procedure to use, as opposed to the experimenter making the decision.

Their study was designed to look at procedural differences rather than the explanatory differences examined in the previous study. They found that when the subject made the decision as to which procedure to use there were no feelings of unfair treatment regardless of outcome. The RCT *would/should* analysis gives an explanation for this finding. It predicts that when the person is not able to participate this makes it easier for him to imagine ways that the outcome might have been different. It allows him to believe that better outcomes were not obtained because of someone else's action and the procedures that he chose to follow (Folger & Martin, 1986; Folger, 1987).

McFarlin and Sweeney (1992) found that if the procedures used in decision-making were perceived as fair, high organizational commitment and supervisory ratings were found, regardless of the outcomes received. This result may be explained using RCT. RCT would predict that the individual would have difficulty imagining an alternative outcome if they perceive the procedures used to make the allocation decision as fair.

RCT supports the concept that allowing an individual to have a "voice" in the system may reduce the feelings of injustice (Folger, 1987; Folger & Martin 1986; Folger, 1977). Folger's (1977) results provide support for the

impact of voice. Folger (1977) found that procedural justice was rated higher when employees had a voice in the process than when they had none. Furthermore, even when no pay increase was given to employees in response to their requests (voice), more satisfaction with allocation decisions was reported for those workers with a voice than those without.

When we analyze only the component of pay or reward we look at whether or not we are getting a "fair day's pay, for a fair day's work". Feelings of commitment, trust, and loyalty felt by the employee go far beyond that of pay. These feelings are tied to respect and consideration shown by the organization (Folger & Konovsky, 1989). Findings show that procedural justice is a better predictor of organizational commitment and trust in management than distributive justice (McFarlin & Sweeney, 1992). However, companies need to look beyond just the formal procedures they use in making decisions and take into account how those decisions are implemented.

Components of Procedural Justice

Recent research has shown that perceptions of procedural justice can come from the organization's formal procedures, and how they are communicated and implemented (Greenberg 1990; Moorman, 1991). These two components of

procedural justice have been identified as formal justice and interactional justice (Bies & Moag, 1986; Greenberg, 1990a).

Formal justice is the perceived fairness of formal procedures used by an organization in allocation decisions. Allocation preference theory (Leventhal, Karuza, & Fry, 1980) outlines the rules that are used by individuals when assessing the formal procedures of an organization. Findings show that formal justice is related to attitudes such as trust in management and consideration by employer (Barlings & Phillips, 1993; Moorman, 1991). However, the most prominent component of procedural justice appears to be interactional justice. In the same study by Barlings and Phillips (1993), interactional justice was found to be related to not only trust in management, but also affective commitment, and withdrawal behaviors (i.e. absenteeism).

Interactional justice results from the perceived fairness of the interpersonal communications and treatment by representatives of the organization when carrying out the formal procedures of the company (Bies & Moag, 1986). Bies and Moag (1986) were some of the first researchers to suggest that interactional justice should be studied as a separate component of procedural justice. They proposed that with every decision that is made, a procedure sets off a

sequence of events that result in an interaction, and ultimately an individual outcome.

In a study conducted by Moorman (1991), the relationship between the components of organizational justice and organizational citizenship behaviors was examined. The findings show support for the impact of interactional justice on work-related behaviors. Organizational citizenship behaviors (OCB) (Organ, 1988) are defined as "...discretionary, work-related behaviors that are not related to the formal organizational reward system, and in the aggregate, promote the effective functioning of the organization." The OCBs examined were courtesy, sportsmanship, altruism, conscientiousness, and civic virtue.

Moorman (1991) used formal and interactional justice as two components of procedural justice. Moorman (1991) described formal justice as the degree to which formal procedures were present and used in the organization. In contrast, interactional justice was defined as the fairness in which the procedures were carried out. Subjects rated the formal procedures present in their organization using the "rules" outlined in the allocation preference theory (Leventhal, Karuza, & Fry, 1980). The subjects associated interactional justice with aspects of kindness and

consideration, perceived truthfulness, and the communication of adequate explanations.

The results showed that interactional justice was the only dimension of fairness that was found to be significantly related to OCB (Moorman, 1991). Employees who perceived the informal or interactional system as fair exhibited more OCBs.

In Moorman's (1991) study, one of the items that was associated with interactional justice was communication of adequate explanations. The topic of adequate or inadequate explanations has been explored in previous studies, and has been shown to play an essential role in perceptions of fairness (Folger & Martin, 1986; Greenberg, 1990b; Bies & Shapiro, 1978; Bies, 1987). For example, Bies and Shapiro (1987) looked at the implementation of formal procedures and the effects of giving adequate or inadequate explanations for the actions taken by decision-makers. Bies (1987) states that an explanation or causal account is an attempt by the decision-maker to claim mitigating circumstances in order to reduce his or her direct responsibility. Bies and Shapiro's (1987) findings provide evidence that not only do explanations increase ratings of interactional justice, but also that the perceived adequacy of the explanation plays a

critical role in determining reactions to unfavorable outcomes.

Reactions to Perceived Organizational Injustice

Moorman (1991) found support for the view that organizational citizenship behavior is a function of the degree to which the employee perceives that he or she is being treated fairly. If these behaviors are seen as inputs, consistent with equity theory (Adams, 1965), than they will be altered in response to inequity. Moreover, Moorman's (1991) research indicates that if an individual perceives interactional injustice he or she may react by altering his or her level of altruistic behavior, civic virtue, and conscientiousness. These reactions could result in a disregard for the welfare of others or non-compliance with moral standards. Following from these and other findings it is possible that unethical decision-making could also be a result of perceived interactional injustice, as well as a reduction in OCBs (Greenberg, 1990b; Moorman, 1991).

Greenberg's (1990b) study found support for such behavior as a reaction to perceived distributive, formal, and interactional injustice. Greenberg (1990b) examined theft rates in an organization where formal and interactional justice were manipulated to see if they moderated the effects of pay cuts on employee theft rates.

After implementing a 15% pay cut, employees reported feelings of underpayment and inequity. However, Greenberg found a moderating effect between feelings of injustice and theft rates in the use of adequate explanations. Theft rates were much less severe when the subjects were given adequate explanations as to the reasons for the pay cuts. These adequate explanations were interpersonal interactions or displays of interactional justice. When only formal justice was implemented (no explanation or inadequate explanations) the theft rate doubled. These findings support the earlier research on the reactions to perceived injustice and the impact of adequate explanations (Folger & Martin 1986; Bies and Shapiro, 1987; Bies, 1987; Moorman, 1991; Barling & Phillips, 1993).

Purpose of the Study

Many of the theories mentioned earlier predict reactions that may occur as a result of feelings of injustice or deprivation. Those reactions ranged from resentment to violence (Adams, 1965; Homans, 1961; Crosby, 1976; Folger, 1987). Research has supported these predictions, and has shown that actual reactions to perceived unfairness range from reduced levels of trust in management to an increase in organizational theft rates

(Barling & Phillips, 1993; Folger & Konovsky, 1989; Greenberg, 1990b; McFarlin & Sweeney, 1992; Moorman, 1991).

This study will further analyze the affects of distributive justice and two components of procedural justice, formal and interactional justice, on different types of ethical or unethical decision-making behavior. The types of ethical or unethical behavior that will be examined are behaviors that could be found in most organizations. Some unethical behaviors are claiming credit for someone else's work, lying on an expense account, calling in sick to take a day off, and selling company information (Zey-Ferrell & Ferrell, 1982).

Several variables have been found to contribute to perceptions of fairness by employees. Distributive justice variables include referent others, salary and reward expectations, and past wages. Procedural justice variables that have been found to contribute to perceptions of fairness are process control, including input of information and influence over decision-making, ability to challenge/appeal decisions, consistent application of moral and ethical standards, clear communication of information including adequate explanations for actions, accurate use of information, and monitoring of the system for violations.

These variables include both formal and interactional aspects.

It has been shown that formal procedures alone are not enough to moderate the behaviors that are exhibited to redress inequities (Greenberg, 1990b). Interactional justice, in the form of adequate explanations, was also necessary to moderate behavior and perceptions of unfairness (Folger & Martin 1986; Bies and Shapiro, 1987; Bies, 1987; Greenberg, 1990b). It can be predicted from earlier findings that without adequate explanations, undesirable outcomes and perceived unfairness will result in unethical decision-making behavior (Greenberg, 1990b; Moorman, 1991). The use of adequate explanations in this study are expected to lessen feelings of inequity and result in fewer occurrences of unethical decision-making.

The intent of this research is to measure ethical or unethical decision-making behavior under different levels of organizational justice. Organizational justice will be broken down into distributive, formal, and interactional justice with each consisting of two levels (high and low). The higher level will represent a more just condition. Applying two levels of justice will allow for the examination of different situational characteristics, and

possibly identify the optimal combination of organizational justice components to predict ethical behavior.

Hypotheses

1. When distributive justice is high, a greater amount of ethical behavior is predicted.
2. When interactional justice is high, a greater amount of ethical behavior is predicted.
3. Equivalent levels of ethical behavior are predicted for the low formal justice condition to the high formal justice condition.
4. The effect of the levels of distributive justice on ethical behavior will not be the same across levels of formal justice (interaction). Low distributive and low formal justice will yield the lowest ethical behavior.
5. The effect of the levels of interactional justice on ethical behavior will not be the same across levels of formal justice (interaction). Low interactional and low formal justice will yield the lowest ethical behavior.

Chapter 2: Method

Pilot Studies

Before conducting the main study, a series of pilot studies were conducted using undergraduate psychology students at a southern California University. The pilot studies were conducted to determine if the participants were interpreting the levels of organizational justices (formal, distributive, and interactional) as intended. The participants responded to three manipulation check questions on a five-point Likert scale anchored from "not at all" (1) to "definitely" (5). For example, the following statement was used to measure the distributive justice manipulation: "The decrease in commissions was fair". The interactional justice manipulation was measured using the following two questions; "Your supervisor allowed for your concerns to be heard," and "Your supervisor assured you that your opinions would be heard by the decision making team."

The first pilot study consisted of 106 undergraduate students from a southern California University. Of the 106 who participated in the study, only 51% (54) correctly interpreted all the levels of organizational justice portrayed in the vignette they were given. Apparently, subjects had difficulty understanding the distributive and interactional justice manipulations. It appeared that the

participants perceived the statement, "In addition, he [supervisor] allowed time for a few brief questions, but assured you that the decision was final and that your opinion could in no way influence the outcome" (low interactional justice), to mean that the supervisor was "...allowing concerns to be heard" (high interactional justice). In addition, the statement "The decrease in commissions was fair" did not measure whether or not participants correctly interpreted the statements contained in the vignette; instead, the item appeared to measure opinion toward the decrease and not the fairness of the decrease.

A number of changes were made to the vignettes based on the results of the first pilot study. In the low interactional justice manipulations, the wording was changed to read: "In addition, [supervisor] he answered a few brief questions, but again assured you that the decision was final." In addition, for the high interactional manipulation, the following statement was removed as it did not appear to represent "give and take" of an interaction: "He [supervisor] also provided additional information in the form of graphs and charts that further indicated the decision was needed, and in the best interest of all individuals involved." The manipulation question for

distributive justice was also changed requiring the participant to indicate if the decrease in commissions was substantial, slight, or no decrease. The question had previously been stated as "The decrease in commissions was fair" and required the participant to rate the question on a five point Likert scale from "not at all"(1) to "definitely" (5).

The second pilot study consisted of 51 undergraduate and graduate students from a southern California University. Of the 51 who participated in the study 79% (40) correctly interpreted all levels of organizational justice portrayed in the vignette they were given. These results represented a substantial improvement in the manipulations; these vignettes were used in the main study.

Participants

A power analysis was performed to determine the number of subjects needed to detect significant differences at an alpha level of .05, reducing the likelihood of making a Type I error. The analysis indicated that a minimum of 15 participants per cell was needed for a moderate effect size, at a power level of .97.

Three hundred and eighteen undergraduate and graduate psychology students enrolled at a southern California University volunteered to participate in the study. After

removing the data of those who did not correctly answer the manipulation checks, a total of 260 (205 females and 54 males) participants remained for analyses (an 18% reduction). The mean age of the participants was 25 years with a range from 18 to 55 (see Appendix A).

Materials

Each participant received a vignette with a corresponding questionnaire. The vignette manipulations were designed to investigate whether three different types of organizational justice (distributive, formal, and interactional) would have an effect on ethical decision-making behaviors. Distributive, formal, and interactional justice, each with two levels (high and low), were combined factorially to produce eight different vignettes. This procedure is similar to the vignette manipulation used by Barling and Phillips (1993).

In addition, two different sets of vignettes were used. One set was designed to place the participant in the leading role (first person). The other used a third person design ("Tom is currently an employee . . .") aimed at reducing the effects of social desirability on reporting unethical behaviors. Half of the subjects received the first person condition; the other half received the third person condition. A sample vignette reads as follows:

You are currently an employee of XYZ Company, which manufactures and sells pharmaceuticals. Your job title is Sales Representative. You are paid a small base salary, with commissions. The majority of your earnings come from the commissions earned through sales. Recently your company has experienced a loss in profits due to the manufacturing of less profitable generic drugs. It expects to regain its position with the release of a new drug. However, until that drug is released the company will have to implement a short-term strategy to deal with the existing situation.

After senior management held a meeting, the company announced to all employees (low formal justice) that there would be a substantial decrease of 30% in commissions (low distributive justice) for all sales employees during the next 12 weeks. After the announcement, you met with your immediate supervisor who again explained the need for the cost-cutting measures and assured him that the decision was final (Low interactional justice). (See Appendix B)

Questionnaires

The questionnaires were designed to measure the ethical decisions that the person would be likely to make or believe someone else would make under the conditions presented in the vignette (See Appendix C). The questionnaires consisted

of 10 Likert scale questions, assessed on a 5-point scale, anchored with "very unlikely" (1) to "very likely" (5). All questions are prefaced with the phrase "How likely would you be to. . ." or "How likely would Tom be to. . ."

The questions were designed to ask about different ethical decisions that might be posed while in this position. For instance, ". . .accept a gift from a client under these circumstances, even if the company policy prohibits acceptance of gifts?" Another question, in keeping with findings by Greenberg (1990), was ". . .take home office supplies for your own personal use?"

Two of the questions dealt with the effect of a referent other's behavior in the same situation, and how that behavior might influence the respondent's own actions. Recent studies have found that one of the greatest influences on ethical behavior is the actions of referent others within the organization (Trevino, 1986; Zey-Ferrell & Ferrell, 1982). The question read ". . .falsely increase the amount reported on your expense account if others within your sales department were participating in this behavior?"

In addition to the items designed to measure ethical behavior, four items were designed as a manipulation check of the levels of justice in the vignette. For instance, one of the questions asked the participant to indicate which

group was responsible for making the decision to cut commissions: management alone, management and employee representatives, or employee representatives only (formal justice measure).

Measures

First person condition

Item analyses were conducted on the 10 items hypothesized to assess ethical decision-making. All item-total correlations for the scale yielded a correlation of .44 or above. Coefficient alpha for the ethical decision-making scale under the first person condition was .89 (See Appendix F).

A principle component analysis was conducted to determine if the scale was unidimensional for ethical decision-making (See Appendix G). Although all items loaded on the first factor, items 2 (take home office supplies), 4 (call in sick), 5 (falsely increase expense account), and 6 (conduct personal business on company time) also loaded on a second factor indicating there was overlap among ethical dimensions. These two factors were interpreted as an internal ethics scale and an external ethics scale. However, because all items did load on the first factor, all were retained for subsequent use as a single scale.

Significant positive skewness ($z > 5.0$) was found for items 3, 5, 7, and 8 under the first person condition. Subjects were reluctant to agree with the unethical behaviors. The summed scale scores, however, were not significantly skewed (See Appendix H).

Third person condition

Item analyses were also conducted on the 10 items hypothesized to assess ethical decision-making for the third person condition. All item-total correlations for the scale yielded a correlation of .53 or above. Coefficient alpha for the ethical decision-making scale was .90 (See Appendix F).

A principle component analysis was conducted to determine if the scale used for the third person condition was unidimensional for ethical decision-making (Appendix G). All items loaded under one factor indicating that the scale measured ethical decision-making as intended. Significant skewness was not observed for any of the items under the third person condition (See Appendix H).

Chapter 3

Results

A 2 (distributive) x 2 (formal) x 2 (interactional) analysis of variance (ANOVA) was conducted to evaluate the

effects of the three organizational justice conditions, each at a high or low level, on ethical decision making. Results for the first person vignettes and third person ("Tom is. . .") are reported separately.

First person condition

For the first person condition, means for ethical decision making as a function of the three factors are presented in Table 1 (A higher mean represents more endorsement of unethical behavior). A main effects was not found for distributive justice (Hypothesis 1), [F (1,125) = .196, p = .659]. However a main effect was found for interactional justice (Hypothesis 2), [F (1,125) = 4.35, p = .039, $\eta^2 = .034$] (see Table 2 for means). As predicted, no main effect was found for formal justice (Hypothesis 3) [F (1,125) = .117, p = .733]. The ANOVA indicated no significant interaction between formal and distributive justice (Hypothesis 4), [F (1,125) = .047, p = .829]. In addition, no significant interaction was found between formal and interactional justice (Hypothesis 5), [F (1,125) = 2.36, p = .127], or between distributive and interactional justice, [F (1,125) = .542, p = .463]. Furthermore, a test of the three interaction between formal, distributive, and interactional was not found to be significant [F (1,125) = .776, p = .380].

Table 1

Means for ethical decision making as a function of distributive, formal and interactional justice (First Person)

Distributive	Formal	Interactional	Mean
High	High	High	17.5
		Low	22.6
		Total	19.7
High	Low	High	20.6
		Low	19.1
		Total	19.9
Low	High	High	18.6
		Low	23.3
		Total	20.7
Low	Low	High	18.7
		Low	21.7
		Total	20.3

Table 2

Means for high and low interactional justice (first person)

Interactional	Means
High	18.8
Low	21.7

Third person condition

For the third person condition, means for ethical decision making as a function of the three factors are presented in Table 2 (A higher mean represents more endorsement of unethical behavior). The ANOVA indicated no significant effect for distributive justice (Hypothesis 1), [F (1,119) = 3.26, p = .074]. However, a significant main effect was found for interactional justice (Hypothesis 2) [F (1,119) = 8.06, p = .005, $\eta^2 = .063$] (See Table 4 for means). As predicted, the main effect for formal justice was not significant (Hypothesis 3) [F (1,119) = .531, p = .468]. Further, an interaction was found between formal and distributive justices (Hypothesis 4) [F (1,119) = 3.89, p = .05, $\eta^2 = .032$] (See Table 5 for means). However no interaction was found between formal and interactional justice (Hypothesis 5) [F (1,119) = .151, p = .699]. The test of a three interaction between formal, distributive, and interactional was not found to be significant [F (1,119) = .728, p = .395]. Although not predicted by this study a significant interaction was found between distributive and interactional justice [F (1,119) = 8.10, p = .005, $\eta^2 = .064$] (See Table 6 for means).

Table 3

Means for ethical decision making as a function of distributive, formal and interactional justice (Third Person)

Distributive	Formal	Interactional	Mean
High	High	High	22.6
		Low	29.0
		Total	25.6
High	Low	High	24.7
		Low	34.8
		Total	30.1
Low	High	High	31.0
		Low	31.6
		Total	31.3
Low	Low	High	29.8
		Low	29.1
		Total	29.5

Table 4

Means for high and low interactional justice (Third person)

Interactional	Means
High	27.0
Low	31.1

Table 5

Means as a function of formal and distributive justice(Third person)

Distributive	Formal	Means
High	High	25.8
	Low	29.7
Low	High	31.3
	Low	29.5

Table 6

Means as a function of interactional and distributivejustice (Third person)

Distributive	Interactional	Means
High	High	23.6
	Low	31.9
Low	High	30.4
	Low	30.4

A follow-up test was conducted to evaluate the pairwise differences among means for distributive justice across formal justice (Hypothesis 4), with alpha set at .05. A significant difference was found for distributive justice across formal justice [$F(1,123) = 4.199, p = .043, \eta^2 = .033$]. The mean found under the high distributive justice

and high formal justice condition ($\underline{M} = 25.8$) was significantly different from the mean found under the low distributive justice and high formal justice condition ($\underline{M} = 31.3$)

In addition, a follow-up test was conducted to evaluate the pairwise differences among means for distributive justice across interactional justice (Hypothesis 5), with alpha set at .05. A significant difference was found for distributive justice across interactional justice [$F(1,123) = 16.464, p < .001, \eta^2 = .118$]. The mean found under the high distributive and high interactional justice condition ($\underline{M} = 23.6$) was significantly different than the mean under the low distributive and high interactional justice condition ($\underline{M} = 30.4$)

Discussion

The current findings are consistent with previous studies showing that interactional justice is related to ethical decision-making behaviors (Folger & Konovsky, 1989; McFarlin & Sweeney, 1992; Greenberg, 1990; Moorman, 1991). This study adds strength to this line of research by further demonstrating the effects of interactional justice on ethical behavior. Both under the third person and first person conditions, interactional justice was shown to have a significant impact on ethical decision-making behaviors

(Hypothesis two). Most importantly, the results for hypothesis two support Folger's (1986, as cited in Cropanzano & Folger, 1989) proposition regarding referent cognitions theory (RCT), that adequate explanations concerning procedures can reduce resentment.

In contrast, hypothesis one was not supported under either the first or third person conditions. These findings were not consistent with those of Greenberg (1990b) or Crosby (1976). However, the findings are consistent with past research which has found that distributive justice is a stronger predictor of personal outcomes than organizational outcomes (Folger & Konovsky, 1989; Barling & Phillips, 1993; McFarlin & Sweeney, 1992). For example, in a similar study looking at distributive, formal, and interactional justice as determinants of organizational outcomes such as trust in management, affective behavior, and withdrawal behaviors distributive justice was the only one that did not significantly contribute to any of the three organizational outcomes (Barlings & Phillips, 1993). The questions contained in the current study's questionnaires are related to negative organizational impact such as calling in sick (absenteeism) and padding expense account (loss of revenue). These behaviors can be linked to organizational outcomes such as withdrawal behavior and affective behavior. So, if

ethical decision-making were viewed as an organizational outcome, as opposed to a personal outcome, then the current results would be consistent with past research findings.

As predicted, hypothesis three was supported under both conditions. Levels of formal justice did not have a significant impact on ethical decision-making behavior. This was consistent with Greenberg's finding (1990b) that formal procedures do not moderate ethical behaviors that take place to redress perceived inequities. This is an important implication for organizations, in that, it is not enough to simply implement policy, organizations must also take steps to communication adequate explanations or justifications in order to promote perceptions of fairness.

Hypothesis four was not supported under the first person condition, but was supported under the third person condition. It is possible that under the third person condition social desirability may not have been as strong, and people may have viewed the reduction in pay as a potential contributor to others acting in an unethical manner.

In addition, the interactive effects between distributive and formal justice were not in the direction that was expected. The findings showed that under the low formal justice condition, distributive justice, high and

low, provided almost no fluctuation in ethical decision-making behavior. However, under the high formal justice condition the difference between low and high distributive justice was significant. Under the low distributive and high formal justice condition, the greatest amount of unethical decision-making was reported. However, it was predicted that under the low condition for both formal and distributive justice the greatest amount of unethical decision-making behavior would be found.

The direction of the interaction may have been due to several reasons. First, it is possible that the formal justice conditions depicted in the vignettes may not have been strong enough or pronounced enough to elicit feelings about management and the methods used to make policy decisions. It is also possible that the students viewed pay as an overriding factor above that of policy decisions. In addition, university students may not have much work experience and therefore may not readily identify the participation of the employees in the policy making process as being a more just condition. Lastly, the direction of the interaction may be due to a statistical artifact.

Although the direction of the interaction was not as predicted, the least amount of unethical decision-making did occur under the expected condition. Under the high

distributive and high formal justice condition a lower occurrence of unethical decision-making was reported. This finding is encouraging, in that, it reflects a greater amount of ethical decision-making under a condition designed to elicit a perception of fairness.

However, it is unclear why the interaction was not in the predicted direction. It is possible that the formal justice manipulation contained in the vignettes was not strong enough to elicit a response about feelings toward management and the methods used in making policy decisions. The fact that the sample was made up entirely of university students may have had some impact on the direction of the results as well. Many students may not have had experience with the ability to influence policy or allocation decisions, therefore may not have readily identified the participation of the employees (high formal justice) depicted in the vignettes as significant.

Hypothesis five was not supported under the first person or the third person condition. The levels of interactional justice did not have a significant effect on ethical decision-making behavior across the levels of formal justice. Again, this may be due to the fact that the formal justice manipulation was not strong enough to elicit a reaction toward management or the formal decision-making

procedure. However, the results found were not completely without value. Under the condition of high interactional and high formal justice the least amount of unethical decision-making was reported. This is consistent with the results found for high distributive and high formal justice. Again, this supports the adequacy of the high justice conditions used in this study to elicit perceptions of fairness. Furthermore, if perceptions of fairness can be implied under the high justice conditions, then there is also support for perceptions of fairness leading to an increase ethical decision-making.

Although it was not hypothesized, this study found that distributive and interactional justice had significant interaction effects on ethical decision-making for those reporting under the third person condition. In keeping with past findings such as those by Cropanzano and Folger (1989), referent cognitions theory would predict the lowest amount of ethical decision-making when there was an interaction between the unfair procedures (low interactional justice) and low wages (low distributive justice). However, the interaction was not in the predicted direction. The lowest amount of ethical decision-making resulted from the combination of high interactional justice and low distributive justice. The direction of the interaction may

have been due to the sample, in that, when pay and personal interaction are combined students may put more emphasis on the wages received than the adequacy of the explanation. Although it appears that the fairness of a company's interaction with employees may have a greater impact than the personal outcome of pay when viewed separately, it may be necessary to conduct additional research to determine the effects of pay cuts in combination with adequate explanations on ethical decision-making behaviors.

Limitations and recommendations for future research

There is always some concern over the use of vignette manipulations. One main concern is that actual behavior or actions are not measured. Instead, the participants are required to report how they or a hypothetical person would behave under certain conditions. Social desirability also reduces the reliability of the results when using self-report data concerning an ethical issue. The use of third person vignettes may have lessened the impact of social desirability, but it may be difficult for one person to accurately state how another individual would act under a certain situation.

Secondly, vignettes generally are believed to have low generalizability. However, this study was in line with Greenberg's field study (1990b), which showed that theft

might be a result of perceived unfairness with regard to procedural and distributive injustice. With the support of the field study findings some level of generalizability can be attributed to the current findings for the impact of interactional justice on ethical decision-making behaviors.

Another limitation of the current research is the exclusive use of university students. The average age of the participants was 25 years old (SD = 9.1). The participants may not have had the level of work experience needed to adequately relate to the situations described in the vignettes.

From the present findings several recommendations for future research can be suggested. One area of research is the effect of organization justice on ethical decision-making across different groups (e.g. organizational culture). What determines an adequate explanation for one group may not be sufficient for another group. In addition, the type of interaction that is most effective may vary across different cultures/groups. Lastly, personality characteristics, in addition to situational characteristics, should be examined to produce a more predictive model of ethical decision-making.

Appendix A: Demographics: Frequencies and Descriptives

Descriptive Statistics for Participants

	Age	Current Education Level
N Valid	255	258
Missing	5	2
Mean	25.02	2.53
Std. Deviation	9.15	1.31
Minimum	18	1.00
Maximum	55	5.00

Frequency for Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18.00	59	22.7	23.1	23.1
19.00	44	16.9	17.3	40.4
20.00	23	8.8	9.0	49.4
21.00	14	5.4	5.5	54.9
22.00	13	5.0	5.1	60.0
23.00	5	1.9	2.0	62.0
24.00	10	3.8	3.9	65.9
25.00	9	3.5	3.5	69.4
26.00	3	1.2	1.2	70.6
27.00	13	5.0	5.1	75.7
28.00	5	1.9	2.0	77.6
29.00	1	.4	.4	78.0
31.00	4	1.5	1.6	79.6

	Frequency	Percent	Valid Percent	Cumulative Percent
32.00	3	1.2	1.2	80.8
33.00	5	1.9	2.0	82.7
34.00	6	2.3	2.4	85.1
36.00	1	.4	.4	85.5
38.00	5	1.9	2.0	87.5
39.00	1	.4	.4	87.8
40.00	2	.8	.8	88.6
41.00	1	.4	.4	89.0
42.00	3	1.2	1.2	90.2
43.00	3	1.2	1.2	91.4
44.00	4	1.5	1.6	92.9
45.00	7	2.7	2.7	95.7
46.00	1	.4	.4	96.1
47.00	2	.8	.8	96.9
48.00	2	.8	.8	97.6
50.00	2	.8	.8	98.4
51.00	2	.8	.8	99.2
52.00	1	.4	.4	99.6
55.00	1	.4	.4	100.0
Total	255	98.1	100.0	
Missing				
.00	3	1.2		
System	2	.8		
Total	5	1.9		
Total	260	100.0		

Frequency for Current Education Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid freshman	77	29.6	29.8	29.8
sophmore	57	21.9	22.1	51.9
Junior	56	21.5	21.7	73.6
Senior	46	17.7	17.8	91.5
Graduate	22	8.5	8.5	100.0
Total	258	99.2	100.0	
Missing				
.00	2	.8		
Total	260	100.0		

	Total	258	99.2	100.0
Missing	.00	2	.8	
Total		260	100.0	

Frequency for Sex of Participant

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	female	205	78.8	79.2	79.2
	male	54	20.8	20.8	100.0
	Total	259	99.6	100.0	
Missing	.00	1	.4		
Total		260	100.0		

Appendix B: Vignettes

First-person vignettes

High formal justice, low distributive justice, and low interactional justice situation

You are currently an employee of XYZ Company, which manufactures and sells pharmaceuticals. Your job title is Sales Representative. You are paid a small base salary, with commissions. The majority of your earnings come from the commissions earned through sales. Recently your company has experienced a loss in profits due to the manufacturing of less profitable generic drugs. It expects to regain its position with the release of a new drug. However, until that drug is released the company will have to implement a short-term strategy to deal with the existing situation.

After senior management and the employee representatives conducted a meeting where they collectively decided on a strategy, they announced to all employees (high formal justice) that there would be a substantial decrease of 30% in commissions (low distributive justice) for all sales employees during the next 12 weeks. After the announcement, you met with your immediate supervisor who again explained the need for the cost-cutting measures. In

addition, he allowed time for a few brief questions, but assured you that the decision was final and that your opinion could in no way influence the outcome (*low interactional justice*).

High formal justice, high distributive justice, and low interactional justice

You are currently an employee of XYZ Company, which manufactures and sells pharmaceuticals. Your job title is Sales Representative. You are paid a small base salary, with commissions. The majority of your earnings come from the commissions earned through sales. Recently your company has experienced a loss in profits due to the manufacturing of less profitable generic drugs. It expects to regain its position with the release of a new drug. However, until that drug is released the company will have to implement a short-term strategy to deal with the existing situation.

After senior management and the employee representatives conducted a meeting where they collectively decided on a strategy, they announced to all employees (*high formal justice*) that there would be a slight decrease of 10% in commissions (*high distributive justice*) for all sales employees during the next 12 weeks. After the announcement,

you met with your immediate supervisor who again explained the need for the cost-cutting measures. In addition, he allowed time for a few brief questions, but assured you that the decision was final and that your opinion could in no way influence the outcome (low interactional justice).

High formal justice, high distributive justice, and high interactional justice

You are currently an employee of XYZ Company, which manufactures and sells pharmaceuticals. Your job title is Sales Representative. You are paid a small base salary, with commissions. The majority of your earnings come from the commissions earned through sales. Recently your company has experienced a loss in profits due to the manufacturing of less profitable generic drugs. It expects to regain its position with the release of a new drug. However, until that drug is released the company will have to implement a short-term strategy to deal with the existing situation.

After *senior management and the employee representatives* conducted a meeting where they collectively decided on a strategy, they announced to all employees (high formal justice) that there would be a *slight decrease of 10% in commissions* (high distributive justice) for all sales employees during the next 12 weeks. After the announcement,

you met with your immediate supervisor who again explained the need for the cost-cutting measures. He also provided additional information in the form of graphs and charts that further indicated the decision was needed, and in the best interest of all individuals involved. In addition, he *expressed his concern for everyone during this difficult time, allowed time for you voice your concerns, and assured you that he would communicate your suggestions to the decision-making team (high interactional justice).*

High formal justice, low distributive justice, and high interactional justice

You are currently an employee of XYZ Company, which manufactures and sells pharmaceuticals. Your job title is Sales Representative. You are paid a small base salary, with commissions. The majority of your earnings come from the commissions earned through sales. Recently your company has experienced a loss in profits due to the manufacturing of less profitable generic drugs. It expects to regain its position with the release of a new drug. However, until that drug is released the company will have to implement a short-term strategy to deal with the existing situation.

After senior management and the employee representatives conducted a meeting where they collectively decided on a strategy, they announced to all employees (high formal justice) that there would be a *substantial decrease of 30% in commissions* (low distributive justice) for all sales employees during the next 12 weeks. After the announcement, you met with your immediate supervisor who again explained the need for the cost-cutting measures. He also provided additional information in the form of graphs and charts that further indicated the decision was needed, and in the best interest of all individuals involved. In addition, he expressed his concern for everyone during this difficult time, allowed time for you voice your concerns, and assured you that he would communicate your suggestions to the decision-making team (high interactional justice).

Low formal justice, low distributive justice, and high interactional justice

You are currently an employee of XYZ Company, which manufactures and sells pharmaceuticals. Your job title is Sales Representative. You are paid a small base salary, with commissions. The majority of your earnings come from the commissions earned through sales. Recently your company has

experienced a loss in profits due to the manufacturing of less profitable generic drugs. It expects to regain its position with the release of a new drug. However, until that drug is released the company will have to implement a short-term strategy to deal with the existing situation.

After senior management conducted a meeting, the company announced to all employees (low formal justice) that there would be a substantial decrease of 30% in commissions (low distributive justice) for all sales employees during the next 12 weeks. After the announcement, you met with your immediate supervisor who again explained the need for the cost-cutting measures. He also provided additional information in the form of graphs and charts that further indicated the decision was needed, and in the best interest of all individuals involved. In addition, he expressed his concern for everyone during this difficult time, allowed time for you voice your concerns, and assured you that he would communicate your suggestions to the decision-making team (high interactional justice).

Low formal justice, high distributive justice, and high interactional justice

You are currently an employee of XYZ Company, which manufactures and sells pharmaceuticals. Your job title is Sales Representative. You are paid a small base salary, with commissions. The majority of your earnings come from the commissions earned through sales. Recently your company has experienced a loss in profits due to the manufacturing of less profitable generic drugs. It expects to regain its position with the release of a new drug. However, until that drug is released the company will have to implement a short-term strategy to deal with the existing situation.

After *senior management conducted a meeting*, the company announced to all employees (low formal justice) that there would be a *slight decrease of 10% in commissions* (high distributive justice) for all sales employees during the next 12 weeks. After the announcement, you met with your immediate supervisor who again explained the need for the cost-cutting measures. He also provided additional information in the form of graphs and charts that further indicated the decision was needed, and in the best interest of all individuals involved. In addition, *he expressed his concern for everyone during this difficult time, allowed time for you voice your concerns, and assured you that he would communicate your suggestions to the decision-making team* (high interactional justice).

Low formal justice, high distributive justice, and low interactional justice situation

You are currently an employee of XYZ Company, which manufactures and sells pharmaceuticals. Your job title is Sales Representative. You are paid a small base salary, with commissions. The majority of your earnings come from the commissions earned through sales. Recently your company has experienced a loss in profits due to the manufacturing of less profitable generic drugs. It expects to regain its position with the release of a new drug. However, until that drug is released the company will have to implement a short-term strategy to deal with the existing situation.

After senior management conducted a meeting, the company announced to all employees (*low formal justice*) that there would be a slight decrease of 10% in commissions (*high distributive justice*) for all sales employees during the next 12 weeks. After the announcement, you met with your immediate supervisor who again explained the need for the cost-cutting measures. In addition, he allowed time for a few brief questions, but assured you that the decision was final and that your opinion could in no way influence the outcome (*low interactional justice*).

Low distributive justice, Low formal justice, and Low interactional justice

You are currently an employee of XYZ Company, which manufactures and sells pharmaceuticals. Your job title is Sales Representative. You are paid a small base salary, with commissions. The majority of your earnings come from the commissions earned through sales. Recently your company has experienced a loss in profits due to the manufacturing of less profitable generic drugs. It expects to regain its position with the release of a new drug. However, until that drug is released the company will have to implement a short-term strategy to deal with the existing situation.

After senior management conducted a meeting, the company announced to all employees (low formal justice) that there would be a substantial decrease of 30% in commissions (low distributive justice) for all sales employees during the next 12 weeks. After the announcement, you met with immediate supervisor who again explained the need for the cost-cutting measures. In addition, he allowed time for a few brief questions, but assured everyone that the decision was final and that opinions could in no way influence the outcome (low interactional justice).

Third person vignettes

High formal justice, low distributive justice, and low interactional justice situation

Tom is currently an employee of XYZ Company, which manufactures and sells pharmaceuticals. His job title is Sales Representative. Tom is paid a small base salary, with commissions. The majority of Tom's earnings come from the commissions earned through sales. Recently his company has experienced a loss in profits due to the manufacturing of less profitable generic drugs. It expects to regain its position with the release of a new drug. However, until that drug is released the company will have to implement a short-term strategy to deal with the existing situation.

After senior management and the employee representatives conducted a meeting where they collectively decided on a strategy, they announced to all employees (high formal justice) that there would be a substantial decrease of 30% in commissions (low distributive justice) for all sales employees during the next 12 weeks. After the announcement, Tom met with his immediate supervisor who again explained the need for the cost-cutting measures. In

addition, he allowed time for a few brief questions, but assured everyone that the decision was final and that opinions could in no way influence the outcome (low interactional justice).

High formal justice, high distributive justice, and low interactional justice

Tom is currently an employee of XYZ Company, which manufactures and sells pharmaceuticals. His job title is Sales Representative. Tom is paid a small base salary, with commissions. The majority of his earnings come from the commissions earned through sales. Recently his company has experienced a loss in profits due to the manufacturing of less profitable generic drugs. It expects to regain its position with the release of a new drug. However, until that drug is released the company will have to implement a short-term strategy to deal with the existing situation.

After senior management and the employee representatives conducted a meeting where they collectively decided on a strategy, they announced to all employees (*high formal justice*) that there would be a slight decrease of 10% in commissions (*high distributive justice*) for all sales

employees during the next 12 weeks. After the announcement, Tom met with his immediate supervisor who again explained the need for the cost-cutting measures. In addition, he allowed time for a few brief questions, but assured everyone that the decision was final and that opinions could in no way influence the outcome (*low interactional justice*).

High formal justice, high distributive justice, and high interactional justice

Tom is currently an employee of XYZ Company, which manufactures and sells pharmaceuticals. His job title is Sales Representative. Tom is paid a small base salary, with commissions. The majority of his earnings come from the commissions earned through sales. Recently his company has experienced a loss in profits due to the manufacturing of less profitable generic drugs. It expects to regain its position with the release of a new drug. However, until that drug is released the company will have to implement a short-term strategy to deal with the existing situation.

After senior management and the employee representatives conducted a meeting where they collectively decided on a strategy, they announced to all employees (*high formal justice*) that there would be a *slight decrease of 10%*

in commissions (high distributive justice) for all sales employees during the next 12 weeks. After the announcement, Tom met with his immediate supervisor who again explained the need for the cost-cutting measures. He also provided additional information in the form of graphs and charts that further indicated the decision was needed, and in the best interest of all individuals involved. In addition, Tom's supervisor expressed his concern for everyone during this difficult time, allowed time for Tom to voice his concerns, and assured him that he would communicate his suggestions to the decision-making team (high interactional justice).

High formal justice, low distributive justice, and high interactional justice

Tom is currently an employee of XYZ Company, which manufactures and sells pharmaceuticals. His job title is Sales Representative. Tom is paid a small base salary, with commissions. The majority of his earnings come from the commissions earned through sales. Recently his company has experienced a loss in profits due to the manufacturing of less profitable generic drugs. It expects to regain its position with the release of a new drug. However, until that

drug is released the company will have to implement a short-term strategy to deal with the existing situation.

After *senior management and the employee representatives* conducted a meeting where they collectively decided on a strategy, they announced to all employees (high formal justice) that there would be a *substantial decrease of 30% in commissions* (low distributive justice) for all sales employees during the next 12 weeks. After the announcement, Tom met with his immediate supervisor who again explained the need for the cost-cutting measures. He also provided additional information in the form of graphs and charts that further indicated the decision was needed, and in the best interest of all individuals involved. In addition, *Tom's supervisor expressed his concern for everyone during this difficult time, allowed time for Tom to voice his concerns, and assured him that he would communicate his suggestions to the decision-making team* (high interactional justice).

Low formal justice, low distributive justice, and high interactional justice

Tom is currently an employee of XYZ Company, which manufactures and sells pharmaceuticals. His job title is

Sales Representative. Tom is paid a small base salary, with commissions. The majority of his earnings come from the commissions earned through sales. Recently his company has experienced a loss in profits due to the manufacturing of less profitable generic drugs. It expects to regain its position with the release of a new drug. However, until that drug is released the company will have to implement a short-term strategy to deal with the existing situation.

After senior management conducted a meeting, the company announced to all employees (low formal justice) that there would be a substantial decrease of 30% in commissions (low distributive justice) for all sales employees during the next 12 weeks. After the announcement, Tom met with his immediate supervisor who again explained the need for the cost-cutting measures. He also provided additional information in the form of graphs and charts that further indicated the decision was needed, and in the best interest of all individuals involved. In addition, Tom's supervisor expressed his concern for everyone during this difficult time, allowed time for Tom to voice his concerns, and assured him that he would communicate his suggestions to the decision-making team (high interactional justice).

Low formal justice, high distributive justice, and high interactional justice

Tom is currently an employee of XYZ Company, which manufactures and sells pharmaceuticals. His job title is Sales Representative. Tom is paid a small base salary, with commissions. The majority of his earnings come from the commissions earned through sales. Recently his company has experienced a loss in profits due to the manufacturing of less profitable generic drugs. It expects to regain its position with the release of a new drug. However, until that drug is released the company will have to implement a short-term strategy to deal with the existing situation.

After *senior management conducted a meeting*, the company announced to all employees (low formal justice) that there would be a *slight decrease of 10% in commissions* (high distributive justice) for all sales employees during the next 12 weeks. After the announcement, Tom met with his immediate supervisor who again explained the need for the cost-cutting measures. He also provided additional information in the form of graphs and charts that further indicated the decision was needed, and in the best interest of all individuals involved. In addition, *Tom's supervisor expressed his concern for everyone during this difficult*

time, allowed time for Tom to voice his concerns, and assured him that he would communicate his suggestions to the decision-making team (high interactional justice).

Low formal justice, high distributive justice, and low interactional justice situation

Tom is currently an employee of XYZ Company, which manufactures and sells pharmaceuticals. His job title is Sales Representative. Tom is paid a small base salary, with commissions. The majority of his earnings come from the commissions earned through sales. Recently his company has experienced a loss in profits due to the manufacturing of less profitable generic drugs. It expects to regain its position with the release of a new drug. However, until that drug is released the company will have to implement a short-term strategy to deal with the existing situation.

After senior management conducted a meeting, the company announced to all employees (low formal justice) that there would be a slight decrease of 10% in commissions (high distributive justice) for all sales employees during the next 12 weeks. *After the announcement, Tom met with his immediate supervisor who again explained the need for the*

cost-cutting measures. In addition, he allowed time for a few brief questions, but assured everyone that the decision was final and that opinions could in no way influence the outcome (low interactional justice).

Low distributive justice, Low formal justice, and Low interactional justice

Tom is currently an employee of XYZ Company, which manufactures and sells pharmaceuticals. His job title is Sales Representative. Tom is paid a small base salary, with commissions. The majority of his earnings come from the commissions earned through sales. Recently his company has experienced a loss in profits due to the manufacturing of less profitable generic drugs. It expects to regain its position with the release of a new drug. However, until that drug is released the company will have to implement a short-term strategy to deal with the existing situation.

After senior management conducted a meeting, the company announced to all employees (low formal justice) that there would be a substantial decrease of 30% in commissions (low distributive justice) for all sales employees during the next 12 weeks. After the announcement, Tom met with his immediate supervisor who again explained the need for the

cost-cutting measures. In addition, he allowed time for a few brief questions, but assured everyone that the decision was final and that opinions could in no way influence the outcome (low interactional justice).

Appendix C: Questionnaires

Please answer the following questions:

Age: _____

Sex: F M

Current level of education:

- A. Freshman
- B. Sophomore
- C. Junior
- D. Senior
- E. Graduate

In the following section, please consider the actions taken by your employer in the vignette. Please answer honestly by checking only one of the five responses.

Not at all				moderately				definitely	
1	2	3	4	5	1	2	3	4	5
1	2	3	4	5	1. Your supervisor allowed for your concerns to be heard.				
1	2	3	4	5	2. Your supervisor assured you that your opinions would be heard by the decision making team.				

3. Using the following categories, please indicate which group was responsible for making the decision to cut commissions:

- | | | |
|-----------------------------|--|---|
| <i>Management
Alone</i> | <i>Management
& Employee Reps.</i> | <i>Employee Representatives
Alone</i> |
|-----------------------------|--|---|

4. The decrease in commissions was a _____.

- | | | |
|---------------------------------|------------------------|----------------------------|
| <i>Substantial
Decrease</i> | <i>No
Decrease</i> | <i>Slight
Decrease</i> |
|---------------------------------|------------------------|----------------------------|

In the following section, consider how likely you would be to engage in each of these behaviors under the conditions described in the vignette. Your answers will range from "very unlikely" to "very likely" or somewhere in between. Please answer each question honestly by only checking one of the five response categories for each item.

	Very Unlikely		Somewhat Unlikely		Somewhat Likely		Likely		Very Likely
	1		2		3		4		5
1	2	3	4	5	1. Under these circumstances, how likely would you be to accept a gift from a client, even if the company policy prohibits acceptance of gifts?				
1	2	3	4	5	2. How likely would you be to take home office supplies for your own personal use?				
1	2	3	4	5	3. If you thought that rewards would be gained, how likely would you be to claim credit for someone else's work?				
1	2	3	4	5	4. How likely would you be to call in sick in order to take a day off with pay?				
1	2	3	4	5	5. How likely would you be to falsely increase your expense account if others within your sales department were participating in this behavior?				
1	2	3	4	5	6. How likely would you be, under the present conditions, to conduct personal business on company time?				
1	2	3	4	5	7. How likely would you be to give a gift to a client in order to gain business, even if company policy prohibited doing so?				
1	2	3	4	5	8. How likely would you be to pad your expense account to make up for your lost commissions?				

1 2 3 4 5 9. How likely would you be to entice another sales representative's clients into doing business with you in order to gain additional commissions?

1 2 3 4 5 10. How likely would you be under the present conditions to divulge company information for personal gains?

Questionnaire for third-person vignettes:

Please answer the following questions:

Age: _____

Sex: F M

Current level of education:

- A. Freshman
- B. Sophomore
- C. Junior
- D. Senior
- E. Graduate

In the following section, please consider the actions taken by *Tom's employer* in the vignette. Please answer honestly by checking only one of the five responses.

Not at all				moderately		definitely
1	2	3	4	5	4	5
1	2	3	4	5	1. Tom's supervisor allowed for his concerns to be heard.	
1	2	3	4	5	2. Tom's supervisor assured him that his opinions would be heard by the decision making team.	

3. Using the following categories, please indicate which group was responsible for making the decision to cut commissions:

<i>Management Alone</i>	<i>Management & Employee Reps.</i>	<i>Employee Representatives Alone</i>
-----------------------------	--	---

4. The decrease in commissions was a _____.

<i>Substantial Decrease</i>	<i>No Decrease</i>	<i>Slight Decrease</i>
---------------------------------	------------------------	----------------------------

In the following section, consider how likely you believe Tom would be to engage in each of these behaviors under the conditions described in the vignette. Your answers will range from "very unlikely" to "very likely" or somewhere in between:

Please answer each question honestly by only checking one of the five response categories for each item.

	Very Unlikely		Somewhat Unlikely		Somewhat Likely		Likely		Very Likely
	1		2		3		4		5
1	2	3	4	5	1. Under these circumstances, how likely do you think Tom would be to accept a gift from a client, even if the company policy prohibits acceptance of gifts?				
1	2	3	4	5	2. Under these circumstances how likely do you think Tom would be to take home office supplies for his own personal use?				
1	2	3	4	5	3. If Tom thought that rewards could be gained, how likely would he be to claim credit for someone else's work under these circumstances?				
1	2	3	4	5	4. How likely would Tom be to call in sick in order to take a day off with pay?				
1	2	3	4	5	5. How likely would Tom be to falsely increase his expense account if others within the sales department were participating in this behavior during the reduction in commissions?				
1	2	3	4	5	6. How likely would Tom be, under the present conditions, to conduct personal business on company time?				
1	2	3	4	5	7. How likely would Tom be to give a gift to a client in order to gain business, even if company policy prohibited doing so?				
1	2	3	4	5	8. How likely would Tom be to pad his expense account to make up for lost commissions during this time?				

1 2 3 4 5 9. How likely would Tom be to entice another sales representative's clients into doing business with him in order to gain additional commissions?

1 2 3 4 5 10. How likely would Tom be, under the present conditions, to divulge company information for personal gains?

Appendix D: Informed Consent

You are being asked to participate in a study to investigate influences on ethical decision-making. This study is being conducted by Kimberly Holley, a graduate student at CSUSB, under the direction of Dr. Jan Kottke. The Psychology Department Human Subject Review Board, California State University, San Bernardino, has approved this study. The university requires that you give your consent before participating in the study.

This study requires you to read a short vignette and then answer a brief set of questions. This will take approximately 10 – 15 minutes to complete. Be assured that this study is in no way harmful to your physical or mental health.

All information provided will be held in confidence by the researcher. There are no items that can be directly linked to any individual in the study. At no time will your name be reported with your responses. All data will be presented in group form only. Results of this study can be obtained from Kimberly Holley after November 1999 or Dr. Jan Kottke at CSUSB.

Your participation in this study is completely voluntary. You may choose to withdraw from this study at any time without penalty. Any additional questions about this study should be addressed to Kimberly Holley at the above-mentioned address, or through Dr. Kottke at CSUSB. If you have any questions about research subjects' rights contact the University's Institutional Review Board at 909.880.5027.

By placing a check mark in the space below I acknowledge that I have been informed of, and understand, the nature and purpose of this study. I freely consent to participate. I also acknowledge that I am at least 18 years of age.

Place a check here: _____

Today's date: _____

Appendix E: Debriefing Statement

The primary purpose of the study you have participated in is to gain a better understanding of how perceived fairness/unfairness by an individual, in an organizational setting, effects ethical decision making behavior. In this study we used vignettes to outline different organizational scenarios where the levels of organizational justice were manipulated. The different types of organizational justices used were distributive justice, formal justice, and interactional justice. Distributive justice is the perceived fairness of the outcome (i.e. pay). Formal justice is the perceived fairness of formal procedures used by an organization in making allocation decisions. Lastly, interactional justice is the perceived fairness of the interpersonal communications and treatment by representatives of the organization (i.e. supervisors) when carrying out the formal procedures of the company.

The different types of justices were manipulated at different levels to elicit feelings of unjust treatment, or feelings of being treated fairly. Therefore, questions pertaining to how one thinks he/she, or a third person, may react under these circumstances were asked to see if the different levels of organizational justice would predict unethical/ethical decision making behavior.

The reason for this study is to look at ways organizations can improve upon their communication methods and allocation decisions to reduce the negative effects that may occur as a consequence of perceived on unfairness.

If you have any questions about this study please contact Kimberly Holley or Dr. Jan Kottke at California State University, San Bernardino.

Please do not discuss this study with any of your peers, as it is an ongoing project. Thank you very much for your cooperation and help in conducting this research.

Appendix F: Item Analysis

Item Analysis for First Person Questionnaire

Item-total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Alpha if Item Deleted
Q1	18.1591	50.1653	.7066	.8716
Q10	18.5682	52.5068	.6517	.8762
Q2	18.1818	52.4705	.5628	.8820
Q3	18.8182	57.2033	.4427	.8886
Q4	17.2197	51.1498	.5599	.8832
Q5	18.5758	52.3835	.6919	.8740
Q6	17.6591	49.6921	.7024	.8718
Q7	18.2576	50.6812	.6378	.8767
Q8	18.3485	50.9005	.6749	.8740
Q9	18.0530	49.6231	.6437	.8767
Reliability Coefficients				
N of Cases =	132.0		N of Items =	10
Alpha =	.8885			

Item Analysis for Third Person Questionnaires

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Alpha if Item Deleted
Q1	26.1811	65.9749	.5338	.9050
Q10	26.4882	61.5852	.7327	.8932
Q2	26.3150	65.2175	.5896	.9019
Q3	26.5354	62.8539	.6592	.8978
Q4	26.0315	61.6815	.6410	.8995
Q5	26.3228	62.0934	.7385	.8931
Q6	25.9764	63.1344	.6854	.8963
Q7	26.2283	63.1459	.6442	.8988
Q8	26.2520	61.3170	.7172	.8941
Q9	26.0157	61.3490	.7175	.8941

Reliability Coefficients

N of Cases = 127.0

N of Items = 10

Alpha = .9068

Appendix G: Principal Components Analysis

Principle Components Analysis (First Person)

	1	2
gift from client	.783	-.338
divulge company information	.737	-.272
take office supplies	.649	.540
claim credit	.530	-8.613E-02
call in sick	.640	.489
falsely increase expense account	.767	.133
personal business	.766	.328
give gift	.724	-.296
pad expense account	.753	-.151
entice another's client	.727	-.245

Extraction Method: Principal Component Analysis.
a 2 components extracted.

Principal Components Analysis (Third Person)

	1
Gift from client	.610
Divulge company information	.798
Take office supplies	.666
Claim credit	.736
Call in sick	.717
Falsely increase expense account	.801
Personal business	.755
Give gift	.717
Pad expense account	.786
Entice another's client	.785

Appendix H: Frequencies for Items

First Person Questionnaire

Gift from client (Q1)

	Frequency	Percent
Very unlikely	58	43.6
Somewhat unlikely	33	24.8
Likely	24	18.0
Somewhat Likely	14	10.5
Very likely	4	3.0
Total	133	100.0

First Person

Take office supplies (Q2)

	Frequency	Percent
Very unlikely	56	42.1
Somewhat unlikely	43	32.3
Likely	14	10.5
Somewhat Likely	16	12.0
Very likely	4	3.0
Total	133	100.0

First Person

Claim credit for some else's work (Q3)

	Frequency	Percent
Very unlikely	99	74.4
Somewhat unlikely	23	17.3
Likely	6	4.5
Somewhat Likely	4	3.0
Very likely	1	.8
Total	133	100.0

First Person

Call in sick (Q4)

	Frequency	Percent
Very unlikely	19	14.3
Somewhat unlikely	31	23.3
Likely	36	27.1
Somewhat Likely	27	20.3
Very likely	20	15.0
Total	133	100.0

First Person

Falsely increase expense account if others were (Q5)

	Frequency	Percent
Very unlikely	83	62.4
Somewhat unlikely	26	19.5
Likely	13	9.8
Somewhat Likely	9	6.8
Very likely	1	.8
Missing	1	.8
Total	133	100.0

First Person

Personal business (Q6)

	Frequency	Percent
Very unlikely	28	21.1
Somewhat unlikely	47	35.3
Likely	27	20.3
Somewhat Likely	21	15.8
Very likely	10	7.5
Total	133	100.0

First Person

Give gift (Q7)

	Frequency	Percent
Very unlikely	68	51.1
Somewhat unlikely	28	21.1
Likely	19	14.3
Somewhat Likely	12	9.0
Very likely	6	4.5
Total	133	100.0

First Person

Pad expense account (Q8)

	Frequency	Percent
Very unlikely	73	54.9
Somewhat unlikely	24	18.0
Likely	24	18.0
Somewhat Likely	7	5.3
Very likely	5	3.8
Total	133	100.0

First Person

Entice Another's client (Q9)

	Frequency	Percent
Very unlikely	61	45.9
Somewhat unlikely	25	18.8
Likely	22	16.5
Somewhat Likely	17	12.8
Very likely	8	6.0
Total	133	100.0

First Person

Divulge company information (Q10)

	Frequency	Percent
Very unlikely	85	63.9
Somewhat unlikely	26	19.5
Likely	9	6.8
Somewhat Likely	12	9.0
Very likely	1	.8
Total	133	100.0

First Person

Third Person Questionnaire

Gift from client (Q1)

	Frequency	Percent
Very unlikely	14	11.0
Somewhat unlikely	28	22.0
Likely	42	33.1
Somewhat Likely	34	26.8
Very likely	9	7.1
Total	127	100.0

Third Person

Take office supplies (Q2)

	Frequency	Percent
Very unlikely	17	13.4
Somewhat unlikely	28	22.0
Likely	49	38.6
Somewhat Likely	25	19.7
Very likely	8	6.3
Total	127	100.0

Third Person

Claim credit for some else's work (Q3)

	Frequency	Percent
Very unlikely	24	18.9
Somewhat unlikely	42	33.1
Likely	30	23.6
Somewhat Likely	21	16.5
Very likely	10	7.9
Total	127	100.0

Third Person

Call in sick (Q4)

	Frequency	Percent
Very unlikely	21	16.5
Somewhat unlikely	20	15.7
Likely	30	23.6
Somewhat Likely	35	27.6
Very likely	21	16.5
Total	127	100.0

Third Person

Falsely increase expense account if others were (Q5)

	Frequency	Percent
Very unlikely	18	14.2
Somewhat unlikely	31	24.4
Likely	44	34.6
Somewhat Likely	23	18.1
Very likely	11	8.7
Total	127	100.0

Third Person

Personal business (Q6)

	Frequency	Percent
Very unlikely	12	9.4
Somewhat unlikely	21	16.5
Likely	42	33.1
Somewhat Likely	37	29.1
Very likely	15	11.8
Total	127	100.0

Third Person

Give gift (Q7)

	Frequency	Percent
Very unlikely	19	15.0
Somewhat unlikely	27	21.3
Likely	37	29.1
Somewhat Likely	33	26.0
Very likely	11	8.7
Total	127	100.0

Third Person

Pad expense account (Q8)

	Frequency	Percent
Very unlikely	22	17.3
Somewhat unlikely	25	19.7
Likely	37	29.1
Somewhat Likely	30	23.6
Very likely	13	10.2
Total	127	100.0

Third Person

Entice Another's client (Q9)

	Frequency	Percent
Very unlikely	17	13.4
Somewhat unlikely	21	16.5
Likely	34	26.8
Somewhat Likely	38	29.9
Very likely	17	13.4
Total	127	100.0

Third Person

Divulge company information (Q10)

	Frequency	Percent
Very unlikely	25	19.7
Somewhat unlikely	35	27.6
Likely	34	26.8
Somewhat Likely	24	18.9
Very likely	9	7.1
Total	127	100.0

Third Person

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