Examining The Predictive Effect Of Interpersonal Conflict And Work Satisfaction On Civil Servant's Ethical Workplace Behaviour

Tochukwu Matthew Oguegbe [1], & Stephen Ebuka Iloke [2]

[1,2]Psychology Department, Nnamdi Azikiwe University, Awka,
Nigeria
[1]Corresponding Email: tma.oguegbe@unizik.edu.ng

Abstract

The purpose of the study was to investigate interpersonal conflict and work satisfaction as predictors of ethical workplace behaviour among civil servants, the study was guided with two hypotheses. A total of 135 participants were selected for the study using simple random and convenience sampling technique. The participants were all civil servants in Awka South Local Government of Anambra State. The participants comprised of 63 males and 87 females with age range from 20 to 50 years and mean age of 40.5, standard deviation of 5.5. Data was collected with relevant questionnaire and the study adopted correlational design. Multiple regression statistics was employed for data analysis. The result showed that interpersonal conflict significantly predicted ethical workplace behaviour (β = .325, t = 3.396, = .325, p<0.5). Therefore hypothesis one which stated that interpersonal conflicts would significantly predict ethical workplace behaviour among workers was accepted and also, work satisfaction significantly predicted ethical workplace behaviour at (β = .200, t = 2.093, p<0.5). Therefore, hypothesis two which stated that work satisfaction would significantly predict ethical workplace behaviour among workers was also accepted. The third hypothesis which stated that interpersonal conflict and work satisfaction would jointly predict ethical workplace behavior was also accepted. Based on the findings above, the researcher recommended that managers of organisations should take appropriate measures and actions to ameliorate employees' perception of partiality and justice by implementing justice in distribution and procedure. Also, human resource managers should be aware of employees' work satisfaction, be proactive and take decisions on interventions that will ensure commitment and involvement of employees.

Keywords: Interpersonal conflict, work satisfaction, ethical workplace behaviour.

Introduction

Employees are normally full of enthusiasm when they are newly employed more especially when the jobs, they are engaged in conform to their expectations. In Nigeria, most employees as they assume duty, join the existing workers in the laissez faire attitude to work. The normal slogan of most Nigerian workers is if you can't beat them, you join them. Most workers have continued to join the train of workers with bad attitude in workplaces, which has resulted in low productivity of Nigerian workers. No matter how good the plans are or how efficient the organisation is, nothing happens until the people who make up the organisation are stimulated to perform. The resources of organisation comprise of money, material, machinery and men. Flippo (1980) stated that humans constitute the greatest resource on the planet. These human resources according to him are the only resources which is most difficult to manage. There has been a problem of productivity in the country, due to a lot of bad work ethics on the part of the Nigerian workers.

Based on the instance above, unethical behaviour of employees in the workplace not only threatens the reputation of the affected organisations, but also has a devastating effect on these organizations' ability to render quality services to its customers and other stakeholders. It undermines and harms human relations (Kaptein, 2011; Treviño, Weaver & Reynolds, 2006). One of the greatest challenges facing any organization is therefore the mismanagement of the unethical behaviour of its employees. This can even impact negatively on the continuity of organizations (Grant & Visconti, 2006) and consequently, it would not be unexpected for disaffected stakeholders to place pressure on management to effectively stamp out unethical practices in the workplace (Kaptein, 2008; Treviño, Weaver, & Reynolds, 2006). What constitutes unethical behaviour and its mismanagement is the focus of this article. This includes the transgression of moral norms that include greed, corruption, antisocial behaviour and abuse of company assets for personal enrichment (Giacalone & Greenberg, 1997; Vardi & Weitz, 2004; Bennett & Robinson, 2000; Treviño & Weaver, 2003). Business ethics comprise rules, standards, principles, or codes providing guidelines for ethically sound behaviour (Singh & Twalo, 2014), and unethical behaviour implies the violation of these ethical norms while ethical behaviour implies adhering to guidelines at workplace (Kaptein, 2008).

Ethical behaviour is a reflection process and a communal exercise that concerns the moral behaviour of an individual based on an established and expressed standard of individual

values (Bishop, 2013). Ethical behaviour may enable workers to feel an alignment between their personal value and the values of the business. The feeling makes workplace ethics an integral part of fostering increased productivity and teamwork among employees (Suhonen, Stolt, Virtanen & Leino-Kilpi, 2011). Ethical behavioural guidelines in the workplace often include placing a high level of importance on dedication and the belief that all organizational leaders specify what acceptable behavior is and what it is not when hiring employees (Yammarino, Mumford, Serban & Shirreffs, 2013).

Ethical behaviour and the prevailing system of employment relations in any work organizations is very crucial for general development, the production of goods and services, both for domestic consumption and international trade or exchange, creation of national wealth, the attainment of political stability and the inclusive benefits of sustainable human developments (Skarlicki & Folger, 1997). Work ethics can simply be referred to as a set of principles relating to morals, especially as they apply to human conduct. In specific terms, work ethics is about what is morally correct, honourable and acceptable to the larger majority of the people of an organization, society or group. It is also the rules of conduct that have become a set of norms of the society, group or organization (Akinyemi, 2012).

Many researchers have researched on some of the variables that may predict ethical workplace behaviours, but in the context of this research, we would emphasize on interpersonal conflict and work satisfaction as predictors of ethical workplace behaviour among workers.

 Conflict within organizations 'organizational conflict' (OC) which can take any form; including intrapersonal, interpersonal, intergroup and inter-organizational conflicts. It can be noted that the prefix 'inter' means "between," whereas the prefix 'intra' means "within" (Elmagri & Eaton, 2011). Many interpersonal conflict studies are based on Blake and Mouton's (1964) dual concern model. Interpersonal conflict comprises a series of human affective states such as: anxiety, hostility, resistance, open aggression, as well as the types of opposition and antagonistic interaction, including competition (Adebayo, 2014). Interpersonal conflict in the workplace has been associated with various behavioural, psychological, behavioural and physical health outcomes. At the level of behaviour,

interpersonal conflict has been associated with an increase in an unethical behaviour, reduced attendance and work performance (Adebayo, 2014).

Interpersonal conflict refers to how well individuals can interact with others in the workplace, for example, how often others are abusive, evil, or yell at the individual (Akonti, 2013), and is one of the psychosocial stressors that has been linked to workplace unethical behaviour (Adebayo, 2014). Whether conflict within an organization is focused as desirable or not, the fact is that conflict exists and is usual culture. As human beings interact in organizations, differing values and situations create tension relationship. Conflict is viewed as a situation in which two or more individuals operating within a unit appear to be incompatible (Chuang & Tzy-Ning, 2003). Jehn & Bendersky (2003) described conflict as perceived incompatibilities or discrepant views among the parties involved. Another variable of interest in this study is the concept of work satisfaction as it relates to ethical workplace behaviour among workers. Work satisfaction describes the feelings, attitudes or preference of individuals regarding work. It indicates how content an individual is towards his or her work. Armstrong (2006) defined job satisfaction as the attitudes and feelings people have about their work. Positive and favourable attitude towards the job indicate job satisfaction, negative and unfavourable attitude indicate dissatisfaction. The indicators of dissatisfaction among teachers investigated included teacher commitment to work output inferred from Kenya Certificate of Secondary Education (KCSE) results of the various schools, teacher population based on curriculum establishment (CBE) which show the shortage of teachers arising from poor transport network, poor housing inadequate supply of teaching learning materials among others as noted by Armstrong (2006), level of work place conflict and preferences for the profession.

Issues related to work ethic have been much debated these days. The understanding about work ethic is very important for every civil servant in their actions, thoughts and responsibilities entrusted (Fox & Spector 2005). Besides, it helps to consolidate service management towards the development of human civilization. This understanding also provides motivation especially to the civil servants who had served their organizations effectively in increasing the productivity and work quality (Fox & Spector 2005).

Theoretical Framework

Utilitarianism by Bentham (1789)

Utilitarian ethical theories are based on one's ability to predict the consequences of an action. To a utilitarian, the choice that yields the greatest benefit to the most people is the one that is ethically correct. There are two types of utilitarianism, act utilitarianism and rule utilitarianism. Act utilitarianism subscribes precisely to the definition of utilitarianism where by a person performs the acts that benefit the most people, regardless of personal feelings or the societal constraints such as laws. Rule utilitarianism takes into account the law and is concerned with fairness. A rule utilitarian seeks to benefit the most people but through the fairest and most just means available. Therefore, added benefits of rule utilitarianism are that it values justice and include beneficence at the same time.

Both act and rule utilitarianism has disadvantages. Although people can use their life experiences to attempt to predict outcomes, no one can be certain that his/her predictions will be accurate. Uncertainty can lead to unexpected results making the utilitarian decision maker appear unethical as time passes, as the choice made did not benefit the most people as predicted.

Another assumption that a utilitarian decision maker must make concerns his/her ability to compare the various types of consequences against each other on a similar scale. But, comparing material gains, such as money, against intangible gains, such as happiness, is very difficult since their qualities differ to such a large extent.

An act utilitarian decision maker is concerned with achieving the maximum good. Thus, one individual's rights may be infringed upon in order to benefit a greater number of people. In other words, act utilitarianism is not always concerned with justice, beneficence or autonomy for an individual if oppressing the individual leads to the solution that benefits a majority of people. The choice of Utilitarianism by Bentham (1789) as the theoretical framework of this study is hinged on the fact that when workers exhibit behaviors that are ethically considered to be correct, it drastically reduces interpersonal conflict and goes a long way in bringing about general workplace serenity in organizations. In line with the

issues and concern our discussion has so far raised, a number of hypotheses were raised to guide the study.

Hypotheses

Interpersonal conflicts will significantly predict ethical workplace behaviour among workers.

Work satisfaction will significantly predict ethical workplace behaviour among workers.

Method

Participants

A total of 135 participants were selected for the study. The participants were civil servants in Awka, Anambra state. From the total of nineteen ministries in Anambra state, the participants were selected from seven chosen ministries in Anambra using simple random and convenience sampling technique. The participants comprises of 87 females and 63 males with the mean age of 40.5 and the standard deviation is 5.5. Their age ranged from 20 to 50 years. Simple random sampling was used to select seven ministries out of the nineteen ministries in Anambra State while convenient sampling was used to select participants for the study.

Instruments

Job satisfaction scale by Spector 1994, ROCI-II was the instrument utilized to measure preferred conflict management style and Akaah and Lund 1994 ethical behaviour scale. Also included were the demographic variables of gender and age.

Akaah and Lund 1994 ethical behaviour scale

The present study adapted a structured instrument containing seventeen items developed by Newstrom and Ruch (1975), but further modified by Akaah and Lund (1994). This scale measured the extent to which respondents would be likely to engage in unethical behaviour in an organisational setting (Newstrom & Ruch, 1975; Akaah & Lund, 1994). These items were measured using a 7-point Likert scale ranging from 'extremely unlikely' (coded 1) to 'extremely likely' (coded 7), with higher scores on this scale indicating the higher likelihood to engage in unethical behaviour (or lower

ethical intentions), and lower scores indicating the lower likelihood to engage in unethical behaviour (or higher ethical intentions). After data collection, this seventeen-item scale was reduced to six factors, consistent with Akaah and Lund (1994). These six factors were personal use, passing blame, bribery, padding of expenses, falsification and deception, which related to different types of unethical practices in a business context. All 17 items on this scale were combined and averaged to form a single composite score for the likelihood of engaging in unethical behaviour. Cronbach alpha for this scale was .81, thus indicating high internal reliability. To measure personal values, this study used Scot's (1965) personal values scale, adapted by Akaah and Lund (1994) which had four subscales: religiousness, self-control, honesty and intellectualism. The sub-scales were measured in terms of four items and respondents indicated the extent to which they liked or disliked the personal value involved. A 7-point Likert scale ranging from 'strongly dislike it' (coded 1) to 'strongly like it' (coded 7) was used Sto gauge respondents' evaluations of their personal values with higher scores in this scale indicating higher personal values. The four items in each of the four subscales were combined and averaged to form a single composite score to reflect overall intellectualism, honesty, self-control and religiousness. Cronbach alphas for these scales were as follows: intellectualism (.71), honesty (.58), self-control (.70) and religiousness (.84). This study achieved a slightly higher Cronbach alpha for honesty compared to Akaah and Lund's (1994) study which reported a Cronbach alpha of .55 for honesty.

Job satisfaction scale by Spector 1994

The Job Satisfaction Survey, JSS is a 36 item, nine facet scales to assess employee attitudes about the job and aspects of the job. Each facet is assessed with four items, and a total score is computed from all items. A summated rating scale format is used, with six choices per item ranging from "strongly disagree" to "strongly agree". Items are written in both directions, so about half must be reverse scored. The nine facets are Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards (performance based rewards), Operating Procedures (required rules and procedures), Coworkers, Nature of Work, and Communication. Although the JSS was originally developed for use in human service organizations, it is applicable to all organizations. The norms provided on this website include a wide range of organization types in both private and public sector. According to

Spector (1994), the confirmatory results indicated that the nine-factor structure model was a great choice; the factor loads were high and ranged from 0.61 to 0.90, and the reliability coefficients were satisfactory (Cronbach's alpha for eight of the nine dimensions of the Greek JSS scale ranged from 0.62 to 0.87 except for the dimension "Operating procedures" which was 0.48, while Cronbach's alpha for the total scale was 0.87 and the Gutman Split-Half Coefficient was 0.88).

The Rahim Organizational Conflict Inventory II (Rahim (2001)

The ROCI-II was the instrument utilized to measure preferred conflict management style. As noted by Rahim (2011), this instrument was designed to measure the styles of handling interpersonal conflicts – integrating, obliging, dominating, avoiding, and compromising - with superiors (Form A), subordinates (Form B), and peers (Form C). For the purposes of this study, Form B was used to measure the style of handling conflict as found in administrative leadership teams, which are primarily peer-based. The ROCI-II includes 28 questions with a Likert scale of 1 to 5 ranging from 1 as strongly disagree to 5 as strongly agree. A higher score indicates greater use of a particular style. A respondent typically completes the questionnaire within 10 minutes and can self-score. In addition, the ROCI-II has been extensively tested for reliability and validity with better results than other instruments available (Rahim, 1983; Rahim, 2011; Weider-Hatfield, 1988; Womack, 1988). Internal reliability Cronbach alpha coefficients range from .72 to .80 and test-retest reliability from .60 to .83 (Rahim, 2011). Convergent validity assessed with all factor loadings found it to be statistically significant ($p < .001$). Unlike the other instruments, the ROCI-II is relatively free from social desirability response distortion (Rahim, 2001).

Design and Statistics

The study is a survey study which adopted the correlational design as a study design; consequently, multiple linear regressions were used as a statistical tool for data analysis.

Results

Table 1:

Mean and Standard Deviation of Interpersonal Conflict and Work Satisfaction as Predictors of Ethical Workplace Behaviour

Variables	Mean	Std. Deviation	N
Ethical workplace behaviour	40.62	16.29	135
Interpersonal conflicts	62.0	8.22	135
Satisfactions at work	34.20	6.14	135

Table 2: Summary Table of multiple regression analysis on interpersonal conflict and work satisfaction as predictors of ethical workplace behaviour

Models	R	R^2	Adj R^2	DF	F	B (UC)	β (SC)	t
Model 1	.45	.20	.19	2(106)	13.32**			9.123
Interpersonal conflicts						-.482**	.325	3.396
Satisfactions at work						-.390**	.200	2.093

*** p< .01, * p<. 05;* Note: ** = the test is significant at the .01 level; R = correlation coefficient, Adj R^2 = Adjusted r square; DF= degree of freedom.

Table 1 shows significant scores of the mean and standard deviation of interpersonal conflict and work satisfaction as predictors of ethical workplace behaviour among civil servants. From the multiple regression model, the summary and ANOVA tables above indicated significant result; R^2 = .448, R^2 (adjusted) = .201, $F(2, 135)$ = 13.323 , p<05.

On the analysis of the effect of interpersonal conflict on ethical workplace behaviour, the result showed that interpersonal conflicts positively and significantly predicted ethical workplace behaviour β = .325, t = 3.396, = .325, p<0.5. Therefore, hypothesis one which states that interpersonal conflict will significantly predict ethical workplace behaviour among workers was confirmed.

Also, on the analysis of predictive effect of work satisfaction on ethical workplace behaviour, the result of the analysis revealed that work satisfaction significantly and positively predicted ethical workplace behaviour β = .200, t = 2.093, p<0.5, hence the second hypothesis which stated that work satisfaction will significantly predict ethical workplace behaviour among workers was also confirmed.

Discussion

This study examined the predictive effect of interpersonal conflict and work satisfaction on civil servant's ethical workplace behaviour. In line with the aims of the study, three hypotheses were formulated and tested. The study adopted correlational design and consequently, multiple regression statistics was employed for data analysis to test the hypotheses of the study. Hypothesis one which stated that interpersonal conflicts will significantly predict ethical workplace behaviour among workers was accepted. The finding of hypothesis one is in line with the postulations of the theory of utilitarianism by Bentham (1789). This theory holds that the choice that yields the greatest benefit to the most people is the one that is ethically correct. According to Bentham (1789), there are two types of utilitarianism, act utilitarianism and rule utilitarianism. Act utilitsarianism subscribes precisely to the definition of utilitarianism-a person performs the acts that benefit the most people, regardless of personal feelings or the societal constraints such as laws. In other words, act utilitarianism is not always concerned with justice, beneficence or autonomy for an individual if oppressing the individual leads to the solution that benefits a majority of people. To further justify the finding of hypothesis one, Hotepo, (2010) investigated the effect of organizational conflict on organizational performance to ascertain the causes, types, reason and strategies for managing conflicts in some selected service organizations in Nigeria, with a view of coming out with ways of improving their performance and productivity. The research revealed that limited resources is the major

cause of conflict and that conflicts have both negative and positive effects on organization, but when managed properly, the positive effects can be used to encourage organizational innovativeness and build cooperation among the employees.

Similarly, the findings of hypothesis two which stated that satisfaction at work will significantly predict ethical workplace behaviour among workers was confirmed. This is also in line with the assumptions of the study's theoretical framework as propound by Bentham (1789). Ideally, there are two types of utilitarianism: act utilitarianism and rule utilitarianism. Act utilitarianism subscribes precisely to the definition of utilitarianism-a person performs the acts that benefit the most people, regardless of personal feelings or the societal constraints such as laws. Rule utilitarianism takes into account the law and is concerned with fairness. A rule utilitarian seeks to benefit the most people but through the fairest and most just means available. Therefore, added benefits of rule utilitarianism are that it values justice and includes beneficence at the same time. This points to the fact that when people gain satisfaction in their jobs, the tendency for them to ethical obligated to their workplace. This is also in line with the study of Kabir, (2011), who evaluated job satisfaction of employees in different companies, he focused on the relative importance of job satisfaction factors and their impacts on the overall work satisfaction of employees. The result shows that salary, efficiency in work, fringe supervision, and co-worker relation are the most important factors contributing to job satisfaction.

Generally, there are studies which suggested that interpersonal conflict could be risk factor and that satisfaction with work could be a protective factor. This result is a confirmation to Adebayo, (2014) finding, where he saw interpersonal conflict in the workplace to be associated with various behavioural, psychological, and behavioural and physical health outcomes. At the level of behaviour, interpersonal conflict has been associated with an increase in an unethical behaviour, reduced attendance and work performance. The study revealed that interpersonal conflict and satisfaction at work both influence ethical behaviour at work place. The understanding about work ethic is very important for every civil servant in their actions, thoughts and responsibilities entrusted. Besides, it helps to consolidate service management towards the development of human civilization. This

understanding also provides motivation especially to the civil servants who had served their organizations effectively in increasing the productivity and work quality.

Recommendations

Managers of organisations should take appropriate measures and actions to ameliorate employees' perception of partiality and justice by implementing justice in distributions and procedures. An employee with the perception of impartiality and feeling about fair and just rewards in response to their original participation towards institution tend to be more contented from job.

Personnel managers and operational managers on all levels should be aware of the status of job satisfaction and allowed them to pro-actively put mechanisms in place to enhance job satisfaction of employees and ultimately improve productivity and sustenance of both the organisation and the employees.

Being aware of employees' job satisfaction, human resource managers should be proactive and take decisions on interventions that will ensure commitment and involvement from employees.

Limitations of the Study

Some of the limitations encountered in the study include:

- This study was limited to civil servants in Awka, Anambra State. Therefore, generali zations of the findings across the whole nation will have a prejudiced effect.
- The number of respondents is small hence limiting the generalizations of this findin g. Therefore, the result of this study should be taken with prudence in line with its li mitation.

Suggestions for Further Studies

Further studies on similar topic are encouraged to increase the sample size. Subsequent studies should go beyond the scope of this study and should be replicated in other locations in Nigeria.

Implications of the Study

Interpersonal conflict in today empirically shows that conflict, if not properly managed, can negatively affect the goal of any organization. In view of this assertion and its consequential effect on ethical workplace, it became imperative to carry out this study.

Also, this study will enable organization management to have better insights into the causes of interpersonal conflicts and how to positively manage the situations caused by these conflicts in order to aid the proper administration of the workplace/organization system and improve satisfaction.

The study will provide an insight into many and diverse aspects of interpersonal conflict management in the nation's civil service system and how these conflicts can be better situated to bring about their functionality.

References

Adebayo, A. O. (2014). Ethical issues in public service. *International Journal of Social Science and Humanity*, 4(5), 77-93.

Akaah, I. P., & Lund, D. (1994). The influence of personal and organizational values on marketing professionals' ethical behaviour. *Journal of Business Ethics*, 13(6), 417-430.

Akinyemi, A. O. (2012). *Effective business training and practice: The ethical side.* In Adeseye, et al. (Eds.). Bolufemi Enterprises.

Akonti, E. O. (2013). *Concept of Work and Ethics*. C.M.D Training Manual.

Armstrong, M. (2006). *A handbook of human resource management practice*. (10th Ed.). Kogan Page Publishing.

Bennett, R. J., Robinson, S. L. (2000). Development of a measure of workplace deviance. *The Journal of Applied Psychology, 85*(3), 349-360.

Blake, R. R., & Mouton, J. S. (1964). *The managerial grid*. Gulf.

Chen, P. Y., & Spector, P. E. (1992). Relationships of work stressors with aggression, withdrawal, theft and substance use: An exploratory study. *Journal of Occupational and Organizational Psychology,* 65, 177-184.

Chuang, Y. S., & Tzy-Ning, L. (2003). *Interpersonal conflict styles and employees well-being concern study.* International Business Department, Ching-Yun University.

Elmagri, M. I., & Eaton, D. (2011). Identifying the factors causing interpersonal conflict in organisations (Through Analysing Secondary Data). *The Built & Human Environment Review*, 4(1), 60-72.

Flippo, R., & Edwin, .B. (1980). *Personnel Management. McGraw Hill Books Co*. 335.

Folger, R., & Baron, R. A. (1996). *Violence and hostility at work: A model of reactions to perceived injustice,* In G. R. VandenBos & E. Bulatao (Eds.), Violence on the job: Identifying risks and developing solutions. American Psychological Association*.*

Folger, R., & Skarlicki, D. P. (in press). *A popcorn metaphor for workplace violence*. In R. W. Griffin, A. O'Leary-Kelly, & J. Collins (Eds.), Dysfunctional behavior in organizations: Vol. 1. Violent behavior in organizations. Greenwich, CT JAI Press.

Giacalone, R. A., & Greenberg, J. (1997). *Antisocial Behavior in Organizations* Sage

Grant, R. M., & Visconti, M. (2006). The strategic background to corporate accounting scandals. *Long Range Planning*, 39(8), 361-383.

Hotepo, O. M., Asokere, A. S., Abdul-Azeez, I. A., & Ajemunigbohun, S. A. (2010). Empirical study of the effect of conflict on organizational performance in Nigeria. *Business and Economics Journal, 6*(1), 1-15.

Jehn, K.A., & Bendersky, T. H. (1995). A multimethod examination of the benefits and detriments of intragroup conflict. *Administrative Science Quarterly, 40*(10), 256-282.

Kabir, N. (2011). Factors affecting employee job satisfaction of pharmaceutical sector. *Australian Journal of Business and Management Research,* 1(9), 113-123.

Kaptein, M. (2008). Developing and testing a measure for the ethical culture of organizations: The corporate ethical virtues model. *Journal of Organizational Behavior,* 26 (forthcoming).

Kaptein, M. (2011). Understanding unethical behaviour by unravelling ethical culture. *Human Relations*, *64*(6), 843-869.

Kramer, R. M. (1999). Trust and distrust in organizations. *Annual Review of Psychology*, 50, 569-598.

Rahim, M. A. (1983). A measure of styles of handling interpersonal conflict. *Journal of Social Psychology, 126*, 79-86.

Rahim, M. A. (2001). Managing conflict in organizations. Praeger Publishers.

Robinson, S. L., & Bennett, R. J. (1995). A typology of deviant workplace behaviors: a multidimensional scaling study. *Academy of Management Journal,* 38(14), 555-572.

Singh Apakdi, A., and S.J. Vitell. (2014). Marketing ethics: Factors influencing perceptions of ethical problems and alternatives. *Journal of Macro marketing, 10*(1): 47-65.

Scott, W. A. (1965). *Values and organizations: A study of fraternities and sororities*. Rand McNally.

Singh Apakdi, A., and S.J. Vitell. (2014). Marketing ethics: Factors influencing perceptions of ethical problems and alternatives. *Journal of Macro marketing, 10*(1), 47-65.

Skarlicki, D. P., & Folger, R. (1997). Retaliation in the workplace: The roles of distributive, procedural, and interactional justice. *Journal of Applied Psychology, 82*(3), 434-443.

Spector, P. E. (1985). Measurement of human service staff satisfaction: Development of the job satisfaction survey. *American Journal of Community Psychology*, 13(23), 693-713.

Spector, P. E., & Fox, S. (2006). A model of counterproductive work behavior. In S. Fox & P. E. Spector (Eds.), Counterproductive workplace behavior: Investigations of actors and targets (pp. 151-174*), APA*.

Suhonen, R., Stolt, M., Virtanen, H., & Leino-Kilpi, H. (2011). Organizational ethics: A literature review*. Nursing Ethics*, *18*(10), 285-303.

Trevino, L. K. (2006). Ethical decision making in organizations. A person-situation interactionist model. *Academy of Management Review*, 11, 601-617.

Treviño, L. K., & Weaver, G. R. (2003). *Managing ethics in business organizations: Social scientific perspectives. Stanford*. Stanford University Press.

Vardi, Y., & Weitz, E. (2004). *Misbehavior in organizations: Theory, research and management.* Lawrence Erlbaum.

Weaver, K. M., & Ferrell, O. C (1977). The impact of corporate policy in reported ethical beliefs and behavior of marketing practitioners. In AMA proceedings 477-481.

Weider-Hatfield, D. (1988). Assessing the RAHIM organizational conflict inventory -II (ROCI-II). *Management Communication Quarterly*, 1(3), 350-366.

Womack, D. F. (1988). Assessing the Thomas-Kilmann Conflict Mode Survey. *Management Communication Quarterly*, 1(3), 321-349.

Yammarino, F. J., Mumford, M. D., Serban, A., & Shirreffs, K. (2013). Assassination and leadership: Traditional approaches and historiometric methods. *Leadership Quarterly,* 24, 822-841.