

**SELF-CONSTRUAL AND ORGANIZATIONAL CONTEXT: INTERACTIVE  
EFFECTS ON HARMING AND HELPING WORKPLACE BEHAVIORS**

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**ABSTRACT**

This dissertation a) investigated the direct relationship between self-construal and unethical behavior which benefits an individual employee, their workgroup, and/or their organization, b) explored self-construal's part in the social processes within which unethical acts are often entangled (specifically social identification and (un)ethical leadership), and c) assessed the relationship between self-construal and prosocial workplace behavior, to create a comprehensive framework describing when self-construal will have beneficial and detrimental effects within organizations. I utilized a mixed research design consisting of a field study (Study 1) and two randomized experiments (Studies 2 & 3). Study 1 tested the model with a field survey, Study 2 tested the mediated effect of self-construal on pro-group unethical behavior while randomly manipulating the moderating factor of social identification. Study 3 replicated results from Study 1 for the moderating effect of (un)ethical leadership on the self-construal → pro-group unethical behavior relationship.

## TABLE OF CONTENTS

|  |     |
|--|-----|
| List of Tables.....                                      | iv  |
| List of Figures.....                                     | vi  |
| I. Introduction.....                                     | 1   |
| II. Theory.....  | 5   |
| A. Theory Chapter 1: Main effects of self-construal..... | 8   |
| B. Theory Chapter 2: Mediating emotions.....             | 18  |
| C. Theory Chapter 3: Mediating cognitive processes.....  | 25  |
| D. Theory Chapter 4: Organizational factors. ....        | 30  |
| E. Theory Chapter 5: Self-construal interactions.....    | 45  |
| III. Methods, Results & Discussion.....                  | 49  |
| A. Study 1 .....   | 49  |
| B. Study 2.....  | 77  |
| C. Study 3.....  | 85  |
| IV. General Discussion.....                              | 90  |
| V. References.....                                       | 101 |
| VI. Tables.....  | 114 |
| VII. Figures.....  | 149 |

### List of Tables

|   |     |
|---|-----|
| Table 1A Correlations and descriptive statistics, Study 1...  | 114 |
| Table 1B Correlations and descriptive statistics, Study 1...  | 115 |
| Table 1C Correlations and descriptive statistics, Study 1...  | 116 |
| Table 1D Correlations and descriptive statistics, Study 1...  | 117 |
| Table 2, Hypotheses 1 & 2...  | 119 |
| Table 3, Hypothesis 3...  | 120 |
| Table 4, Hypothesis 4...  | 121 |
| Table 5, Hypothesis 5...  | 122 |
| Table 6, Hypothesis 6...  | 123 |
| Table 7, Hypothesis 7...  | 124 |
| Table 8, Hypothesis 8...  | 125 |
| Table 9A, Hypothesis 9A...  | 126 |
| Table 9B, Hypothesis 9B...  | 127 |
| Table 10A, Hypothesis 10A...  | 128 |
| Table 10B, Hypothesis 10B...  | 129 |
| Table 11, Hypothesis 11...  | 130 |
| Table 12, Hypothesis 12...  | 131 |
| Table 13A – Supervisor moral identity- Internalization predicting pro-self unethical behavior, Hypothesis 13a...  | 133 |
| Table 13B – Supervisor moral identity- Symbolization predicting pro-self unethical behavior, Hypothesis 13a...    | 135 |
| Table 14A – Supervisor moral identity: Internalization predicting pro-group unethical behavior, Hypothesis 13b... | 137 |
| Table 14B – Supervisor moral identity: Symbolization predicting pro-group unethical behavior, Hypothesis 13b...   | 138 |
| Table 15, Hypothesis 14...  | 139 |
| Table 16 – Hypotheses 15-16 and ancillary analyses with moral disengagement mechanism...                          | 140 |

**List of Tables, Continued**

- Table 17 – RQ: How does anticipated guilt for UPOB mediate the effects of interdependent self-construal on pro-group unethical behavior...142
- Table 18. Correlations and descriptive statistics, Study 2...144
- Table 19, Anticipated moral emotions mediation analyses, Study 2...145
- Table 20, Moral disengagement mediation analyses, Study 2...146
- Table 21, Correlations and descriptive statistics, Study 3...147
- Table 22, Moderation analyses with OLS (left panel) and Poisson estimation (right panel), Study 3...148

**List of Figures**

- Figure 1: General Model...149
- Figure 2: Full Model...150
- Figure 3: Dependent variables and definitions...151
- Figure 4: Hypotheses...152
- Figure 5: Simple Slopes...154
- Figure 6: Simple Slopes ...155
- Figure 7: Simple Slopes ...156
- Figure 8: Simple Slopes ...157
- Figure 9: Simple Slopes ...158
- Figure 10: Simple Slopes ...159
- Figure 11: Simple Slopes...160

## **I. INTRODUCTION: Self-Construal Influences Harming and Helping Workplace**

### **Behaviors: Tests of Main Effects, Interactions and Mechanisms**

Unethical behavior is a pervasive and unyielding problem for modern society. Despite recognition that unethical banking practices played a focal role in causing the global financial crisis of 2007, flagrant financial indiscretions persist internationally (e.g. Department of Justice, 2012). Trends of unethical practices threaten the forward movement of science in academia, where high-profile cases of data fabrication have become abundant in recent years (Bhattacharjee, 2013). Immorality in organizations may even threaten international safety — Nuclear launch officers in the U.S. currently face allegations of cheating on proficiency tests and illegal drug use (Memmott, 2014). The prevalence of unethical behavior in organizations today threatens international financial stability, scientific progress, and safety. To reduce the impact of unethical behavior — defined here as acts that violate “widely accepted (societal) norms” (Treviño, Weaver, & Reynolds, 2006, p. 952) — we need to understand the motivations perpetuating its prevalence. While a large body of research has made progress toward this, (e.g. Kish-Gephart, Harrison, & Treviño, 2010), most existing work assumes that unethical behavior occurs when self-serving goals win out over the other-serving goal of adhering to moral norms. However, recent work has shown that unethical behavior may occur both for the benefit of the actor, and/or for the gain of others (Wiltermuth, 2011; Gino, Ayal, & Ariely, 2013), complicating the role of self-serving and other-serving motivations in predicting unethical behavior. This relatively new dynamic was the impetus for my argument that the construct of self-construal — or how an individual relates to their

social norms and environments — will play an integral role in furthering our knowledge of what motivates unethical behavior.

The social psychological theory of self-construal describes the independent and interdependent motivations that people hold, and labels these drivers as independent self-construal and interdependent self-construal, respectively (Cross, Hardin, & Gercek-Swing, 2011; Markus & Kitayama, 1991). The relevance of self-construal to unethical behavior stems from the deeply social nature of unethical behavior; more specifically, because unethical behavior occurs based on the interplay between self-serving and other-serving motivations. Research on self-construal and unethical behavior has moved somewhat in parallel to the above-mentioned elucidation that unethical behavior may be engaged in both for the benefit of the actor, and/or for the gain of others. Until very recently, research suggested that independent self-construal lead to more unethical behavior because it facilitates people to act freely of ethical norms, and interdependent self-construal to less unethical behavior because it facilitates adherence to social norms (e.g. Cojoharencu, Shteynberg, Gelfand, & Schminke, 2012; Pulfrey & Butera, 2013; Sullivan, Landau, Kay, & Rothschild, 2012; van Gils, van Quaquebeke, & van Knippenberg, 2010). But a new experimental study on self-construal and unethical behavior considering who is to benefit from unethical behavior (Licht, Leroy, & Vohs, 2013), shows that under the right contingencies, previously observed effects of self-construal can reverse completely. Interdependent motivations may then lead to highly unethical behaviors.

My dissertation will take these new inferences and embed them in the rich context of organizational life. Broadly, I will 1) investigate the direct relationship between self-construal and unethical behavior which benefits an individual employee, their workgroup, and/or their organization, and 2) explore self-construal's prominent influence on the social processes within which unethical acts are often entangled.

Further, I plan to measure prosocial workplace behavior as an outcome (e.g., Van Dyne & LePine, 1998). Prosocial behavior can help healthy organizations to thrive (Cameron, Dutton, & Quinn, 2003), and its consideration extends the implications of this study beyond only organizations which are ailing due to issues with unethical behavior. I will assess the relationship between self-construal and prosocial workplace behavior, to create a balanced framework describing when self-construal will have beneficial and detrimental effects within organizations.

I propose that self-construal will facilitate the adoption of self- or other-relevant goals which may be maladaptively tied to unethical opportunities, or adaptively tied to prosocial opportunities. I propose that these effects will occur through both emotional and cognitive processes. Specifically, I theorize that these effects will be mediated both by moral emotions (e.g. Haidt, 2003), and by the more cognitive phenomena of moral disengagement (Bandura, 1991; McFerran, Aquino, & Duffy, 2010; Moore et al., 2012) and perspective-taking (Davis, Conklin, Smith, & Luce, 1996).

I also propose that these individual-level effects will be influenced by organizational factors. The first such process considered will be employees' social identification with their workgroup or organization (Ashforth & Mael, 1989; Tajfel &

Turner, 1979), which will determine whether these groups are considered as ‘in-groups’ with which individuals share common goals. Second, I will explore the ethical context of the workplace — specifically in terms of ethical leadership (Brown, Treviño, & Harrison, 2005; Mayer, Aquino, Greenbaum, & Kuenzi, 2012) and a relative opposite, leaders’ endorsement of bottom-line mentality (Greenbaum, Mawritz, Eissa, 2012). Self-construal will interact with these social factors to determine individual preferences and predict unethical behavior in the presence of self-regulatory depletion.

I will test these ideas with a mixed research design: A randomized experiment will provide evidence with high internal validity, and a field survey will extend those results and demonstrate generalizability (Shadish, Cook, & Campbell, 2001). I aim to make several contributions to existing research. First, I will generalize laboratory findings that suggest against a simple relationship between self-construal and unethical behavior (Licht, Leroy, & Vohs, 2013), arguing that self-construal does not inherently lead to ethical or unethical behavior, but strongly predicts (un)ethical behavior given the right contingencies. This will contribute to a more balanced perspective in the literature. Second, by considering processes of social identification and leadership, I will delineate boundary conditions and exacerbating circumstances for the effects of self-construal on unethical behavior in organizations. Third, existing theory suggests that independent and interdependent motivations affect behavior through separate pathways: individual- and group-related processes, respectively (e.g. De Dreu & Nauta, 2009). My dissertation challenges this restriction by hypothesizing interactive effects. Finally, people operate

with given levels of independent and interdependent motivations, but situational contexts affect those levels.

Support for my propositions would advance our knowledge of both personal and environmental influences of self-construal. Although not necessarily deliberately, organizations regularly manipulate self-construal (e.g., encouraging independent motivations to foster initiative, interdependent motivations to foster cohesion). I seek to advance understanding of the ramifications of such practices for unethical behavior in organizations. With that knowledge, we can develop strategies for reducing the prevalence of unethical behavior in organizations.

## **II. THEORY: Overview**

Under the heading “Outcome Variables” below, as well as in Figure 3, the outcomes considered in this dissertation are described. Second, I discuss the main effects of self-construal on unethical behavior and prosocial behavior in organizations (Chapters 1A & 1B, respectively). Following this, I discuss indirect effects of self-construal, as mediated by moral emotions (Chapter 2) and cognitive processes (Chapter 3). I further embed these relationships in the organizational behavior literature by considering the organizational factors of workgroup and organizational identification (Chapter 4A) and (un)ethical leadership (Chapter 4B). Finally, I discuss potential interaction effects between independent and interdependent self-construal, and hypothesize moderated mediation models based on those interactions (Chapter 5). Figure 1 displays the general model, while specific paths are illustrated by Figure 2. A comprehensive list of hypotheses is compiled in Figure 4.

### **Outcome Variables (see Figure 3 for brief definitions and sample items)**

Unethical behavior, defined above as acts that violate generally accepted socio-moral norms, is often considered as behavior that benefits the actor exclusively, while hurting others. However, recent research suggests that this is an overly narrow conceptualization (Gino, Ayal, & Ariely, 2013; Licht, Leroy, & Vohs, 2013; Umphress, Bingham, & Mitchell, 2010; Wiltermuth, 2011). This new work suggests that unethical behavior does occur at the cost of others, but may benefit either a) the unethical actor only, b) the actor and one or more other people, or c) only provide benefits to people other than the unethical actor. In my discussion of unethical behavior in organizations, I focus on the first two cases, and label them a) pro-self unethical behavior and b) pro-group unethical behavior, respectively. Although the third case (i.e. where benefits are for others only) is surely present in organizations, this type of unethical behavior is most likely low in prevalence relative to pro-self and pro-group unethical behavior (where benefits are for the self, or for the self and others, respectively). Thus, I focus on pro-self and pro-group unethical behavior.

**Pro-self unethical behavior** covers the vast majority of unethical behavior which has been studied in the organizational literature (e.g. Kish-Gephart, Harrison, & Treviño, 2010), and elsewhere (e.g., Gino, Schweitzer, Mead, & Ariely, 2011; Kern & Chugh, 2009). Unethical behavior in general is usually assessed via items which assess only pro-self unethical behavior instead of pro-self *and* pro-group unethical behavior (e.g. “taking property from work without permission,” “saying or doing something to purposely hurt someone at work”), and so I consider general measures of unethical behavior in

organizations as operationalizations of this construct. I plan to complement general measures of pro-self unethical behavior with a second operationalization — workplace social undermining.

Workplace social undermining is intentional behavior which aims to obstruct the social goals of a coworker (Duffy, Ganster, & Pagon, 2002); this includes belittling, lying to, and ignoring that coworker. Social undermining can be thought of as a polarized case of pro-self unethical behavior, engaged in specifically to gain something for oneself by harming another.<sup>1</sup> I plan to measure general pro-self unethical behavior and workplace social undermining separately, but for purposes of clarity, I will consider social undermining as a special case of pro-self unethical behavior, and use the umbrella term of ‘pro-self unethical behavior’ to refer to both outcomes for the remainder of the theory section.

**Pro-group unethical behavior.** I consider two manifestations of pro-group unethical behavior in organizations. The first, unethical pro-organizational behavior (UPOB) was defined by Umphress, Bingham, and Mitchell (2010) as unethical behavior that is engaged in to forward organizational goals. Importantly, this construct does not include behavior which is part of one’s job description. The second type of pro-group unethical behavior which I consider directly parallel to UPOB, but occurs for the benefit

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<sup>1</sup> While in-group out-group processes may at times facilitate undermining an out-group member to elevate one’s in-group, I minimize the likelihood of measuring such cases by considering only undermining which occurs within a work group.

of a workgroup instead of for the organization as a whole. I refer to unethical behavior engaged in for the benefit of one's workgroup as pro-workgroup unethical behavior (UPWB).

**Prosocial behavior** is a broad construct (including behaviors such as donating time and money to charities); here, I specifically consider interpersonal organizational citizenship behavior (OCB-I). OCB-I refers to any extra-role, self-determined behavior which is engaged in to help another individual or group at work, through morally-appropriate channels (Van Dyne & LePine, 1998). In terms of organizational relevance, OCB displays beneficial effects for both individual-level and organization-level outcomes (Podsakoff, Whiting, Podsakoff, & Blume, 2009). For the present investigation, I chose to investigate OCB-I (versus OCB committed for the organization) because its interpersonal nature should maximize its relevance for the effects of self-construal.

### **II.A.1. Theory Chapter 1A: Self-Construal and Unethical Organizational Behavior**

Self-construal is a psychological construct describing the effects of independent and interdependent self-definitions on human behavior (Cross et al., 2011). Independent self-construal denotes a definition of the self as separate from others, and prioritization of uniqueness and self-advancement. Conversely, interdependent self-construal is characterized by a self-definition that includes friends and family, and prioritization of interpersonal relationships, group membership, and harmony with others (Markus & Kitayama, 1991). Self-construal represents an individual difference, and also a transient motivational state. This is similar to the concept of trait and state affectivity — in the same way that one may possess high positive trait affectivity, but display negative

affectivity at times, one may be generally more independent or interdependent in their self-construal, but these levels change based on contextual factors (Cross et al., 2011). The following theory focuses on trait self-construal, but applies to state self-construal as well.

What makes self-construal relevant to unethical behavior? The two constructs are both deeply social in their nature. Self-construal describes the way that we relate to our social contexts, while (un)ethical behavior is defined based on norms which are a part of those social contexts (Tenbrunsel & Smith-Crowe, 2008). In the following sections I will discuss the relationship between self-construal and unethical behavior in detail for both pro-self unethical behavior and pro-group unethical behavior, but I will discuss only interdependent self-construal, and not independent self-construal. It is important to note that hypothesizing about interdependent self-construal does not imply an opposite relationship for independent self-construal. Some methods of identifying self-construal (namely, most priming methods and any ipsative measures [e.g., Meglino & Korsgaard, 2004]) constrain independent and interdependent self-construal to be inversely related. However, that relationship is an artifact of those measurement methods (Cross et al., 2011; De Dreu, 2006; De Dreu & Nauta, 2009). Theoretically, independent and interdependent self-construal are considered to be orthogonal; individuals can display any combination of high and low levels of each (Cross et al., 2011; De Dreu & Nauta, 2009). Although it may not be immediately intuitive, high/low levels of independent and interdependent self-construal imply straightforward cases of being more other-oriented or self-oriented. An example of high/high self-construal would be high conscientiousness,

where individuals both feel a sense of duty toward others (interdependent) and aspire towards high levels of individual performance (independent; De Dreu & Nauta, 2009).

Discussion of independent self-construal will be excluded because I do not expect it to display a strong main effect with organizational behavior (pro-self or pro-group). Despite theory linking independent self-construal with unethical behavior; (e.g., independent self-construal may make individuals more comfortable with breaking moral social norms, and the prioritization of self-benefit over others' goals may facilitate pro-self unethical behavior [Cojuharenco et al., 2012]), I argue that to some extent, these propositions capitalize on our tendency to think of independent and interdependent motivations as oppositional forces, when they can actually be positively related. In many cases, industriousness and independence are as likely to lead to moral behavior as they are to facilitate immoral behavior. Empirical evidence has produced inconsistent results regarding this relationship (Cojuharenco et al., 2012; Licht, Leroy, & Vohs, 2013). I would posit that independent self-construal might have weak positive main effect on unethical behavior, which could become strong dependent on levels of moderating factors (for example, levels of interdependent self-construal would change the relative balance of goals relevant to the self versus others). I propose that interdependent self-construal will display a more complex and impactful relationship with unethical behavior than independent self-construal. Based on this, and for purposes of clarity and conciseness, I focus on interdependent self-construal throughout this dissertation.

### **Interdependent Self-Construal and Pro-Self Unethical Behavior**

Rai and Fiske (2011) suggested that the concept of morality was developed specifically to help manage human relationships and groups. Extending from this idea that morality exists specifically to preserve social relations, we can arrive at the position of most existing research on self-construal and unethical behavior — that unethical behavior occurs when an individual violates the rights of others in order to gain some benefit for him/herself. From this perspective, which considers only pro-self unethical behavior (and not pro-group unethical behavior) it seems intuitive that interdependent self-construal should relate negatively to unethical behavior, while independent self-construal relates positively to unethical behavior. Interdependent self-construal facilitates both a) placing value on the goals of others who may be harmed by pro-self unethical behavior (Cross et al., 2011), and b) adherence to social norms, including moral norms (Markus & Kitayama, 1991), so it should relate negatively to pro-self unethical behavior which takes from others and breaks moral norms.

Empirical support for this argument has been provided by the work of Cojoharencu and colleagues (2012), which showed a negative relationship interdependent self-construal with multiple measures of pro-self unethical behavior — importantly though, the theory presented by this study concerned unethical behavior in general, and not pro-self unethical behavior. More recently, Licht, Leroy, and Vohs (2013) provided behavioral experimental evidence supporting my argument specifically for pro-self unethical behavior; I seek to generalize those results in an organizational sample.

*Hypothesis 1. Interdependent self-construal will relate negatively to pro-self unethical behavior.*

In the following section, I argue that the effects of self-construal are contingent on the alignment of independent and interdependent self-construal with the type of unethical behavior: pro-self versus pro-group. Specifically, I discuss how the relationship described by Hypothesis 1 can reverse when the outcome considered is pro-group unethical behavior instead of pro-self unethical behavior.

### **Interdependent Self-Construal and Pro-Group Unethical Behavior**

Moore and Gino (forthcoming) suggest that, while morality may have developed to facilitate social interaction, social processes may also be the source of much immoral action. Indeed, unethical behavior may be engaged in specifically for the benefit of others (Gino, Ayal, & Ariely, 2013; Licht, Leroy, & Vohs, 2013; Wiltermuth, 2011). In cases where unethical actors do not benefit exclusively from their unethical behavior, the above-mentioned theory on self-construal and unethical behavior no longer applies. Importantly, both anecdotal and empirical evidence suggest that unethical behavior does occur for the benefit of groups (Brief, Buttram, & Dukerich, 2001; Umphress & Bingham, 2011; Umphress, Bingham, & Mitchell, 2010), and even that individuals are more attracted to unethical behavior for the benefit of a group, versus for their exclusive self-benefit (Gino, Ayal, & Ariely, 2013; Wiltermuth, 2011). As stated earlier, I will refer to unethical behavior which occurs for the benefit of a group as pro-group unethical behavior. While pro-group unethical behavior seeks to benefit a group, it harms another group or individual in the process, in addition to propagating risk for the group which is to benefit.

Licht, Leroy, and Vohs (2013) provided experimental evidence relating interdependent self-construal to unethical behavior initiated for the benefit of one's in-group (a group which one considers a part of his/her identity, Tajfel & Turner, 1979). One of the goals of this dissertation is to generalize their finding and build on their work by embedding self-construal → unethical behavior relationships in an organizational context. In this section, I pursue this goal by relating self-construal to pro-group unethical behavior in organizations, arguing that interdependent self-construal will relate positively to UPOB for four primary reasons.

First, work on motivated information processing has shown that high interdependent self-construal makes group goals, and the goals of others, salient to individuals (Agle, Mitchell, & Sonnenfeld, 1999; De Dreu, Beersma, Stroebe, & Euwema, 2006; De Dreu, Nijstad, & van Knippenberg, 2008). I argue that, while unethical pro-organizational opportunities may not even occur to some, the potential for UPOB is likely to be salient for employees who are vigilant for group opportunities. Second, while all individuals inherently feel a need to belong to groups (Baumeister & Leary, 1995), this necessity is likely to be especially strong when interdependent self-construal is high. I propose that UPOB may be seen as a way to reinforce one's relationship with the organization and satiate this demand, making it more attractive for those with interdependent self-construal.

Third, interdependent self-construal is associated with a strong sense of duty toward groups (Cross et al., 2011; Markus & Kitayama, 1991). When opportunities for UPOB are salient, I proffer that for those with high interdependent self-construal, not

engaging in those behaviors (i.e. not maximizing benefits for the group) could actually be seen as a betrayal against one's group. Fourth, because interdependent self-construal leads to prioritization of others' goals over one's own (Gore, Cross, & Kanagawa, 2009), I propose that the self-risk attached to UPOB may be under-weighted relative to the opportunity for organizational gain.

Empirical evidence on UPOB provides some indirect support for these assertions. Umphress, Bingham, and Mitchell (2010) found that individuals were more likely to engage in UPOB when they exhibited both high organizational identification (Ashforth & Mael, 1989; Hogg & Terry, 2000) and strong beliefs in positive reciprocity. Because interdependent self-construal may lead positively to organizational identification (Cooper & Thatcher, 2010), and facilitate beliefs in the value of social exchange (positive reciprocity; Eisenberger, Lynch, Aselage, & Rohdieck, 2004), Umphress and colleagues' evidence indirectly supports my assertions. Some experimental evidence is also relevant here. Licht, Leroy, and Vohs (2013) made an important step towards these assertions by showing that interdependent self-construal can indeed lead to unethical behavior. Howard, Gardner, and Thompson (2007) showed evidence that interdependent self-construal leads to leverage of power in negotiations when one's in-group is to benefit. Further, while not explicitly hypothesizing it, Hoyt and Price (forthcoming, Study 1) showed a marginally significant effect where, when assigned a leadership position in a hypothetical scenario, those with high interdependent self-construal were more likely (versus those with low self-construal) to decide to appropriate resources unethically, specifically *in favor of an organization*.

I expect interdependent self-construal to relate positively to UPWB for all of the reasons that it should relate positively to UPOB. Additionally, the salience of interpersonal relationships within workgroups should further bolster the strength of this relationship for UPWB. Building and maintaining interpersonal relationships is central to the self-esteem and satisfaction of those with high interdependent self-construal (Cross et al., 2011; Gore, Cross, &, Kanagawa, 2009; Lam, 2005; Suh, Diener, & Updegraff, 2008). As delineated by social exchange theory (Blau, 1964), pursuing benefits for others can be an efficacious path for such relationship building. Thus, those with high interdependent self-construal may pursue workgroup benefits in the hopes of fortifying relationships with coworkers, even if that pursuit entails breaking broader moral norms. Based on this supporting theory and evidence, I proffer the following hypotheses.

*Hypothesis 2a. Interdependent self-construal will relate positively to pro-organizational unethical behavior.*

*Hypothesis 2b. Interdependent self-construal will relate positively to pro-workgroup unethical behavior.*

### **II.A.2. Theory Chapter 1B: Self-Construal and Prosocial Organizational Behavior**

To provide a balanced picture of the net effect of self-construal in organizations, I consider its relationship with prosocial workplace behavior (i.e., OCB-I) in addition to unethical behavior. Although the relationship between self-construal and prosocial behavior has received much more attention in the management literature (relative to antisocial behavior; De Dreu & Nauta, 2009), I intend to make a significant contribution here as well.

Existing theory on self-construal and OCB-I generally considers only interdependent self-construal, and specifies it as a moderator variable. This may be largely due to De Dreu's self-concern and other-orientation as moderators (SCOOM) hypothesis (De Dreu, 2006; De Dreu & Nauta, 2009). Self-concern and other-orientation can be considered as alternative conceptualizations of independent and interdependent self-construal, respectively. The SCOOM hypothesis suggests that these variables do not display main effect relationships with organizational variables. Instead, self-concern (independent) is posited to strengthen the effects of self-relevant variables on organizational outcomes, while other-orientation (interdependent) strengthens the effects of group-level and social factors on outcomes. This theory has received support in organizational samples. De Dreu and Nauta (2009) showed that perceived justice climate has a stronger relationship with OCB-I for those high in other-orientation. Korsgaard, Meglino, Lester, and Jeong (2010) showed that obligations to reciprocate OCB had a stronger positive relationship on helping behaviors for those with high other-orientation. On a slightly different spectrum of other-orientation effects, Lester, Meglino, and Korsgaard (2008) found that job satisfaction had a weaker relationship with OCB for those high in other-orientation.

Disparately from the SCOOM hypothesis (De Dreu, 2006; De Dreu & Nauta, 2009) and its supporting literature, I suggest that interdependent self-construal will show a direct main effect on OCB-I. I argue that this will occur for two primary reasons. First, the social awareness associated with high interdependent self-construal should make opportunities to help others more salient when interdependent self-construal is high due

to its effect on information processing. Second, those with high interdependent self-construal should be more likely to engage in any given opportunity for OCB-I, due to their high valuation of group goals and interpersonal relationships (Markus & Kitayama, 1991); helping others is likely to be seen as instrumental toward those outcomes (e.g., Blau, 1964). I propose that this combination of a) increased visibility for opportunities to engage in OCB-I and b) high valuation of its consequences will lead to a positive relationship between interdependent self-construal and OCB-I.

Despite those factors, the overall observed effect of interdependent self-construal on prosocial workplace behavior may not be large, partially because it is likely to be bounded by social identification processes. Specifically, for those with high interdependent self-construal, these effects do not necessarily occur for all groups and relationships, but potentially only within one's in-group, a group with which one shares goals and socially identifies (Tajfel & Turner, 1979). These social identification processes will be considered in more detail later, in the section on organizational factors and social processes (Section II.D.2., Chapter 4B).

*Hypothesis 3. Interdependent self-construal will relate positively to OCB-I.*

Van de Ven (2007) emphasizes the importance of investigating the processes by which organizational phenomena occur. If we understand the intermediary process between an independent variable and an outcome, then interventions may be designed to alter the factor → outcome relationship, without needing to alter the independent variable itself. This is particularly important for the problem at hand. While organizations may alter environmental factors which affect individuals' levels of self-construal, the

personality-based aspect of self-construal is far more difficult, potentially impossible, to manipulate (Cross et al., 2011). This means that, while organizational interventions may directly target environmental influencers of self-construal, they are unlikely to affect the individual difference of self-construal.

This presents a major problem, *unless* we understand the processes which mediate the effect of self-construal on organizational outcomes. With that knowledge, organizations may take steps to alter the mediating processes, thus obviating attempts to manipulate intrinsic levels of self-construal. To move toward that goal, I further the following section, discussing processes which may mediate organizational effects of self-construal. I posit that both emotional (Section II.B., Chapter 2) and cognitive processes (Section II.C., Chapter 3) will mediate the effect of self-construal.

### **II.B. Theory Chapter 2: Mediating Processes: Moral Emotions**

Moral emotions are affective reactions prompted by individuals' environments (Elfenbein, 2007) which motivate people to behave morally (Tangney, Steuwig, & Mashek, 2007). These emotions are generally considered to include the self-conscious emotions of guilt, shame, and embarrassment; and more recently the positive emotions of elevation and gratitude (Haidt, 2003; McCullough, Kilpatrick, Emmons, & Larson, 2001). I focus on two of these here: - guilt and gratitude. Specifically, *the anticipatory forms* of guilt and gratitude are relevant here. Baumeister, Vohs, DeWall, and Zhang (2007) posit that emotions' greatest behavioral influence may come from individuals' reflection on and anticipation of emotions, and not necessarily through direct motivational forces. I endorse this perspective (as do Tangney and colleagues (2007)

specifically for the case of moral emotions), and consider the moral emotions of anticipatory guilt and anticipatory gratitude as mediators of the effects of self-construal on organizational outcomes. I focus on anticipated guilt and gratitude to the exception of the other moral emotions because I see them as the most likely mechanisms for self-construal effects: a) they should be affected by interdependent self-construal and b) they should act as motivators for (un)ethical behavior. Specifically, I posited that anticipated gratitude would be more relevant here because its social nature relates it to interdependent self-construal, whereas elevation may be seen as a more independent mechanism toward moral action. I posited anticipated guilt as a predictor of unethical behavior over shame and embarrassment, because it relates specifically to an instance of wrongdoing by the actor, whereas shame and embarrassment can stem from inherited traits.

### **Anticipated guilt**

Guilt is a “self-conscious emotion” because it consists of a self-appraisal of one’s responsibility for violating a social or moral standard (Eisenberg, 2000). Here, I consider the anticipation of guilt (Baumeister et al., 2007; Tangney et al., 2007), or the anticipation of feeling guilty for a hypothetical behavior. Guilt is considered to be a painful emotion (Eisenberg, 2000) — people intrinsically avoid painful experiences (Gray, 1982; 1991; Higgins, 1997), and so when anticipated guilt is associated with a behavioral opportunity, individuals will be less likely to take that action. This should hold true across the different outcomes which I consider here. Below, I propose that interdependent self-construal will generally relate positively to anticipated guilt, and that

the anticipation of this aversive emotion will be highly related to both prosocial and antisocial work behaviors. I argue that levels of anticipated guilt will vary across different hypothetical actions, and the influence of interdependent self-construal on anticipated guilt will vary as well. For these reasons, I will discuss each outcome separately: pro-self unethical behavior first, followed by pro-group unethical behavior, and finally OCB-I.

**Pro-self unethical behavior, anticipated guilt and self-construal.** It has been suggested that guilt functions as a maintenance tool for relationships, alerting individuals that their actions may hurt others (Fiske, 2002). This suggests that it would be a useful tool for those with high interdependent self-construal, as relationships are paramount to them. Further, those with high interdependent self-construal are more sensitive to the positions of others and place value on achieving the needs of others (e.g., Agle, Mitchell, Sonnenfeld, 1999). This means that they are more likely to consider the effects of their behavior on others before acting. Therefore, for the case of pro-self unethical behavior, those with interdependent self-construal are likely to realize someone else is getting hurt in order for them to gain. I argue that this consideration of losses for others is likely to make salient the potential for guilt one may feel after acting.

Some substantial evidence exists to support this argument. First, research in developmental psychology suggests that the same child rearing techniques which encourage other-orientation also facilitate children's endorsement of feelings for guilt for wrongdoing (Hoffman, 1982; Zahn-Waxler, Radke-Yarrow, King, 1979). Second, the experience of guilt has been associated with empathy (Tangney, 1991) and agreeableness (Einstein & Lanning, 2002) in adults — both traits which could be indicators of

interdependent self-construal. If those with interdependent self-construal experience more guilt, it is fair to say that they should anticipate experiencing more guilt in the future (although anticipated emotions may often be inaccurate, they should be asymptotically true). For these reasons, and the previously stated negative relationship between anticipated guilt and associated behavioral outcomes, I proffer the following hypothesis.

*Hypothesis 4a: Anticipated guilt will mediate the negative relationship between interdependent self-construal and pro-self unethical behavior. This will occur such that interdependent self-construal will relate positively to anticipated guilt for pro-self unethical behavior, and anticipated guilt will relate negatively to pro-self unethical behavior.*

**OCB-I, anticipated guilt and self-construal.** I propose a clearer picture for the effects of interdependent self-construal on anticipated guilt and OCB-I. Here, the relevant phenomenon is not the expectation of guilt for engaging in OCB-I, but rather the expectation of guilt for not engaging in OCB-I. As stated earlier, interdependent self-construal leads to more OCB-I due to the associated valuation of others' goals and propensity to perceive opportunities to help others (Hypothesis 3a, Section II.A.2. Chapter 1B). Equally relevant may be the sense of duty to others which is espoused by high interdependent self-construal (Markus & Kitayama, 1991). When helping others is seen as one's duty, a lack of helping may be construed as a failure, and a potential source of future guilt. I propose that anticipated guilt for not acting pro-socially will partially mediate the positive relationship between interdependent self-construal OCB-I.

In support of this reasoning, Grant and Wrzesniewski (2010) showed a positive relationship between other-orientation (operationalized as trait dutifulness) and anticipated guilt for failing to succeed in one's work, while Lindsey (2005) showed that taking steps to become a bone marrow donor could be motivated by anticipated guilt for not helping others.

*Hypothesis 5: Anticipated guilt will partially mediate the relationship between interdependent self-construal and OCB-I. This will occur such that interdependent self-construal will relate positively to anticipated guilt for not engaging in OCB-I, and this anticipated guilt will relate positively to OCB-I.*

### **Anticipated gratitude**

Gratitude — a thankful feeling which occurs due to social interactions (Blau, 1964) — also acts as a moral emotion (McCullough, Kilpatrick, Emmons, & Larson, 2001; Tangney, Stuewig, & Mashek, 2007). Instead of motivating individuals to confess to unethical behavior, or abstain from it in the first place to avoid negative feelings later, gratitude has been shown to both reinforce ethical behavior and OCB-I's (when beneficiaries express gratitude), and to motivate ethical and OCB-I's following the OCB-I's of others (when one is the beneficiary of OCB-I and feels gratitude, Carey, Clicque, Leighton, & Milton, 1976; Clark, 1975; Goldman, Seever, & Seever, 1982; Moss & Page, 1972; Rind & Bordia, 1995).

I focus again on an anticipatory emotion (Baumeister et al., 2007). The expectation of emotion makes causal sense for these mediation hypotheses, because anticipated gratitude chronologically follows interdependent self-construal, but precedes

behavior (MacKinnon, Fairchild, & Fritz, 2007). Anticipated gratitude will be relevant for interdependent self-construal and the outcomes of OCB-I and pro-group unethical behavior, but not for independent self-construal or pro-self unethical behavior.

I argue that interdependent self-construal will relate positively to anticipated gratitude for OCB-I. This will occur for reasons parallel to those relating interdependent self-construal to anticipated guilt. Gratitude has been shown to be effective for building relationships (Algoe, Haidt, & Cable, 2008), which are greatly valued by those with high interdependent self-construal (Cross et al., 2011). And the salience of others for those with high interdependent self-construal is likely to induce more anticipation of others' gratitude, simply because more time is spent considering the potential reactions of others (De Dreu et al., 2006).

In support of this, McCullough et al. (2001) suggested that feelings of gratitude are positively correlated with a prosocial orientation (i.e. positively correlated with agreeableness, and negatively with narcissism), which should relate strongly to interdependent self-construal. Grant and Gino (2010) found that the process by which gratitude leads to OCB-I involves social worth, which is integral to self-esteem for those with interdependent self-construal; further, they did not find a mediation effects for self-esteem in general (which would be more salient to those with high independent self-construal). Based on the above theorization and evidence, I propose the following hypothesis.

*Hypothesis 6: Anticipated gratitude will mediate the positive effect of interdependent self-construal on OCB-I. This will occur such that interdependent self-*

*construal will relate positively to anticipated gratitude for OCB-I, which will relate positively to OCB-I.*

I will hypothesize that anticipated gratitude will also mediate the positive effect of self-construal on pro-group unethical behavior, in what may be a surprisingly similar fashion to that stated above for OCB-I. In the face of an opportunity for pro-group unethical behavior, high interdependent self-construal is likely to lead to consideration of the benefits others will receive, and the subsequent gratitude which may ensue. As mentioned above, such gratitude may serve to build and/or maintain the strength of relationships (Algoe et al., 2008) — a valuable outcome for those with high interdependent self-construal. This is added on top of benefits for others, which are greatly valued in and of themselves (Cross et al., 2011; Gore, Cross, & Kanagawa, 2009).

The anticipated opportunity to bolster relationships and receive gratitude from others is likely to outweigh the risks to the self which are associated with pro-group unethical behavior, in addition to crowding out worries about anticipated guilt for violating moral standards. The following hypothesis is bolstered by experimental evidence which has shown that anticipated gratitude can mediate the positive effects of self-construal on unethical behavior which benefits other members of one's in-group (but not the self, Licht, Leroy, & Vohs, 2013).

*Hypothesis 7a: Anticipated gratitude will mediate the relationship between interdependent self-construal and pro-organizational unethical behavior. This will occur such that interdependent self-construal will relate positively to anticipated gratitude for*

*pro-organizational unethical behavior, and anticipated gratitude will relate positively to pro-organizational unethical behavior.*

*Hypothesis 7b: Anticipated gratitude will mediate the relationship between interdependent self-construal and pro-workgroup unethical behavior. This will occur such that interdependent self-construal will relate positively to anticipated gratitude for pro-workgroup unethical behavior, and anticipated gratitude will relate positively to pro-workgroup unethical behavior.*

### **II.C. Theory Chapter 3: Mediating Processes: Cognitive Factors**

In addition to the emotional pathways described above, I propose that self-construal will affect antisocial and prosocial work behaviors through cognition. Specifically, I will posit that perspective taking mediates the effects of interdependent self-construal on antisocial and OCB-Is, while moral disengagement mediates its effects on pro-group unethical behavior. By referring to perspective taking and moral disengagement as cognitive factors, I am not specifying them as explicit choices or processes subject to deliberation. Instead, they may operate on an implicit or unintentional level, similar to the effects of emotion, but through cognitive instead of affective pathways. Because I do not expect independent self-construal to relate significantly to these cognitive moderators, it is not discussed in this section.

#### **Perspective taking**

Perspective taking is the act of putting oneself “in another person’s shoes,” thinking about how they might feel, think, and behave in a situation (Davis, Conklin, Smith, & Luce, 1996). While the propensity to take others’ perspectives is often

considered an individual difference, it also varies within individuals based on their motivational state (Galinsky, McGee, Inesi, & Greunfeld, 2006). Perspective taking implicitly involves the consideration of other people's stakes in the situation, and has been shown to elicit self-other overlap in individuals' cognitive representations of other people (Davis et al., 1996). Further, people engaging in perspective taking tend to project their own positive (more so than negative) attributes onto the people whose perspectives they adopt (Davis et al., 1996). This alignment of self and other, exacerbated by the projection of positive attributes, should create a strong preference for OCB-Is, and avoidance of antisocial behaviors. Field evidence exists in support of the positive relationship between perspective taking and OCB-Is (specifically OCB; Parker & Axtell, 2001).

As high interdependent self-construal leads to consideration of others (Markus & Kitayama, 1991), a nested effect should occur such that it also relates positively to taking others' perspectives. Because others are more attentionally-relevant (De Dreu, 2006), their perspectives are increasingly likely to seep into one's cognitive activity. Indeed, interdependent motivations have been shown to relate positively to perspective taking (Gordon & Chen, 2013; Grant & Berry, 2011). Thus, I predict that high interdependent self-construal will lead to more perspective taking, and subsequently more prosocial, and less antisocial behavior.

*Hypothesis 8a: Perspective taking will mediate the positive effect of interdependent self-construal on OCB-I. Specifically, interdependent self-construal will relate positively to perspective taking, which will relate positively to OCB-I.*

*Hypothesis 8b: Perspective taking will mediate the negative effect of interdependent self-construal on pro-self unethical behavior. This will occur such that interdependent self-construal will relate positively to perspective taking, which will relate negatively to pro-self unethical behavior.*

### **Moral disengagement**

A well-established body of research suggests that individuals cognitively disengage from and rationalize unethical decisions in ways that obviate both self-censure and self-perceptions of deviations from one's ideal moral self (Bandura, 1986; 1991; Bandura, Barbaranelli, Caprara, & Pastorelli, 1996; Bandura, Barbaranelli, Caprara, Pastorelli, & Regalia, 2001). This process is termed moral disengagement — it occurs through multiple pathways, one of which I propose will be instrumental in the positive relationship between interdependent self-construal and pro-group unethical behavior.

The four primary mechanisms through which moral disengagement occurs are: 1) moral justification, 2) vilifying those harmed by the unethical behavior, 3) belittling negative consequences for others, and 4) obscuring personal causation (Bandura et al., 1996). Each of these mechanisms subsumes multiple strategies for morally disengaging. Mechanism 1 involves using a moral imperative to justify unethical behavior (e.g., it's okay to assassinate this politician, because it's for the greater good), using euphemistic language to describe unethical behavior (e.g., “creative accounting”), or advantageously comparing one's own unethical behavior to another individuals' more severe transgressions. Mechanism 2 focuses on the individual(s) harmed by the act, either placing blame on, or dehumanizing the target. Mechanism 3 also focuses on the target,

but involves distorting negative consequences for the target by either minimizing or disregarding them. Mechanism 4 involves distorting personal agency for the unethical act by either displacement of responsibility (e.g., displacement of responsibility to social pressures from a workgroup or supervisor) or diffusion of responsibility, wherein “when everyone is responsible, no one really feels responsible” (Bandura et al., 1996, p. 365). Interdependent self-construal will relate differentially to these moral disengagement mechanisms.

Specifically, interdependent self-construal will relate positively to Mechanism 4 (obscuring personal causation), but not to Mechanisms 1, 2, or 3. For Mechanism 1 (moral justification), certain aspects may be related to interdependent self-construal in some cases (e.g., moral justification of an unethical act due to its benefits for others), but those same aspects could be used in ways not compatible with high interdependent self-construal, and euphemistic labeling is not likely to relate to self-construal. For Mechanism 2 (vilifying the target), interdependent self-construal could potentially show a negative relationship — interdependent consideration of others is likely to relate inversely to depreciating their humanity or stake in the situation. Mechanism 3 (belittling negative consequences for others) may aid those with high interdependent self-construal in engaging in unethical behavior (by minimizing negative consequences for others), but interdependent self-construal itself is not likely to relate positively to this moral disengagement strategy, for similar reasons to those for Mechanism 2.

However, I argue that interdependent self-construal will facilitate the use of Mechanism 4 (obscuring personal causation). Diffusion and displacement of

responsibility are likely to occur for those with high interdependent self-construal, because they capitalize on the realm of social context. Social factors are highly salient to those with high interdependent self-construal (De Dreu, 2006), and so the idea that others are responsible for one's actions should be relatively available, cognitively speaking. Further, because of the sense of duty that high interdependent self-construal espouses (Cross et al., 2011), those with high interdependent self-construal are more likely to actually find themselves in situations where their actions are more agentic for the goals of others than for their own goals. Thus, I argue that interdependent self-construal will relate positively to the moral disengagement mechanism of obscuring personal causation (Mechanism 4).

Existing research has established the relevance of moral disengagement to organizational behavior. Detert, Treviño, and Sweitzer (2008) and McFerran, Aquino, and Duffy (2010) showed evidence for a positive relationship between moral disengagement and organizationally-relevant unethical decision-making, while Moore, Detert, Treviño, Baker, and Mayer (2012) evidenced a significant positive relationship between moral disengagement and self-reports of pro-self unethical work behaviors. This relationship between general moral disengagement and pro-self unethical behavior is likely to extend to pro-group unethical behavior. However, I argue that the effect of interdependent self-construal on pro-group unethical behavior will operate only through Mechanism 4 of moral disengagement, the obscuring of personal causation. In ancillary support of my argument, Mazar and Aggarwall (2011) showed evidence that collectivism

promotes stated intentions to use bribery in business negotiations. Thus, I offer the following hypothesis.

*Hypothesis 9: Moral disengagement (specifically the mechanism of obscuring personal causation, including the strategies of diffusion and displacement of responsibility) will mediate the relationship between interdependent self-construal and pro-group unethical behavior: Interdependent self-construal will relate positively to obscuring personal causation, which will relate positively to pro-group unethical behavior.*

#### **II.D. Theory Chapter 4: Organizational Factors**

Organizational factors and social processes within the workplace will be highly relevant to the effects of self-construal in organizations. Self-construal is a socially-embedded construct, while workgroups, and the organizations they reside in, are social constructions. Considering organizational factors is highly practical because they may be more straightforward for employers and managers to influence, versus individual-level attributes and emotions. While numerous organizational phenomena will be relevant, I will focus on two factors which are present in every organization, and thus likely to influence the role of self-construal in nearly any case considered. I discuss social identification first, and then the influence of leadership.

##### **II.D.1. Theory Chapter 4A:**

###### **Social identification.**

Social identity theory (Ashforth & Mael, 1989; Tajfel & Turner, 1979) describes how individuals adopt group memberships into their self-concepts in order to fulfill goals

of bolstering self-esteem and satisfying the need to belong to groups (Baumeister & Leary, 1995). Social categorization theory (Hogg & Terry, 2000; Tajfel & Turner, 1979) extends social identity theory to describe how social identification can affect intergroup interactions. These processes will be highly relevant for the effects of self-construal in organizations.

When people socially identify with a group, they begin to consider the group as an ‘in-group’ — this means that they 1) adopt the goals of that group as their own, 2) consider it as part of their identity, and 3) begin to specify other groups as ‘out-groups.’ This specification of in-group and out-group is termed social categorization, and often results in intergroup biases, where individuals behave in ways that favor their in-group to the detriment of out-groups. These intergroup biases serve to create favorable social comparisons which can protect and potentially improve individuals’ self-esteem (Tajfel & Turner, 1979).

These processes are relevant here because social identification (and at times, intergroup bias) are likely to exacerbate the effects of interdependent self-construal in organizations. Specifically, while high interdependent self-construal leads to greater consideration of the goals of others, this is especially true for the goals of members of one’s in-group — to the extent that in-group goals are likely to be seen as significantly more valuable than self-relevant goals (Cross et al., 2011).

In the workplace context, two types of social identification will be of particular concern: Organizational identification and workgroup identification<sup>2</sup> (Ashforth & Mael, 1989; Cooper & Thatcher, 2010; Hogg & Terry, 2000). These two identifications refer to the adoption of the organization which employs the individual, or the group of people with whom they work, respectively, into one's self-concept. Organizational and workgroup identification are differentiable (e.g., when an employee relates closely to his/her coworkers/workgroup, but has strong conflicts with the values held by the organization which employs him/her, s/he is likely to have high workgroup identification, but low organizational identification). Different hierarchical levels of identification may even be at odds with one another (e.g., once one identifies with the organization, that identity may be more salient than any individual workgroup identifications, and vice versa; Ashforth & Mael, 1989).

Theoretical work by Cooper and Thatcher (2010) suggests that self-construal affects the likelihood of different work-related social identifications (e.g., interdependent self-construal increases likelihood of identification with one's workgroup). While I will not argue against such a proposition, I do not propose that mechanism as an important source of influence here. Different levels of independent and interdependent self-

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<sup>2</sup> Recently, the importance of relational identification in organizational behavior has also become apparent (Sluss, Ployhart, Cobb, & Ashforth, 2012). However, the scope of the present work includes behaviors committed for the benefit of either oneself, or for a group, excluding specific consideration of more exclusively relational processes. That realm will represent an important area for future work.

construal may result in tendencies to adopt certain social identifications, but I argue that there will still be plenty of meaningful variance in levels of social identification within levels of self-construal. For example, a lawyer with high interdependent self-construal may work as a defense attorney with the goal of keeping innocent clients out of jail, while his/her coworkers will defend the guiltiest defendant for the right amount of money — the virtuous lawyer may be unlikely to socially identify with their workgroup, despite their high level of interdependent self-construal. While considering social identification as a mediating variable for the effects of self-construal may be valid, I argue that considering it as a moderator will be more useful here. Thus, I will discuss social identification as a moderating factor which may strengthen or weaken the effects of self-construal.

Depending on the outcome of concern, workgroup and organizational identifications may have similar effects (e.g., prosocial workgroup behavior), or different ones (pro-workgroup unethical behavior versus pro-organizational unethical behavior). Below, I will consider the role of both types of identification in the effects of self-construal by outcome, discussing pro-self unethical behavior first, followed by pro-group unethical behavior and OCB-I.

#### **Pro-self unethical behavior, self-construal and social identification.**

Hypothesis 1 (Section II.A.1., Chapter 1A) stated that interdependent self-construal would relate negatively to pro-self unethical behavior. I posited this because, when interdependent self-construal is high, social moral norms and harmful outcomes for others will be highly salient when considering pro-self unethical opportunities. That

theory assumed a baseline level of social identification with the group to be harmed. When social identification with that group is low, I expect similar processes and no difference in the relationship between interdependent self-construal and pro-self unethical behavior. However, when social identification is high, I expect that negative relationship to be strengthened.

Both workgroup and organizational identification will work to strengthen the negative relationship between interdependent self-construal and pro-self unethical behavior. These two social identifications confer in-group status to individuals' workgroups or employing organizations, respectively. While in-groups receive preferential treatment from their members in general, this will be especially true for those with high interdependent self-construal (Cross et al., 2011). High interdependent self-construal generally leads to prioritization of group goals, but this is most true for in-group goals. Thus, because pro-self unethical behavior works against the goals of both workgroups and organizations, both workgroup and organizational social identification will amplify the negative relationship between interdependent self-construal and pro-self unethical behavior.

*Hypothesis 10a: Organizational identification will moderate the relationship between interdependent self-construal and pro-self unethical behavior, such that when organizational identification is high, the negative relationship between interdependent self-construal and workplace unethical behavior at work will be strengthened.*

*Hypothesis 10b: Workgroup identification will moderate the relationship between interdependent self-construal and pro-self unethical behavior, such that when workgroup*

*identification is high, the negative relationship between interdependent self-construal and workplace social undermining will be strengthened.*

**Pro-group unethical behavior, self-construal and social identification.** I argue that social identification will magnify the effects of interdependent self-construal on pro-group unethical behavior, resulting in an increase in unethical behavior. This is an opposite effect from that listed above for pro-self unethical behavior. In the earlier discussion of mediating processes for the effects of interdependent self-construal on pro-group unethical behavior (Section II.B., Chapter 2), three primary mechanisms were mentioned: 1) anticipated gratitude from the benefiting group, 2) anticipated guilt for not providing benefits to the benefiting group, and 3) anticipated guilt for potential harm to an individual or group which does not benefit from the pro-group unethical act. The role that social identification will play in these processes involves the relative salience of those three mechanisms.

Specifically, when one socially identifies with the entity which is to benefit from the pro-group unethical behavior, the first to mechanism stated above will overpower the third. This will occur due to the synergistic effects of interdependent self-construal and social identification on social categorization processes (Cross et al., 2011; Tajfel & Turner, 1979). Specifically, social identification with the entity benefiting from the pro-group unethical behavior will enable an intergroup bias which facilitates consideration of the benefits for and duty to the in-group, while underplaying detrimental effects for other groups — and this effect will be exacerbated for those high in interdependent self-construal.

This process can also be described in terms of the salience of broad socio-moral norms versus in-group norms. Previous theory has suggested that interdependent self-construal leads to greater adherence to social norms, and that this principle generalizes to moral norms, as they are a type of social norm (Cojuharenco et al., 2012). However, this line of thought excludes cases where in-group social norms conflict with broader socio-moral norms. In such a case, I argue that those with high interdependent self-construal will feel a greater sense of duty to in-group norms, versus more abstract moral norms (as argued by Licht, Leroy, & Vohs, 2013). In organizations, this case will present itself whenever an employee socially identifies with the entity (workgroup or organization) which bears to benefit from an unethical opportunity. Below, I delineate this proposition in terms of workgroup versus organizational identification, and pro-workgroup versus pro-organizational unethical behavior.

*Hypothesis 11a: Organizational identification will moderate the relationship between interdependent self-construal and pro-organizational unethical behavior. This will occur such that high organizational identification will strengthen the positive relationship between interdependent self-construal and pro-organizational unethical behavior.*

*Hypothesis 11b: Workgroup identification will moderate the relationship between interdependent self-construal and pro-workgroup unethical behavior. This will occur such that high workgroup identification will strengthen the positive relationship between interdependent self-construal and pro-workgroup unethical behavior.*

**Prosocial work behavior, self-construal and social identification.** I propose that social identification will also amplify the effects of interdependent self-construal for OCB-I. This will occur through the same processes as described in the discussion of pro-self unethical behavior (Hypotheses 10a & 10b). Namely, workgroup and organizational identification will exacerbate the effects of interdependent self-construal on the salience for and valuation of group goals. Here, placing others' goals ahead of one's own will lead to the enacting of helping behaviors — when organizational and workgroup identification are high, the benefits for others will outweigh the expenditure of time, attention and effort that is necessary for prosocial work behavior.

As with pro-self unethical behavior, I do not predict differences in effect across workgroup and organizational identifications. Prosocial work behaviors may target either the workgroup (interpersonal OCB, OCB-I) or the organization (organizational OCB, OCB-O; Williams & Anderson, 1991), but for the purpose of the present research, I restrict my attention to OCB-I. While these two types of OCB are distinct, I argue that OCB-I will *generally* align with the same intents and purposes as OCB-O, and that OCB-I will act as a more proximal indicator of the effects of self-construal. While previous work has shown that interdependent orientations can strengthen the influence of social factors on OCB (De Dreu & Nauta, 2009; Korsgaard et al., 2010; Lester et al., 2008), I suggest that social identification will strengthen the effect of interdependent self-construal on OCB.

*Hypothesis 12a: Organizational identification will moderate the relationship between interdependent self-construal and OCB-I, such that the positive relationship will become stronger when organizational identification is high.*

*Hypothesis 12b: Workgroup identification will moderate the relationship between interdependent self-construal and OCB-I, such that the positive relationship will become stronger when workgroup identification is high.*

## **II.D.2. Theory Chapter 4B:**

### **Leadership**

Organizations tautologically require the direction of people's behavior. This is usually achieved through an individual taking on a leadership role and directing the behavior of a group of subordinates. Leadership roles such as CEO, supervisor, manager, and team leader are pervasive in nearly all organizations, and the characteristics and behaviors of these leaders impact important organizational outcomes. Researchers generally utilize either social exchange theory (e.g., Blau, 1964) or social learning theory (Bandura, 1977, 1986) to explain the effects of leadership on subordinates (Brown & Mitchell, 2010). To explain the relevance of leadership to the influence of self-construal on organizational outcomes, I adopt social learning theory.

Bandura's theory of social learning (1977, 1986) suggests that people model their own behavior after the behavior of others in general, but especially after the behavior of individuals who are high in status or power and/or display the ability to achieve positive outcomes. Because leaders are high in status and/or power, and are generally seen as

credible models for behavior within an organization (Brown, Treviño, & Harrison, 2005), they are likely candidates for social attention, and thus prime candidates for social modeling.

The relevance of leadership and social modeling for the present discussion stems primarily from the information processing tendencies associated with interdependent self-construal. Specifically, high interdependent self-construal leads to greater focus on social goals, interpersonal processes, and other people in general (Cross et al., 2011; De Dreu et al., 2006; Markus & Kitayama, 1991). Because those with high interdependent self-construal direct their attention toward others, and value the approval of others, they are more likely to engage in social modeling behaviors. And thus, because leaders are natural targets for social learning, their behaviors and characteristics are likely to exert an especially strong influence on subordinates who are high in interdependent self-construal.

While some existing research has investigated the relationship between self-construal and leadership, is mostly focused on either the effect of leader self-construal on leader behavior (Hoyt & Price, forthcoming; van Gils, van Quaquebeke, & Van Knippenberg, 2010; Wisse & Rus, 2012), or the effect of followers' self-construal on preferences for specific types of leaders (Ehrhart, 2012). I contribute to this existing research by considering how leadership effects may vary for followers with high versus low interdependent and independent self-construal.

In accordance with the topic of this dissertation, I focus on the effects of leadership for both antisocial and pro-group unethical behavior. Ethical leadership has been considered in the existing literature on leadership and unethical behavior; however,

low levels of ethical leadership do not necessarily imply *unethical* leadership, which has been designated as an important area for future study (Brown & Mitchell, 2010). I consider both ethical and unethical leadership here. I will discuss ethical leadership first, and then investigate the effects of unethical leadership in relation to self-construal by drawing on recent work on the construct of bottom-line mentality (Greenbaum, Mawritz, & Eissa, 2012).

**Ethical leadership & leader moral identity.** Theoretical and empirical work in the organizational behavior literature has identified an ethical aspect of managerial leadership, separate from broader leadership constructs such as transformational and charismatic leadership (Brown, Treviño, & Harrison, 2005; Mayer, Aquino, Greenbaum, & Kuenzi, 2012). The ethical leadership construct is conceptualized as having two components: 1) the moral person component, which states that ethical leaders encourage ethical behavior by example, and 2) the moral manager component, which states that ethical leaders actively manage morality amongst their subordinates (Brown et al., 2005).

Importantly, Mayer and colleagues (2012) recently showed evidence that ethical leadership (measured as aggregated workgroup perceptions of ethical leadership) actually operates as a mediator for beneficial effects of leaders' moral identities. Moral identity can be defined as "a self-conception organized around a set of moral traits" (Aquino & Reid, 2002, p. 1424), or the extent to which morality is important to one's self-concept. Two distinct aspects of moral identity are typically measured: 1) internalization, or the extent to which moral traits are central to one's self-concept; and 2) symbolization, the extent to which one seeks to display moral traits with their behavior (Aquino & Reid,

2002). Because moral identity has been shown to relate positively to important ethically-relevant outcomes (e.g., OCB-I [Aquino & Reid, 2002] and ethical ideology [McFerran et al., 2010]), and to causally precede beneficial effects of ethical leadership (Mayer et al., 2012), I will focus here on the effects of leader moral identity.

***Pro-self unethical behavior, self-construal and ethical leadership.*** Leader moral identity, mediated by subordinates' perceptions of ethical leadership, has been shown to relate negatively to workgroup unethical behavior (Mayer et al., 2012) — this effect will be highly relevant to the effect of self-construal on pro-self unethical behavior. High interdependent self-construal should already predispose workers against pro-self unethical behavior (Hypothesis 1, Section II.A.1. Chapter 1A). In an organizational context where ethical leadership is prevalent (i.e. leader/supervisor displays moral identity), that relationship should become exaggerated. When one's leader displays a moral identity, the consideration of other stakeholders, which is associated with interdependent self-construal, intrinsically comes to include prescriptions for ethical behavior, and thus the negative relationship between interdependent self-construal and pro-self unethical behavior will be magnified. To

*Hypothesis 13a: Leader moral identity will moderate the relationship between interdependent self-construal and pro-self unethical behavior, such that, when leader moral identity is high, the negative relationship between interdependent self-construal and pro-self unethical behavior will be stronger (versus when leader moral identity is low).*

*Pro-group unethical behavior, self-construal and ethical leadership.* In a related social modeling process, leader moral identity will also affect the positive relationship between interdependent self-construal and pro-group unethical behavior (Hypothesis 2). I have argued that interdependent self-construal will relate positively to pro-group unethical behavior for (perhaps surprisingly) some of the same reasons that it will relate negatively to pro-self unethical behavior — particularly, the consideration of in-group members associated with the opportunity. Here I propose that, for those with high interdependent self-construal, leader moral identity will promote an ethical lens through which opportunities for pro-group unethical behavior will be viewed. When looking at an opportunity for pro-group unethical behavior from a perspective with moral hues, the anticipated benefits for others will be downplayed, while more general socio-moral norms become salient. I posit that this dynamic will weaken the positive relationship between interdependent self-construal and pro-group unethical behavior.

*Hypothesis 13b: Leader moral identity will moderate the relationship between interdependent self-construal and pro-group unethical behavior, such that, when leader moral identity is high, the positive relationship between interdependent self-construal and pro-group unethical behavior will become nonsignificant or negative.*

**Unethical leadership: Leader bottom-line mentality.** As mentioned above, investigating the effects of unethical leadership involves more than considering the effects of low levels of ethical leadership. To assess leadership with an unethical bent, I utilize the concept of leader bottom-line mentality. Bottom-line mentality refers to a single-minded perspective where only one goal matters (usually profit or productivity in

the management context), and all other concerns are thrown to the wayside (Wolfe, 1988). This mentality is akin to absolutely adopting a shareholder perspective over a stakeholder perspective, but at a more individual (versus organizational) level.

Bottom-line mentality is often rewarded in organizations, because it produces results. But problems arise because bottom-line mentality facilitates the consideration of only one goal, whereas multiple goals are always important for organizations. One of the worst potential outcomes for organizations would be cases where bottom-line mentality leads to the pursuit of personal or organizational goals at the neglect of ethical principles (Greenbaum et al., 2012). That exact case is what makes bottom-line mentality relevant here.

I argue that, in the presence of a leader with bottom-line mentality, the interdependent propensity for social learning will prevail, and those with high interdependent self-construal will socially model the leader's mentality for pursuing organizational goals at all costs. In relation to pro-group unethical behavior, social modeling of leader bottom-line mentality will exhibit opposite effects to those of modeling leader moral identity. Specifically, it will focus attention to the potential in-group benefits associated with pro-group unethical behavior, and occlude consideration of harm for others.

A nascent body of empirical evidence suggests that such unethical influence can be exerted by leaders. Greenbaum et al. (2012) showed a positive relationship between supervisor bottom-line mentality and workplace social undermining (mediated by employee bottom-line mentality) in a sample drawn from diverse industries.

Experimental evidence suggests that the pairing of leaders with social dominance orientation together with followers that have authoritarian beliefs leads to follower support for unethical decision-making by the leader. Further, laboratory work has generally evidenced the importance of social influence for unethical behavior (Gino, Ayal, & Ariely, 2009; Gino & Galinsky, 2012; Kouchaki, 2011), especially for those with low power (Pitesa & Thau, 2013). Based on the above theory and evidence, I argue that supervisor bottom-line mentality will exacerbate the positive relationship between interdependent self-construal and pro-group unethical behavior.

*Hypothesis 14: Supervisor bottom-line mentality will moderate the relationship between interdependent self-construal and pro-group unethical behavior, such that interdependent self-construal will relate more positively to pro-group unethical behavior when supervisor bottom-line mentality is high.*

I argue that the above effect for supervisor bottom-line mentality on the interdependent self-construal → pro-group unethical behavior relationship will not have a parallel effect on the relationship between interdependent self-construal and pro-self unethical behavior. The negative relationship of interdependent self-construal with pro-self unethical behavior will not be weakened or reversed by supervisor bottom-line mentality, because self-gain at the cost of others will not be motivationally-enticing for those high in interdependent self-construal, regardless of supervisor mentality. Similarly, I do not discuss OCB-I in this section, because it should be attractive to those with high interdependent self-construal, regardless of supervisor mentality.

I do not discuss independent self-construal in the section, based on the argument that leader mentality will generally not alter the effects of self-focused motivations associated with independent self-construal. Although there are cases in which (un)ethical leadership may provide those with high independent self-construal an extra license to pursue goals which they already have preferences for, considering those situations would add enough complexity to put them outside of the scope of this dissertation.

### **II.E. Theory Chapter 5: The Interaction between Independent and Interdependent Self-Construal**

As discussed earlier (following Hypothesis 2b, Section II.A.1., Chapter 1A), independent and interdependent self-construal are not negatively correlated. They are considered to be orthogonal, and have even been found to have a small, statistically significant positive correlation in some samples (e.g. De Dreu & Nauta, 2009). Although generally ignored by existing work, the dynamics of this relationship suggest the possibility for interaction effects between independent and interdependent self-construal.

While previous work has expanded beyond an initial consideration of independent and interdependent motivations as oppositional (De Dreu, 2006; De Dreu & Nauta, 2009), it assumes that the influences of these motivations are completely independent of one another. Here, I will build on that research by delineating cases where the effects of independent and interdependent self-construal occur interactively. I will consider these interaction effects specifically for the influence of self-construal on pro-self unethical behavior.

As stated in Hypotheses 1 and 4a (Sections II.A.1. and II.B., respectively), I suggest that interdependent self-construal will relate negatively to pro-self unethical behavior, and that this relationship will be mediated by anticipated guilt for pro-self unethical behavior. Here, I will argue that this relationship will be weakened to the extent that a person is high in independent self-construal. I argue for this relationship specifically in terms of the indirect effect through anticipated guilt, based on processes related to human attentional resources.

Any given person can focus attention only a limited number of stimuli — human beings have limited attentional resources (e.g. Kaplan & Berman, 2010). This means that only so many environmental factors can be processed by a given individual. Similarly to how information processing theory suggests that independent and interdependent self-construal differentially affect what information is deemed relevant to individuals, neuroscientific research suggests that we only process information which is deemed behaviorally relevant (Pessoa & Adolphs, 2010).

For someone high in interdependent self-construal, I have argued that other-relevant stimuli will be more salient (versus for someone lower in interdependent self-construal). Here, I suggest that, due to the attentional limitations under which we operate, being high in independent self-construal, because it increases the salience of self-relevant stimuli, will crowd out some of the effects of interdependent self-construal on the salience of other-relevant stimuli. Interdependent self-construal leads to greater consideration of others, and independent self-construal leads to greater consideration of the self, but attentional restrictions prevent these effects from being additive.

Thus, independent self-construal will weaken the positive effect of interdependent self-construal on consideration of others' stakes in the situation, and thus anticipated guilt for pro-self unethical behavior. This will result in moderation of the positive direct effect of interdependent self-construal on anticipated guilt for pro-self unethical behavior, and subsequently to moderation of the negative indirect effect of interdependent self-construal on pro-self unethical behavior.

*Hypothesis 15a: Independent self-construal will moderate the relationship between interdependent self-construal and anticipated guilt for engaging in pro-self unethical behavior (Hypothesis 4a), such that high independent self-construal will weaken the positive relationship between interdependent self-construal and anticipated guilt for pro-self unethical behavior.*

*Hypothesis 15b: First-stage moderated mediation will occur for the relationship between interdependent self-construal and pro-self unethical behavior. Independent self-construal will moderate the indirect effect (through anticipated guilt for engaging in pro-self unethical behavior, Hypothesis 4a) of interdependent self-construal on OCB-I, specifically by weakening the positive relationship between interdependent self-construal and anticipated guilt for pro-self unethical behavior.*

In a converse way, but through the same process, I argue that interdependent self-construal will moderate the indirect effect of independent self-construal on pro-self unethical behavior (mediated by anticipated guilt for pro-self unethical behavior). As stated in Hypothesis 4b, I argue that independent self-construal will display a fully mediated positive effect on pro-self unethical behavior, wherein independent self-

construal relates negatively to anticipated guilt for pro-self unethical behavior, which will relate positively to pro-self unethical behavior. Here, I posit that higher levels of interdependent self-construal will weaken the negative effect of independent self-construal on the consideration of others. High interdependent self-construal will lead to allocation of attentional resources towards the perspectives of others, which will prevent independent self-construal from leading to a completely self-focused perspective where the possibility of feeling guilty for harm towards others is precluded.

*Hypothesis 16a: Interdependent self-construal will moderate the effect of independent self-construal on anticipated guilt for pro-self unethical behavior (Hypothesis 4b). This will occur such that high interdependent self-construal will weaken the negative relationship between independent self-construal and anticipated guilt for pro-self unethical behavior.*

*Hypothesis 16b: First-stage moderated mediation will occur for the relationship between independent self-construal and pro-self unethical behavior. Interdependent self-construal will moderate the indirect effect (through anticipated guilt for pro-self unethical behavior, Hypothesis 4b) of independent self-construal on pro-self unethical behavior, specifically by weakening the negative relationship between independent self-construal and anticipated guilt for pro-self unethical behavior.*

### III. METHODS, RESULTS, & DISCUSSION

#### III.A. Overview of Study Design

I tested my theory with a mixed research design consisting of a field study (Study 1) and two randomized experiments (Studies 2 & 3). Additionally, two pilot studies tested the manipulations used in Studies 2 & 3. Study 1 estimated the full theoretical model using an organizational sample. Study 2 tested the mediated effect of self-construal on pro-group unethical behavior, as well as the moderating effect of social identification. Study 3 tested the moderating effect of (un)ethical leadership on the relationship between self-construal and pro-group unethical behavior. Thus, between Study 2 and Study 3, hypothesized effects of social identification, and (un)ethical leadership were tested using random assignment.

##### III.A.1. Study 1 Methods

**Sample & design.** Study 1 was a two-wave two-source survey conducted using an online panel of full-time workers from various workplaces. Measures assessing all constructs relevant to hypotheses were administered. Data was collected twice from focal participants, with a four-week lag, and also from a supervisor at the time of the second data collection. Supervisor emails were collected from focal participants using a snowball style sampling procedure (for similar sampling procedures, see e.g., Grant & Mayer, 2009; Moore, Detert, Treviño, Baker, & Mayer, 2012).

To ensure that participants did not complete all three surveys themselves, timestamps and IP addresses were checked. Additionally, participants were informed that these checks would be made, and that payment would not be issued if supervisor surveys

are filled out by the focal employee. As a further measure, participants were asked to provide work-hosted emails for their supervisor if possible.

For this study, a statistical power level of .80 for mediation hypotheses required a sample of approximately 160 observations (assuming small to moderate indirect effect sizes; Fritz & MacKinnon, 2007). For structural equation modeling (SEM), achieving a statistical power level of .80 would require a sample of at least 245 (Preacher & Coffman, 2006). The multi-wave design and sampling procedure utilized make the ultimate sample size somewhat difficult to predict based on the initial number of participants recruited. Thus, I estimated an initial sample size which could result in an workable number of final observations if response rates were not ideal –  $N = 350$  (60% Time 2 response rate would result in  $N = 210$ , potentially enough for SEM; 30% Time 2 response rate would result in  $N = 105$ , which may allow power to find hypothesized effects, but would cast doubt about the generalizability of null effects).

Ultimately, 405 usable Time 1 responses and 146 Time 2 responses (36% response rate). Twenty-seven were dropped from analyses due to failing attention checks, straightlining through responses, and completing the survey at excessive speeds, resulting in a sample size of  $N = 119$  for focal participants. A supervisor response rate of 48% led to a sample of  $N = 58$  with matched supervisor responses.

**Procedure.** The focal sample completed a survey measuring independent variables (including mediators) at Time 1. Three weeks later, at Time 2, participants completed another survey measuring moderator variables (ethical leadership & bottom-line mentality) and dependent variables. At Time 1, participants were asked to volunteer

a supervisor and/or a coworker's email address – at Time 2, the supervisors were contacted and asked to complete a survey measuring their moral identity and bottom-line mentality, as well as measures of the dependent variables for the focal employee.

Participants were paid \$5 for completing Survey 1, another \$5 for completing Survey 2, and another \$5 if their supervisor completed the survey (\$15 total).

Supervisors/coworkers were compensated \$5 for completing their survey.

**Time 1 measures (all measures included in Section VIII. Appendix)**

**Self-construal.** Gudykunst and Lee's (2003) 12-item self-construal scale was used. This is a short form of the 28-item measure developed by Gudykunst, Matsumoto, Ting-Toomey, Nishida, Kim, and Heyman (1996). The measure developed by Singelis (1994) is more widely used, but has been shown to display inadequate levels of internal reliability (Cross et al., 2011).

**Anticipated guilt & gratitude.** Anticipated guilt and gratitude were measured for the hypothetical situations of a) "if you were to break social and moral norms to benefit yourself at work," b) "if you were to break social and moral norms to benefit yourself and others at work," c) "if you were to help another person or group of people at work"; while anticipated guilt only was measured for d) "if you were to miss an opportunity to help another person or group of people at work." Four items for anticipated guilt and three items for anticipated gratitude (adapted from Grant & Wrzesniewski, 2010) were used for each respective hypothetical, for a total of 25 items.

**Perspective taking.** The four-item scale used by Grant and Berry (2011) was utilized.

***Moral disengagement.*** The 16-item measure developed and validated by Moore and colleagues (2012) was used.

### **Time 1 controls**

***Moral identity.*** Moral identity has been shown to relate negatively to unethical behavior. The five-item measure of the internalization dimension of moral identity developed by Aquino and Reed (2002) was used.

***Self-concern & other-orientation.*** Self-concern and other-orientation are closely related to self-construal, and sometimes used in lieu of self-construal in the applied psychology literature. The six-item measure (three for self-concern & three for other-orientation) utilized by De Dreu and Nauta (2009) was used.

***Prosocial motivation.*** Prosocial motivation relates positively to OCB (Rioux & Penner, 2001), and has been used as an operationalization of other-orientation (Grant & Wrzesniewski, 2010). The four-item measure used by Grant (2008) was used.

***Positive reciprocity.*** Positive reciprocity has been shown to relate positively to unethical pro-organizational behavior (Umphress, Bingham, & Mitchell, 2010). A five-item version of the 10-item scale developed by Eisenberger, Lynch, Aselage, & Rohdieck (2004) was used. The scale was adapted by dropping the five items from the original scale which displayed factor loadings of less than .50 in the Eisenberger et al. (2004) study.

***Big five personality traits.*** Agreeableness, extroversion, and conscientiousness were measured using items from Donnellan, Oswald, Baird, and Lucas' (2006) 20-item Mini-IPIP scale. This measure will consist of 12 items (four for each construct).

Agreeableness and extroversion may arguably be related to self-construal, while conscientiousness may relate both to OCB (Chiaburu, Oh, Berry, & Gardner, 2011) and pro-self unethical behavior (e.g. Greenbaum et al., 2012).

***Trait affectivity.*** An 8-item short form of the Positive and Negative Affect Schedule (PANAS; Watson, Clark, & Tellegen, 1988; Zellars, Tepper, & Duffy, 2002) was utilized. Participants will respond regarding the extent to which they generally feel 8 discrete emotions.

***Self-regulatory depletion.*** Self-regulatory depletion has been shown to relate positively to unethical behavior (Gino, Schweitzer, Mead, & Ariely, 2011). The 10-item state self-control scale developed by Ciarocco, Twenge, Muraven, and Tice (2007) was used.

***Envy.*** Envy is likely to be relevant specifically to social undermining (Duffy, Scott, Shaw, Tepper, & Aquino, 2012). The five-item scale from Vecchio (1995; 1999) was utilized.

***Sense of power.*** Participants will respond to the eight-item measure developed by Anderson and Galinsky (2006), with questions anchored on a work context. Power at work will reflect participants' level of autonomy, while also being relevant to the effects of (un)ethical leadership (Pitesa & Thau, 2013).

***Private self-focus.*** Participants will respond to the three-item private self-focus measure developed by Govern and Marsch (2001). Private self-focus may be relevant to the effects of individual differences on the outcomes of concerned (Pitesa & Thau, 2013).

*Demographics.* I plan to measure participants' gender, age, race, education level, nationality, and tenure.

### **Time 2 employee measures**

*Social identification.* Organizational and workgroup social identification were measured using adapted versions of the Mael and Ashforth (1992) 6-item scale (12 items total).

*Bottom-line mentality.* Employee bottom-line mentality was measured using the 4-item scale developed by Greenbaum and colleagues (2012).

*Ethical leadership.* Employee perceptions of ethical leadership were measured using the 10-item scale developed by Brown, Treviño, and Harrison (2005).

*Pro-group unethical behavior.* For pro-organizational unethical behavior, Umphress and colleagues' (2010) six-item measure of UPB was utilized. For pro-workgroup unethical behavior, the same scale was adapted by replacing the word "organization" with "workgroup."

*Pro-self unethical behavior.* Participants will respond to the seven-item measure developed and utilized by Pitesa and Thau (2013).

*Social undermining.* Participants will respond to the seven-item measure used by Duffy, Shaw, Tepper, and Scott (2006).

*OCB-I.* Participants will complete the seven-item OCB-I measure developed by Van Dyne and LePine (1998).

*Guilt & gratitude.* Participants will indicate the extent to which they feel guilty for having broken social and moral norms for their own benefit (4 items) or for the

benefit of others (4 items). Participants will also rate the extent to which they feel that others are grateful for benefits they provided by breaking social and moral norms (3 items).

***Social desirability.*** The 10-item social desirability scale (Crowne & Marlowe, 1960) developed by Strahan and Gerbasi, (1972) was used. For this scale, participants indicate “true” or “false” responses to statements with extreme levels of social desirability. Social desirability was assessed in order to 1) attempt to deal with common method bias (Podsakoff, Mackenzie, & Podsakoff, 2012), and 2) to control for bias in responding to self-report measures of unethical behavior (e.g. Moore et al., 2012).

***Brief qualitative query.*** Participants were given the opportunity to respond to three qualitative questions at the end of survey (questions listed in Section VII. Appendix).

## **Time 2 supervisor\co-worker measures**

***Bottom-line mentality.*** Supervisor bottom-line mentality was measured using the 4-item scale developed by Greenbaum and colleagues (2012).

***Ethical leadership.*** For supervisors, the ten-item measure of the internalization and symbolization dimensions of moral identity developed by Aquino and read (2002) was used. Co-workers will respond to the same ethical leadership scale (Brown et al., 2005) completed by focal participants at Time 2.

***Pro-group unethical behavior.*** For pro-organizational unethical behavior, Umphress and colleagues’ (2010) six-item measure of UPB was utilized. For pro-workgroup unethical behavior, the same scale was adapted by replacing the word

“organization” with “workgroup.” Supervisors will respond to these scales with the focal employee participant as the referent.

***Pro-self unethical behavior.*** Participants will respond to the seven-item measure developed and utilized by Pitesa and Thau (2013). Supervisors will respond to the scale with the focal employee participant as the referent.

***Social undermining.*** The seven-item measure used by Duffy, Shaw, Tepper, and Scott (2006) was used. Supervisors will respond to the scale with the focal employee participant as the referent.

***OCB-I.*** The seven-item OCB-I measure developed by Van Dyne and LePine (1998) was used. Supervisors will respond to the scale with the focal employee participant as the referent.

### **III.A.2. Study 1 Results**

**Analyses.** Descriptive statistics and correlation coefficients for all variables of interest are presented in Table 1. I tested simple effects and moderation hypotheses with a series of ordinary least squares (OLS) regression models. Bootstrapped indirect effects for mediation and moderated mediation hypotheses were estimated from seemingly unrelated regression (SUR) equations and the path modeling techniques of Edwards and Lambert (2007), and were resampled 1,000 times. Regression results are presented in Tables 2-17. As shown in Table 1, participants’ reports of pro-organization unethical behavior (UPOB) pro-workgroup unethical behavior (U PWB) displayed an extremely strong positive correlation; due to this and the lack of substantial differences across

analyses for the two dependent variables, I will limit in-paper reporting of results to UPOB in the interest of being succinct.

The set of control variables used in all regression equations was determined by estimating a model with the two primary independent variables (independent and interdependent self-construal) and all control variables as predictors for each of the dependent variables. In each regression, I noted which control variables significantly predicted dependent variables, and selected this as my set of control variables across all analyses. Based on this, gender, agreeableness, negative affect, and moral identity were controlled for in all regression equations unless otherwise noted.

**Test of Hypothesis 1.** Results displayed in columns 1 and 4 of Table 2 do not support the hypothesis that interdependent self-construal would relate negatively to pro-self unethical behavior; the coefficients for the effect of interdependent self-construal on pro-self unethical behavior and social undermining were both nonsignificant.

Unexpectedly, independent self-construal did show a significant positive relationship with both pro-self unethical behavior ( $b = .17, t = 2.06, p < .05$ ) and social undermining ( $b = .21, t = 2.51, p < .05$ ), model  $F(7, 113) = 7.70, R^2 = .29$ . The inclusion of independent and interdependent self-construal in the regression equation accounts for an increase of .03 in equation  $R^2$ .

**Test of Hypothesis 2.** Results reported in Table 2 columns 7 and 10 support the hypothesis that interdependent self-construal would relate positively to pro-group unethical behavior. The positive coefficient for the relationship between interdependent self-construal and UPOB in Column 7 represents support ( $b = .26, t = 2.72, p < .01$ ). An

unexpected positive relationship was also displayed for the relationship between independent self-construal and UPOB ( $b = .28, t = 2.68, p < .01$ ), model  $F(7, 113) = 10.37, R^2 = .36, p < .001$ . The inclusion of independent and interdependent self-construal in the regression equation accounts for an increase of .13 in equation  $R^2$ .

**Test of Hypothesis 3.** The initial test of the hypothesis that interdependent self-construal would relate positively to OCB-I showed a model bordering on nonsignificance,  $F(6, 51) = 1.86, p = .106$ . But eliminating nonsignificant control variables from the equation resulted in a model with notably better fit,  $F(3, 54) = 2.63, p = .059$ . In the better-fitting model, interdependent self-construal related positively and significantly to OCB-I ( $b = .30, t = 2.15$ ), and accounted for 8% of the variance in supervisor-rated OCB-I. Both models are printed in Table 3.

**Test of Hypothesis 4.** Hypotheses 4a and 4b posited anticipated guilt for pro-self unethical behavior as a mediator of the influence of self-construal on pro-self unethical behavior. To provide evidence for mediation, I needed to show a) a significant relationship between the independent variable and the mediator, b) a significant relationship between the mediator and the dependent variable, and c) a bootstrapped bias-corrected confidence interval for the indirect effect (the product of the relationships required for conditions A & B) which excluded zero (MacKinnon, Farchild, & Fritz, 2007). Table 4 shows that I was unable to satisfy these conditions, as neither independent nor interdependent self-construal displayed a significant relationship with the proposed mediator (column 1) and the mediator did not display a significant relationship with the dependent variable (columns 4 and 7). Hypotheses 4a and 4b were not supported.

**Test of Hypotheses 5 and 6.** Results did not support Hypothesis 5, that anticipated guilt for failing to help would mediate the positive relationship between interdependent self-construal and OCB-I. Table 5 shows that, although condition A for mediation was satisfied ( $b = .45, t = 2.41, p < .05$ ), condition b is not ( $b = .05, t = .62, ns$ ). Further, Hypothesis 6, that anticipated gratitude for helping would mediate the positive relationship between interdependent self-construal and OCB-I was not supported. Table 6 shows that no conditions for mediation were satisfied.

**Test of Hypothesis 7.** Analyses did not show strong support for the hypothesis that anticipated gratitude for UPOB would mediate the positive relationship between interdependent self-construal and UPOB; interdependent self-construal did not significantly relate to the mediator (column 1 of Table 7,  $b = .15, t = .66, ns$ ), and the mediator did not significantly relate to UPOB (column 2 of Table 7,  $b = .03, t = .81, ns$ ). However, ancillary analyses showed a significant interactive relationship of independent and interdependent self-construal with anticipated gratitude for UPOB (column 3 of Table 7,  $b = .54, t = 2.33, p < .05$ ), but again anticipated gratitude did not predict UPOB. Results for UPWB mirror this and are displayed in columns 5 and 6 of Table 7. Interestingly, if I drop all control variables from the equation in column 6, the relationship between anticipated gratitude and UPWB does become significant (column 7 of Table 7), suggesting that moderated mediation may be a possibility, but that these effects are not identifiable with my current set of control variables.

**Test of Hypothesis 8.** I hypothesized that perspective taking would mediate both the positive effect of interdependent self-construal on OCB-I (Hypothesis 8a) and the

negative effect of interdependent self-construal on pro-self unethical behavior (Hypothesis 8b). The regression models necessary to test these notions are presented in Table 8. I found partial support for Hypothesis 8a: interdependent self-construal related positively to perspective taking (column 1,  $b = .55$ ,  $t = 5.50$ ,  $p < .01$ ), and although perspective taking did not relate significantly to supervisor-rated OCB-I (column 4,  $b = .08$ ,  $t = .62$ ,  $ns$ ), it did relate positively to OCB-I as reported by the focal participant (column 7,  $b = .15$ ,  $t = 1.90$ ,  $p < .10$ ). A bootstrap analysis showed a significant bias-corrected confidence interval for the mediated effect of interdependent self-construal on self-reported OCB-I ( $b = .08$ , confidence interval = .008/.19). Hypothesis 8b was not supported due to the lack of a significant relationship between perspective taking and pro-self unethical behavior (as shown in columns 13 and 16 of Table 8).

**Test of Hypothesis 9.** Regression results in Tables 9A and 9B support the hypothesis that moral disengagement (specifically the mechanism of obscuring personal causation) would mediate the relationship between interdependent self-construal and pro-group unethical behavior. Column 1 of Table 9A shows a positive relationship between interdependent self-construal and the obscuring personal causation mechanism of moral disengagement (MD: OPC from here on and in Tables 9A & 9B;  $b = .25$ ,  $t = 1.98$ ,  $p < .05$ ), and column 4 shows that MD: OPC relates significantly to UPOB ( $b = .30$ ,  $t = 4.62$ ,  $p < .01$ ). Estimating the indirect effect of interdependent self-construal on UPOB through MD: OPC resulted in a bootstrapped bias-corrected confidence interval which excluded zero ( $b = .08$ , confidence interval = .001/.22); this supported Hypothesis 9. The remaining columns in Table 9A show that, of the two facets which make up the MD:

OPC mechanism, one replicated the pattern of the overall mechanism (MD: Displacement of responsibility, columns 13 and 16, indirect  $b = .05$ , confidence interval = .006/.20), while the other did not (MD: Diffusion of responsibility, columns 7 and 10). Table 9B mirrors these results for unethical pro-workgroup behavior (UPWB).

**Test of Hypothesis 10.** Tables 10A and 10B display tests of the hypotheses that social identification with the organization and with the workgroup, respectively, would moderate the relationship between interdependent self-construal and pro-self unethical behavior. Table 10A shows that the interaction of organizational social identification with interdependent self-construal did not significantly relate to pro-self unethical behavior. However, column 4 of Table 10B shows that workgroup social identification did interact with interdependent self-construal to predict pro-self unethical behavior ( $b = .16$ ,  $t = 2.39$ ,  $p < .05$ ), although this interaction was nonsignificant in the equation predicting social undermining (Column 10). Simple slopes analyses of the coefficient of interdependent self-construal at plus and minus one standard deviation from the mean of the moderator (workgroup social identification) showed that interdependent self-construal related negatively to pro-self unethical behavior when workgroup social identification was low ( $b = -.15$ ,  $z = -1.62$ ,  $p = .105$ ), and displayed a positive but less significant relationship when workgroup social identification was high ( $b = .13$ ,  $z = 1.31$ ,  $p = .19$ ; Figure 5). This interaction pattern was the opposite of what I predicted, and thus no support was found for Hypotheses 10a and 10b.

**Test of Hypothesis 11.** Table 11 displays regression models testing the hypothesis that social identification with one's workgroup or organization would

moderate the relationship between interdependent self-construal and pro-group unethical behavior. The lack of statistically significant interaction coefficients in columns 4 and 10 indicates a lack of support.

**Test of Hypothesis 12.** Hypotheses 12a and 12b predicted that high (versus low) social identification with the organization and workgroup, respectively, would strengthen the positive relationship of interdependent self-construal with OCB-I. In support of Hypothesis 12a, column 4 of Table 12 shows a marginally significant interaction between interdependent self-construal and organizational social identification, ( $b = .26, t = 2.07, p = .067$ ). As hypothesized, simple slopes analyses showed that the positive relationship of interdependent self-construal with OCB-I was stronger when organizational social identification was high ( $b = .28, t = 1.78, p = .075$ ); when organizational social identification was low, this relationship became nonsignificant ( $b = -.28, z = -.98, p = .33$ ; Figure 6). Although the simple slopes pattern was similar for workgroup social identification, the interaction coefficient did not reach statistical significance. Thus, I found partial support for Hypothesis 12a and little to no support for Hypothesis 12b.

**Test of Hypothesis 13a.** Hypothesis 13a posited that high (versus low) supervisor moral identity would strengthen the negative the relationship between interdependent self-construal and pro-self unethical behavior. Regression results testing this hypothesis are displayed in Tables 13A and Table 13B for two facets of moral identity: internalization and symbolization, respectively. In support of this hypothesis, interdependent self-construal and supervisor moral identity: internalization displayed a marginally significant interaction in their relationship with pro-self unethical behavior ( $b$

= -.31,  $t = -1.87$ ,  $p < .10$ , column 4 of Table 13A), although this interaction was nonsignificant in estimating social undermining (Column 10 of Table 13A). Although not statistically significant, the simple slope of interdependent self-construal on pro-self unethical behavior was negative when supervisor moral identity: internalization was high as predicted ( $b = -.25$ ,  $z = -1.48$ ,  $p = .14$ ), but this relationship surprisingly became positive and marginally significant when leader moral identity: internalization was low ( $b = .30$ ,  $z = 1.67$ ,  $p = .10$ ; Figure 7). Table 13B shows that supervisor moral identity: symbolization did not interact with interdependent self-construal when estimating pro-self unethical behavior. Overall, this represents partial support for Hypothesis 13a.

**Test of Hypothesis 13b.** Hypothesis 13b mirrors the notion of Hypothesis 13a, but designates pro-group unethical behavior as the dependent variable instead pro-self unethical behavior. Contrary to this hypothesis, results displayed in Table 14A suggest that interdependent self-construal does not interact with supervisor moral identity: internalization. Interestingly however, if I remove all controls and estimate the equation in column 4 of Table 14A, the interaction between interdependent self-construal and supervisor moral identity: internalization becomes marginally significant, and simple slopes analyses show the hypothesized interaction pattern where interdependent self-construal leads to more UPOB when leader moral identity is low ( $b = .55$ ,  $z = 2.22$ ,  $p < .05$ ), but this relationship is weakened when leader moral identity is high ( $b = .03$ ,  $z = .12$ , *ns*).

Analyses displayed in Table 14B test this hypothesis with moral identity: symbolization as the moderator. Here, I found a significant interaction coefficient

predicting UPOB ( $b = .44, t = 2.20, p < .05$ ). However, the pattern of this interaction was opposite of what I predicted: the simple slope of interdependent self-construal on UPOB was negative and nonsignificant when supervisor moral identity: symbolization was low ( $b = -.26, z = -1.19, ns$ ), and it was positive and significant when leader moral identity: symbolization was high ( $b = .50, z = 2.07, p < .05$ ; Figure 8). This pattern was substantively identical when predicting UPWB. Overall, these results represent very split support for Hypothesis 13b.

**Test of Hypothesis 14.** Regression equations testing the hypothesis that high (versus low) supervisor bottom-line mentality (supervisor BLM) would strengthen the positive relationship between interdependent self-construal and pro-group unethical behavior are displayed in Table 15. The significant interaction coefficients in columns 4 ( $b = .44, t = 5.75, p < .01$ ) and column 10 ( $b = .39, t = 11.96, p < .01$ ) lend support for this hypothesis for UPOB and UPWB, respectively. Simple slopes analyses for interdependent self-construal provided further support for my theory, showing a strong positive relationship of interdependent self-construal with UPOB when supervisor BLM was high ( $b = .94, z = 4.79, p < .001$ ), and a significant negative relationship with UPOB when supervisor BLM was low ( $b = -.47, z = -3.15, p < .01$ ; Figure 9). Simple slopes analyses with UPWB as the dependent variable mirrored this pattern in direction and statistical significance. The addition of the interaction coefficient accounted for 18% and 15% of the variance in self-reported UPOB and UPWB, respectively. These results provide strong support for Hypothesis 14.

**Test of Hypotheses 15 & 16.** I hypothesized that moderated mediation would occur for the relationship between interdependent self-construal and pro-self unethical behavior, such that anticipated guilt would mediate the relationship between interdependent self-construal and pro-self unethical behavior, and the relationship between interdependent self-construal and the mediator (anticipated guilt) would be moderated by independent self-construal. I argued that independent self-construal would weaken the positive relationship between interdependent self-construal and anticipated guilt for pro-self unethical behavior, and thus weaken the negative indirect effect of interdependent self-construal on pro-self unethical behavior. To support this hypothesis, I needed to satisfy the three conditions for mediation mentioned earlier, and also show that independent self-construal and interdependent self-construal interact to predict the mediator. The regression results in Column 3 of Table 16 show a nonsignificant interaction between the two self-construals in predicting anticipated guilt, thus violating condition A for mediation and precluding support for the moderated mediation hypotheses. However, there was a significant direct interactive effect of independent and interdependent self-construal on pro-self unethical behavior (Column 5 of Table 16,  $b = .23$ ,  $t = 2.88$ ,  $p < .01$ ). As displayed in Figure 10, the simple slopes supported the pattern of my hypothesis: interdependent self-construal related significantly and negatively to pro-self unethical behavior when independent self-construal was low ( $b = -.22$ ,  $z = -2.11$ ,  $p < .05$ ), but did not relate significantly to pro-self unethical behavior when independent self-construal was high ( $b = .10$ ,  $z = 1.27$ , *ns*). Having observed the general lack of significant mediation through anticipated emotions above, and found evidence for moral

disengagement as a mediator during Hypothesis 9 analyses, I posited post hoc that moral disengagement may be a more relevant mechanism here.

Column 9 of Table 16 shows the significant interactive relationship of independent and interdependent self-construal with trait moral disengagement ( $b = .34$ ,  $z = 2.90$ ,  $p < .01$ , simple slopes displayed in Figure 11), and column 12 displays the significant positive relationship of trait moral disengagement with pro-self unethical behavior. Bootstrapped bias-corrected confidence intervals for the indirect effect of interdependent self-construal on pro-self unethical behavior were estimated with the moderator (independent self-construal) at high and low levels (plus and minus one standard deviation from the mean). When independent self-construal was low, interdependent self-construal showed a negative indirect relationship with pro-self unethical behavior which just barely failed to reach statistical significance ( $b = -.04$ , confidence interval =  $-.15/.002$ ), and unexpectedly showed a significant positive indirect relationship with pro-self unethical behavior when independent self-construal was high ( $b = .06$ , confidence interval =  $.001/.16$ ). This somewhat counterintuitive result showed the same pattern as the simple slopes of the independent-interdependent self-construal interaction which predicted moral disengagement.

### **III.A.3. Study 1 Discussion**

The results of Study 1 provided strong support for the propositions that interdependent self-construal relates positively to pro-group unethical behavior, and that this relationship is contingent on social context. Support was also found for moral disengagement as a mediating mechanism for the effects of interdependent self-construal

on pro-group unethical behavior. Results regarding a) social identification as a moderator, and b) anticipated moral emotions and perspective taking as mediators were less clear. Below, I will discuss results which strongly supported my theory, followed by more complex and equivocal results. Within these two sections ('strong results,' 'complex and unclear results') I will discuss hypotheses in numerical order as much as possible.

### **Strong results**

**Hypothesis 2.** Strong support was found for Hypothesis 2, that interdependent self-construal would relate positively to pro-group unethical behavior. Interdependent self-construal related positively to self-reported UPOB, explaining approximately 4% of the variance in the dependent variable. Surprisingly, independent self-construal also displayed a positive significant relationship with UPOB. As this positive relationship was somewhat counter to my theory, the possibility of an interaction between the two aspects of self-construal became apparent. Post hoc tests showed a significant interaction between independent and interdependent self-construal ( $b = .24$ ,  $t = 2.35$ ,  $p < .05$ ) which explained an additional 3% of the variance in UPOB versus the model shown in column 7 of Table 2. The pattern of the interaction was as I expected: the positive relationship of interdependent self-construal with UPOB was positive and significant when independent self-construal was high ( $b = .37$ ,  $z = 3.54$ ,  $p < .01$ ), but was weakened when independent self-construal was low ( $b = .04$ ,  $z = .28$ , ns). I would proffer two theoretical patterns which may underlie this interaction.

First, it may be difficult for those with interdependent self-construal to break socio-moral norms without having a high level of individuality — thus interdependent self-construal does not relate significantly to UPOB when independent self-construal is low. I hesitate to adopt this explanation however, because previous research suggests that, when unethical benefits exclude the self, interdependent self-construal does lead to more unethical behavior, specifically when independent self-construal is low (Licht, Leroy, & Vohs, 2014).

The second explanation is somewhat more complex. Pro-group unethical behavior provides joint benefits: both for the self and for the other members of the group. The presence of self-benefit should make this sort of opportunity attractive to those with high independent self-construal (thus the positive direct effect of independent self-construal), and some work has suggested that the presence of benefits for others may aid in the justification or rationalization of selfish unethical behaviors (Wiltermuth, 2011). This means that for pro-group unethical behavior, the presence of high independent self-construal may induce that extra bit of temptation which tips the effect of interdependent self-construal from nonsignificant to positive.

**Hypothesis 3.** Interdependent self-construal related positively to supervisor-reported OCB-I as hypothesized. This relationship did not hold with the full set of controls used for the rest of the analyses, but I argue that this is not a concern: a) the variables which we were eliminated from the equation were nonsignificant, and b) this is likely only an issue of statistical power given the small sample with supervisor responses (in support of this, an analysis using self-reported OCB-I with the full sample and full

controls replicates the supervisor-report sample results with limited controls). This result is important because it runs counter to De Dreu's self-concern and other orientation as moderators (SCOOM) hypothesis (e.g., De Dreu & Nauta, 2009). Specifically, this result shows that instead of only being relevant as a moderator for social factors, interdependent motivations can display main effects on OCB-I.

**Hypothesis 9.** Significant indirect effects supported the hypothesis that the moral disengagement mechanism of obscuring personal causation, and its facet – displacement of responsibility – would mediate the relationship between interdependent self-construal and pro-group unethical behavior. While interdependent self-construal did not significantly relate to the other facet, diffusion of responsibility, post hoc analyses showed a significant interaction with independent self-construal — interdependent self-construal related significantly and positively to diffusion of responsibility when independent self-construal was high, but related negatively and non-significantly when independent self-construal was low. The presence of mediation by displacement of responsibility, but not diffusion of responsibility likely stems from the differential relationship found for interdependent self-construal with the two facets of moral disengagement: there was a marginally pairwise significant correlation with displacement of responsibility ( $r = .18, p < .10$ ), but as described in the previous sentence, the relationship of interdependent self-construal with diffusion of responsibility was significant and positive only when independent self-construal was high. This relationship pattern may have occurred due to the relatively duty-oriented focus of displacement of responsibility (e.g., “people shouldn't be held accountable for doing questionable things

when they were just doing what an authority figure told them to do”) versus diffusion of responsibility (e.g., “people can’t be blamed for doing things that are technically wrong when all their friends are doing it too”).

**Hypothesis 14.** Strong support was found for the prediction that supervisor bottom-line mentality would strengthen the positive relationship between interdependent self-construal and pro-group unethical behavior. While I would argue that the amount of variance explained by the hypothesized interactions was impressive (Table 15), the sample size for this analysis was also small due to limited supervisor responses ( $N = 58$ ). When supervisor BLM as rated by focal participants is substituted for supervisor-rated BLM ( $N = 119$ ), the increase in  $R^2$  added by the interaction term is .10, while total  $R^2 = .17$  for the interaction term, interdependent self-construal, and focal-rated supervisor BLM. Although greatly reduced relative to the effect sizes in the supervisor-rated BLM equations in Table 15, these are still very solid numbers for unethical behavior research. Further, I cannot rule out the possibility that supervisors have greater insight to their own BLM, and thus that their ratings leads to more predictive power for pro-group unethical behavior among subordinates, versus supervisor BLM ratings from focal participants.

### **Complex and unclear results**

**Hypotheses 4-7.** I found very little support for the proposition that anticipated gratitude and anticipated guilt would mediate the relationship of self-construal with workplace harming and helping. Although self-construal related significantly to anticipated gratitude and guilt in certain instances, these relationships were not consistent. Further, it was challenging to find a significant relationship between the

anticipated moral emotions and dependent variables within the regression models tested (although several pairwise correlations were significant or marginally significant, see Table 1). The most promising analyses here were post hoc, and showed that a) independent and interdependent self-construal related interactively to anticipated gratitude for UPOB, and b) this anticipated gratitude subsequently predicted UPOB. However, the anticipated gratitude → UPOB relationship was only significant when control variables were excluded from the regression equation. To explain these suboptimal results, first I would proffer that moral identity as a control variable could be an issue here: a) perhaps interdependent self-construal does relate significantly to anticipated guilt and gratitude, but interacts with moral identity in this prediction and/or b) the relationships of anticipated guilt and gratitude with the unethical dependent variables may be overshadowed by the predictive power of moral identity. Whether or not this means that their effect is unimportant may be debatable. Second, while the results for the simple effects of self-construal were unimpressive, independent and interdependent self-construal may display interactive relationships which predict anticipated moral emotions (as found for anticipated gratitude in the post hoc analyses mentioned above).

**Hypothesis 8.** Although no support was shown for perspective-taking as a mediator of the effect of interdependent self-construal on pro-self unethical behavior (Hypothesis 8b), there was limited support for this mediation effect with OCB-I as the dependent variable (Hypothesis 8a). The bootstrapped bias-corrected mediated effect was found to be significant with focal participant-reported OCB-I as the dependent variable,

but significance was not found for supervisor-reported OCB-I. One could argue that this was due limited statistical power in the small sample with supervisor reports, but it is also possible that common method variance caused this effect. Thus, although this result shows some promise, I would interpret it with caution; testing this effect in a sample with more supervisor responses represents a direction for future research.

**Hypotheses 10-12.** In terms of workgroup and organizational social identification, it appears that the interaction of self-construal with social context may be more complex than hypothesized. Although the interaction relevant to Hypothesis 10 (that group social identification would strengthen the positive relationship between interdependent self-construal and pro-self unethical behavior) was significant for workgroup social identification, it was the opposite of the predicted pattern. Specifically, interdependent self-construal displayed a negative relationship with pro-self unethical behavior when workgroup identification was low, but displayed a positive relationship with pro-self unethical behavior when workgroup identification was high. To some extent, this makes sense from a variance-based perspective: because workgroup social identification likely leads to less pro-self unethical work behavior, there may be less unexplained variance in pro-self unethical behavior for the population of workers with high workgroup social identification, leaving less variance to be explained by the negative relationship between interdependent self-construal and the dependent variable (and thereby weakening that relationship). However, this does not explain the positive relationship between interdependent self-construal and pro-self unethical behavior when workgroup social identification was high. I do not have a good explanation for this

specific effect; future research should investigate whether it is replicable. Hypothesis 11 (that group social identification would strengthen the positive relationship between interdependent self-construal and pro-group unethical behavior) was completely unsupported. Hypothesis 12 (that group social identification would strengthen the positive relationship of interdependent self-construal with OCB-I) received the most support, as the interaction between interdependent self-construal and organizational social identification displayed a marginally significant relationship with OCB-I in the predicted direction.

I propose two factors which may have contributed to the muddy nature of these results. First, the target of the social identification measures did not consistently align with the target of the dependent variables. But this explanation may be somewhat undermined because the strongest results from these analyses occurred in a case of misaligned targets (organizational-level social identification moderating the effect of self-construal on OCB-I, which has a workgroup-level target). Second, what I consider to be the most troublesome is a multicollinearity issue of interdependent self-construal with social identification: unsurprisingly, (see e.g., Cooper & Thatcher, 2010) both workgroup and organizational social identification displayed significant moderate pairwise correlations with interdependent self-construal (displayed in Table 1); this may have imparted volatility to the coefficient estimates testing Hypotheses 10-12. In Study 2, I attempt to circumnavigate this issue by randomly manipulating social identification (and thus precluding a correlation with self-construal).

**Hypothesis 13.** Results regarding leader moral identity as a moderating aspect of social context also surprised me with their complexity. Perhaps the most striking result from tests of Hypothesis 13 was that the two dimensions of leader moral identity (internalization and symbolization) displayed disparate moderation patterns and their interaction with interdependent self-construal. Specifically, while the marginally significant interaction of moral identity: internalization with interdependent self-construal suggested the predicted benevolent effect for both pro-self and pro-group unethical behavior, the significant interaction of moral identity: symbolization with interdependent self-construal suggested an effect on pro-group unethical behavior which was opposite from my prediction. In this case, high leader reports of moral identity: symbolization led to a stronger positive relationship between interdependent self-construal and pro-group unethical behavior. Perhaps high levels of leader moral identity: symbolization are at times present a) to distract from other aspects of supervision which are more morally lacking, or b) as a response to unethical behavior within the workgroup which was already present, indicating a reverse causality problem.

Another interesting result concerned the pattern of the marginally significant interaction of leader moral identity: internalization with interdependent self-construal when pro-self unethical behavior was the dependent variable. While leader moral identity: internalization led to a relatively more ethical outcome as predicted, interdependent self-construal actually related positively and significantly to pro-self unethical behavior when leader moral identity was low. While this apparently selfish unethical effect of interdependent was not hypothesized, it actually is not counter to my

general proposition regarding the interaction of interdependent self-construal with social context. My interpretation of this result is that low levels of leader moral identity: internalization acted as a social cue which condoned pro-self unethical behavior, and interdependent self-construal related positively to the acceptance and adoption of that social cue: in this case, engaging in pro-self unethical behavior. However, strong support for this notion would require future empirical work, especially since the interaction coefficient of interest was only marginally significant.

**Hypotheses 1, 15, & 16.** Although Hypothesis 1 is clearly out of order here, results from testing it relate directly to results for Hypotheses 15 & 16, and thus are discussed here. Hypothesis 1, that interdependent self-construal would relate negatively to pro-self unethical behavior, was not supported. However, independent self-construal related significantly and positively to pro-self unethical behavior, and the possibility of an interaction between the two aspects of self-construal was still viable and in concordance with my theory (specifically for Hypotheses 15-16, regarding moderated mediation where anticipated gratitude would mediate the interactive effects of independent and interdependent self-construal on pro-self unethical behavior). In testing Hypotheses 15 & 16, I did not find support for anticipated gratitude as a mediator, but independent and interdependent self-construal did significantly interact in their relationship with pro-self unethical behavior. Simple slopes analyses for this interaction showed a nonsignificant relationship between interdependent self-construal and pro-self unethical behavior when independent self-construal was high ( $b = .10$ ,  $z = 1.27$ , *ns*), and the predicted significant negative relationship between interdependent self-construal and

pro-self unethical behavior when independent self-construal was low ( $b = -.22, z = -2.11, p < .05$ ). Thus, although Hypothesis 1 was not immediately supported, I found that in the context of the interaction of the two aspects of self-construal, interdependent self-construal *did* relate negatively to pro-self unethical behavior as long as it was not paired with a high level of independent self-construal.

As mentioned, contrary to Hypotheses 15 & 16, anticipated guilt was not a suitable mediator for the interactive effects of independent and interdependent self-construal on pro-self unethical behavior. However, as mentioned above I was able to show evidence for the interactive effect, and post hoc analyses showed a significant indirect effect for an alternative mediator: moral disengagement. This support for moral disengagement, and not anticipated gratitude, as a mediator was consistent with earlier tests of more general mediation hypotheses. While there may be theoretical reasons for this disparity, it is certainly possible that this occurred due to sampling error or methodological issues. Studies 2 & 3 were conducted with issues such as this in mind.

Study 2 was designed to delve further into the questions of a) the mechanism of self-construal's effects on pro-group unethical behavior, and b) the moderation of self-construal effects by social identification. Study 3 randomly manipulated leader ethicality, allowing for a test of its moderating effect without participants' bias or perceptions potentially confounding results. It also served as an opportunity to replicate strong support for Hypothesis 14 in a new sample and setting. Perhaps most importantly, both experiments used behavioral measures of unethical behavior, and thus were not prone to the limitations of a self-report dependent variable.

### III.B.1. Study 2 Methods

***Pilot Study 1 sample.*** A 2 (self-construal: independent versus interdependent) X 2 (social identification: high versus low) study was conducted prior to Study 1, with 30 participants per cell (final  $N = 119$ ). Subjects were recruited from mTurk and paid \$.50.

***Pilot Study 1 procedure.*** Participants read and responded to the self-construal manipulations described below in Study 2 Methods. Following this, they responded to measures of moral disengagement and anticipated guilt and gratitude, with an embedded social identification manipulation as described below for Study 2. Finally, participants completed manipulation checks for self-construal and social identification. The self-construal manipulation check consisted of a task where participants listed 10 statements about themselves beginning with the words “I am.” The statements were categorized as either independent or interdependent as a check of the effectiveness of the self-construal manipulation (Cross et al., 2011). The social identification manipulation check was identical to that described below for Study 2.

***Pilot Study 1 self-construal prime.*** Participants responded to the self-construal prime developed by Trafimow, Triandis, and Goto (1991). Participants read a brief story about a warlord who was required to send a group of soldiers to aid a king-like figure. He chose either to send the most talented general available, to confer the greatest benefits to himself (independent prime), or chose to send a member of his family, to build prestige for his family (interdependent prime). Following established procedures, the participants will report whether they admire the character (response options “yes,” “no,” and “not sure”), to reduce suspicion about the purpose of the story.

Following this, participants circled all of the pronouns in a short paragraph about a trip to a city. The pronouns were either singular first-person (e.g., I, me) or collective (e.g. we/us). Completing this task has been shown to prime independent and interdependent self-construal, respectively (Oyserman & Lee, 2008).

**Pilot Study 1 results.** The social identification manipulation successfully predicted the social identification manipulation check ( $b = 3.06, t = 9.88, p < .01$ ),  $F(1, 117) = 97.71, p < .01$ . However, the self-construal primes did not relate significantly to the self-construal manipulation check, and the nonsignificant relationship was negative when it should theoretically have been positive ( $b = -.30, t = -.79, ns$ ),  $F(1, 117) = .63, ns$ . A second pilot study which primed and measured only self-construal (excluding the social identification manipulation from the original pilot) still did not result in a significant relationship between the self-construal primes and the manipulation check ( $b = .21, t = .33, ns$ ),  $F(1, 49) = .11, ns$ . Due to this extremely poor result with the self-construal manipulation, and the lack of a better manipulation existing in the literature (Oyserman & Lee, 2008), the six-item self-report measures of self-construal from Study 1 were used instead of for both Study 2 and Study 3.

**Study 2 Sample & Design.** Study 2 used a 2 (self-construal: independent vs. interdependent) x 2 (social identification with benefit recipient: high vs. low) randomized between-subjects design. Responses to measures of mediating variables (anticipated guilt, anticipated gratitude, and moral disengagement) were collected prior to completion of a puzzle-solving task during which participants were incentivized to act unethically (ostensibly for group benefit).

I collected the sample using Amazon's Mechanical Turk online marketplace (mTurk). mTurk is an affordable online "crowd-sourced" marketplace where users complete tasks for monetary payment (see e.g., <https://www.mturk.com/mturk/welcome>). Measures collected on mTurk have been shown to be internally reliable (Buhrmester, Kwang, & Gosling, 2011), and the validity of the marketplace for conducting behavioral experiments has been tested with positive results (e.g., Crump, McDonnell, & Gureckis, 2013; Horton, Rand, & Zeckhauser, 2011). Data from mTurk has been published in top-tier journals in the fields of management and psychology (e.g., Masicampo & Baumeister, 2011; Wiltermuth & Flynn, 2013). In accordance with mTurk best practices (<https://requester.mturk.com/help>), I paid a base of \$.75 to each participant, plus up to \$1.35 more dependent on their behavior (maximum total = \$2.10). In order to attain a .80 power level for a small to medium effect size (at  $\alpha = .05$ ; Cohen, 1992), I collected data from 160 participants (40 participants per cell). Eliminating participants that sped or straight-lined through the study result in sample of  $N = 127$ .

**Procedure.** Participants gave consent, filled out demographic information, and then completed measures of independent and interdependent self-construal. Following this, participants were either asked to think about their family or a group of friends, or to think about a group of strangers. While thinking about one group or the other, participants responded to self-report questions about their hypothetical levels of anticipated guilt and gratitude, and moral disengagement *if they were to break social and moral norms to benefit that group*. Participants then completed an anagram-solving task

in which they had an opportunity to behave unethically for monetary incentives which were attached to benefits for either themselves and their family or friends (high social identification conditions) or themselves and a group of strangers (low social identification conditions). Finally, participants responded to manipulation and suspicion checks.

**Measures & manipulations** (*all materials included in Section VII. Appendix*)

***Self-construal measure.*** Gudykunst and Lee's (2003) 12-item self-construal scale was used as in Study 1.

***Social identification manipulation.*** Prior to, and while responding to measures of the mediator variables, participants were instructed to think about either "your family, or a group of your friends to whom you feel very close," (high social identification condition), or "a group of strangers, to whom you do not feel close at all" (low social identification condition). Further, when participants completed the anagram-solving task, they were informed that the monetary incentives would be split between themselves and either their friends or family (high social identification condition), or a group of strangers (low social identification condition).

***Anticipated guilt & gratitude.*** Anticipated guilt and gratitude were measured using the anchor "as you answer the questions on the following pages, please think about how you would respond if you had broken social and moral norms to benefit yourself and others" but "others" was replaced with "your family, or a group of your friends to whom you feel very close," for the high social identification condition, and "a group of random strangers, to whom you do not feel close at all" for the low social identification condition.

Four items for anticipated guilt and three items for anticipated gratitude (adapted from Grant & Wrzesniewski, 2010) were used.

***Moral disengagement.*** The 16-item measure developed and validated by Moore and colleagues (2012) was used.

***Pro-group unethical behavior.*** This measure of unethical behavior was adapted from that used in Wiltermuth (2011). Participants were presented with a series of nine anagrams to solve. Instructions stated that \$.15 would be paid per anagram solved, to be split amongst either the participant and two friends or family members (high social identification conditions), or the participant and two randomly-selected strangers (low social identification conditions). In reality, each participant received \$.15 per anagram claimed as solved. Instructions stated that participants would only be paid for each consecutive anagram solved, from the beginning (thus, if any anagram was left unsolved, participants could not receive any credit for later anagrams).

Instead of writing the solution for each anagram, participants simply checked a box stating that the anagram was solved, thus giving them the opportunity to cheat. In order to measure cheating, three unsolvable anagrams were included in the puzzle (anagrams 3, 7, & 9). Thus, any participant claiming these anagrams solved was counted as cheating on the task.

***Manipulation & suspicion checks.*** The social identification manipulation check consisted of a scale where participants indicated how close they felt to either the “friends or family” or the “group of strangers” that they considered during the experiment. Participants indicated closeness using a scale of differentially overlapping circles (e.g.,

Gino & Galinsky, 2012). Following this, an 8-item short form of the Positive and Negative Affect Schedule (PANAS; Watson, Clark, & Tellegen, 1988) was completed (Zellars, Tepper, & Duffy, 2002).

Participants also responded to an item by stating the extent to which they believed that payment for the anagram task would be split between themselves and either friends/family or strangers.

**Demographics.** Participants reported their gender, age, race, education level, nationality, work status, work experience, whether or not they live in the U.S., and how long they have lived in the U.S.

### **III.B.2. Study 2 Results**

**Analyses.** Experiment 1 data were analyzed with a series of OLS and Poisson regression analyses. Poisson estimation was utilized due to the highly right-skewed (non-normal) distribution of the dependent variable (as is common in behavioral ethics experiments, the majority of participants did not cheat, resulting in a high proportion of zero and low scores on the dependent variable; see e.g., Pulfrey & Butera, 2013). Poisson estimation with robust standard errors eliminates the assumption of normal distribution for the dependent variable (see Cameron & Trivendi, 2009; Osgood, 2000). These Poisson regression results did not vary substantially from the OLS results, however, and so I will discuss OLS results exclusively for Experiment 1. Descriptive statistics and correlation coefficients for variables of interest are displayed in Table 18. The manipulation check for the social identification manipulation was successful: the effect of

the social identification manipulation was positive and significant ( $b = 3.76$ ,  $t = 11.70$ ,  $p < .001$ ),  $F(2, 126) = 136.93$ .

**Hypothesis testing.** Experiment 2 provided two primary analytic opportunities: a) another chance to test alternative mediators for the self-control → pro-group unethical behavior relationship, and b) the random manipulation of social identification allowed me to test the moderating effect of social identification for the self-construal → pro-group unethical behavior relationship in a setting where self-construal was orthogonal to social identification.

Tables 19 and 20 show that criteria for mediation were not met in any cases. For example, interdependent self-construal displayed a significant positive relationship with anticipated guilt, but anticipated guilt did not significantly predict pro-group unethical behavior. This showed a relative lack of support for all mediation hypotheses. Interdependent self-construal did not significantly interact with social identification to predict unethical pro-group behavior. Contrary to my theory, the only significant predictor of pro-group cheating behavior was the social identification manipulation.

### **III.B.3. Study 2 Discussion**

The results of study two provided very little support for my theory; only three statistically significant results showed any consistency. First, the social identification manipulation displayed the predicted effect, such that participants were more unethical in the high social identification condition, versus the low social identification condition. This is in concordance with recent work suggesting that social identification with an organization can lead to more UPOB (Umpress, Bingham, & Mitchell, 2010). Second,

interdependent self-construal related positively to anticipated guilt for pro-group unethical behavior, replicating this result from Study 1 (Research Question 8). Third, interdependent self-construal actually related negatively to moral disengagement (both the mechanism of obscuring personal causation, and moral disengagement in general) — this was contrary to my theory, and opposite of the result found in Study 1.

I see three potential factors which could have contributed to the lack of support for my hypotheses. First, recent research by suggests that asking participants to anchor the mediator measures on particular friends or family could have introduced an unexpected dynamic: Wiltermuth, Bennett, and Pierce (2013) showed evidence that individuals may take into account the ethical preferences of beneficiaries when considering pro-group unethical behavior. Thus, by anchoring mediator measures on particular friends\family, I may have introduced an unwanted dynamic to the measures; importantly, due to its social nature, this dynamic may have differently influenced those with differing levels of independent and interdependent self-construal. Second, although interdependent self-construal did relate positively to anticipated guilt (as in Study 1), anticipated guilt did not relate significantly to pro-group unethical behavior. To some extent, this may have been an issue of statistical power, as this relationship was also not robust to controls in Study 1. Finally, the marginally significant negative correlation of interdependent self-construal with the social identification manipulation ( $r = -.16, p < .10$ ) may have interfered somewhat with the randomized effect of the manipulation.

Table 18 shows some significant correlations which are opposite of the sign found in Study 1 — an important example is the correlation of interdependent self-construal

with moral disengagement, which is significant and negative here, but was marginally significant or nonsignificant and positive in Study 1. These results should not be seen as evidence contrary to the relationships found in Study 1, but instead are likely different as a result of the randomly manipulated anchors used for these measures in Study 2 — all mediators were measured in relation to either strangers or friends/family members.

### **III.C.1. Study 3 Methods**

***Pilot Study 2 sample.*** A two-condition study (leadership: ethical vs. unethical) was conducted prior to Study 2, with 30 participants per cell (final  $N = 60$ ). Subjects were recruited from mTurk and paid \$.50.

***Pilot Study 2 procedure.*** Participants read and responded to the leadership statements described below in Study 3 Methods. Following this, with a referent for the statements, they responded to a 10-item measure of ethical leadership, as well as a 4-item measure of leader bottom-line mentality. These measures are described in Section III.B. Study 1 Methods.

***Pilot Study 2 results.*** Strong support was found for the effectiveness of my ethical versus unethical leadership manipulation. The ethical manipulation led to higher ratings of ethical leadership ( $b = 2.41, t = 7.92, p < .01$ ),  $F(1, 58) = 62.75, p < .01$ ; and negatively to ratings of leader bottom-line mentality ( $b = -3.32, t = -10.57, p < .01$ ),  $F(1, 58) = 111.62, p < .01$ .

**Study 3 sample & design.** Study 3 used a 2 (self-construal: independent versus interdependent) x 2 (leadership: ethical versus unethical) randomized between-subjects

design. The dependent variable was pro-group unethical behavior measured by a modified version of the behavioral cheating task used in Study 2. (Un)ethical leadership was manipulated in the context of the cheating task. In order to attain a .80 power level for a small to medium effect size (at  $\alpha = .05$ ; Cohen, 1992), I collected data from 160 participants (40 participants per cell). Eliminating participants that sped or straight-lined through the study result in sample of  $N = 147$ .

As in Study 2, subjects were recruited from Amazon Mechanical Turk and paid pay \$.75 per subject for participation, plus up to \$1.35 more dependent on their behavior (maximum total payment = \$2.10; projected mean total payment = \$1.35).

**Procedure.** Participants gave consent, completed a scale measuring their moral values, responded to demographics questions, and then completed the self-construal priming tasks from Study 2. Following this, they completed a modified version of cheating task used in Study 2. This version primed either ethical or unethical leadership, instead of social identification. Finally, participants responded to manipulation and suspicion checks.

**Measures & manipulations** (*all materials included in Section VII. Appendix*)

**Moral identity scale.** Participants will respond to a five-item measure of the internalization dimension of moral identity developed by Aquino and Reed (2002).

**Self-construal measure.** Gudykunst and Lee's (2003) 12-item self-construal scale was used as in Studies 1 & 2.

**Ethical decision-making scenario & (un)ethical leadership manipulation.** The anagram cheating task used in Study 2 (adapted from Wiltermuth, 2011) was modified

and used in Study 3. Instead of priming social identification by stating that payment would be split either with friends/family or strangers, the anagram task was framed as a team activity, where multiple participants pooled their performance, and then evenly split the total payment earned. Each participant was informed that they have been matched up with three other participants, that \$.15 would be paid per anagram claimed as solved by each group member, and that the total payment for the group's anagrams claimed would be split evenly amongst the members. In reality, participants were paid \$.15 for each anagram that they claimed as solved.

Participants were then informed that one member of each team was designated as the leader. One member of their group had more experience working on this type of task with this "requester" (mTurk lingo for "employer" for the task at hand), and that worker had been designated as the team leader, and asked to provide a guiding message for the group. The leader completed the task earlier, and had already provided the message. The message displayed from the leader was characterized by either ethical leadership, or a bottom-line mentality, and acted as the manipulation for (un)ethical leadership.

**Manipulation & suspicion checks.** At the end of the study, participants responded to an 8-item short form of the Positive and Negative Affect Schedule (PANAS; Watson, Clark, & Tellegen, 1988; short-form from Zellars, Tepper, & Duffy, 2002). Finally, participants were asked to briefly report their thoughts about the purpose of the experiment, and whether they believed that they were participating in a team with a real participant leader.

**Demographics.** Participants reported their gender, age, race, education level, nationality, work status, work experience, whether or not they lived in the U.S., and how long they had lived in the U.S.

### III.C.2. Study 3 Results

**Analyses.** Table 21 displays correlation coefficients and descriptive statistics for variables of interest. As in Study 2, both OLS and Poisson regressions were used, but important differences across estimation techniques arose in Study 3 (whereas OLS and Poisson displayed nearly identical results for Study 2). Both sets of results are reported in Table 22, but in-text discussion will be limited to the Poisson regression results due their superior ability to deal with the non-normal distribution of the dependent variable.

**Hypothesis testing.** Study 3 replicated support for the positive relationship between interdependent self-construal and pro-group unethical behavior (Hypothesis 2), as shown in column seven of Table 22 ( $b = .47, t = 3.83, p < .01$ ). Support was also replicated for Hypothesis 14, which proposed that that supervisor BLM (here, unethical leader message) would strengthen the positive relationship between interdependent self-construal and pro-group unethical behavior. Column 10 of Table 22 shows the significant interactive effect of interdependent self-construal and leader ethical message on pro-group unethical behavior ( $b = .52, z = 2.47, p < .05$ ). Simple slopes analyses again produced an interaction pattern consistent with Hypothesis 14: interdependent self-construal displayed a marginally significant positive relationship with pro-group unethical behavior in the ethical leader message condition ( $b = .28, z = 1.87, p = .06$ ), and a significant positive relationship with pro-group unethical behavior in the unethical

leader message condition ( $b = .41, z = 3.89, p < .001$ ). The pattern of this interaction is also consistent with Hypothesis 13b, that high leader moral identity would lead to a nonsignificant or negative relationship between interdependent self-construal and pro-group unethical behavior, although said relationship did retain marginal statistical significance.

### **III.C.3. Study 3 Discussion**

Study 3 provided support for the proposition that interdependent self-construal relates positively to pro-group unethical behavior, and that this effect is contingent on social context. Specifically, interdependent self-construal related positively and significantly to pro-group unethical behavior when the leader message was unethical, but this relationship was weakened and reduced to marginal significance when the leader message was ethical. This study was successful in replicating support for Hypotheses 2 and 14 from Study 1, and provided some support for Hypothesis 13b as well. Self-construal, leader message ethicality, and their interaction attributed for 7% of the variance in pro-group unethical behavior. The interaction effect of interest was statistically significant only with Poisson regression estimation (and not with OLS), but I argue that this is not troublesome, as the dependent variable violates the normal distribution assumption of OLS, and the Poisson distribution represents a better fit for its positive skew.

## **IV. GENERAL DISCUSSION**

This dissertation tested theory describing the influence of self-construal on workplace helping and harming, mechanisms for this influence, and the moderating

effects of social context. Study 1 tested the full theoretical model in a two-stage two-source online field study. Strong support was found for the propositions that a) interdependent self-construal would relate positively to both pro-group unethical behavior *and* interpersonal organizational citizenship behaviors (Hypotheses 2 and 3, respectively), b) the moral disengagement mechanism of obscuring personal causation would act as a mechanism for the effect of interdependent self-construal on pro-group unethical behavior (Hypothesis 9), and c) the relationship of self-construal with pro-group unethical behavior would be moderated by social context (specifically, leader bottom-line mentality; Hypothesis 14). However, results were less clear regarding the rest of my theory. Two experiments further investigated the moderating influence of social context. Study 2 was designed to provide more clarity regarding a) the moderating effect of social identification on the self-construal → pro-group unethical behavior relationship, and b) the mechanisms for the effects of self-construal on pro-group unethical behavior; but the experiment was not successful in either regard. In contrast, Study 3 successfully replicated empirical support from Study 1 (specifically for Hypotheses 2, and 14), showing that the unethical influence of interdependent self-construal on pro-group unethical behavior is strong when leaders endorse unethical tactics, and weak when leaders provide ethical displays.

As mentioned in the above paragraph, support was found for Hypotheses 2, 3, 9, and 14 across the three studies; limited support was found for several hypotheses as well. These included Hypothesis 1 (that interdependent self-construal would lead to less pro-self unethical behavior), Hypothesis 8b (that perspective-taking would mediate the

positive relationship between interdependent self-construal and OCB-I), and Hypothesis 13 (that leader moral identity would moderate the relationship between interdependent self-construal and pro-group unethical behavior). Hypotheses 15 and 16, which proposed moderated mediation where the interactive effects of independent and interdependent self-construal on pro-self unethical behavior would be mediated by anticipated guilt, were not supported as written. However, post hoc analyses showed support for a) an unmediated interactive effect of interdependent and independent self-construal, and b) the proposed moderated mediation pattern with moral disengagement specified as the mediator instead of anticipated guilt. Hypotheses which did not receive any support were those proffering a) anticipated moral emotions as a mediator for self-construal effects on workplace outcomes (Hypotheses 4-7), b) perspective-taking as a mediator for self-construal effects on pro-self unethical behavior (Hypothesis 8a), and c) social identification as a moderator of self-construal effects on workplace outcomes (Hypotheses 10-12).

This dissertation implicates the importance of self-construal for understanding workplace behavior, begins to investigate the mechanism for these effects, and demonstrates important aspects of workplace context which moderate these effects. These results build on some nascent bodies of research, have implications for established literatures, and may also be better understood in the context of some recent studies.

### **Implications for Literature on Relational Motivations**

This work adds to existing work which demonstrates the impact of relational motivations on organizational behavior (e.g., Bobocel, 2013; De Dreu & Nauta, 2009;

Meglino & Korsgaard, 2004); most of this work discusses relational motivations using the terms “self-concern” and “other-orientation” instead of “self-construal.” As mentioned in section II.A.2., self-concern and other-orientation can be considered analogous to independent and interdependent self-construal, respectively. Although the two pairs of constructs are likely discernible to some extent, their overlapping construct space is considerable (no studies to date have explicitly compared the factor structures for the respective scales), with self-construal being perhaps a broader motivational construct (and certainly one with a longer history; e.g., Markus & Kitayama, 1991). My dissertation builds on this literature by further emphasizing the import of relational motivations, and also suggesting an important revision for how we theorize about the effects of relational motivations on workplace outcomes.

Specifically, my results are contrary to the Self-Concern and Other-Orientation as Moderators (SCOOM) Hypothesis (De Dreu, 2006), which suggests that relational motivations do not have simple direct effects on workplace behavior, but rather that a) interdependent motivations moderate the influence of social factors on workplace behavior and b) independent motivations moderate the influence of self-centered factors on workplace behavior. While I agree with points a) and b), I argued earlier in this manuscript that interdependent self-construal would have simple direct effects on workplace behavior. Evidence found in support of these relationships (for Hypotheses 2 & 3 regarding pro-group unethical behavior and OCB-I, respectively) bolsters my arguments. Further, the moderated relationship found here for independent and interdependent self-construal predicting pro-self unethical behavior is also not compatible

with the SCOOM Hypothesis, as interdependent self-construal interacts with independent self-construal, a self-focused aspect of personality. These results make a case for reconsidering the clause against simple direct relationships of interdependent self-construal with workplace outcomes in the SCOOM Hypothesis.

Some extant work on relational motivations may shed light on some of the more unclear results from my dissertation, specifically for Hypotheses 10-12 (concerning social identification as a moderator of self-construal effects). The relevant literature concerns both a) the delineation of self-construal into three hierarchical levels in the social psychology literature: independent self-construal, relational interdependent self-construal, and collectivist interdependent self-construal (e.g., Cross et al., 2011); and b) the delineation of social identification into three hierarchical levels in the organizational behavior literature: coworker/relational identification, workgroup identification, and organizational identification (Cooper & Thatcher, 2010; Sluss, Ployhart, Cobb, & Ashforth, 2012). As an early piece of research on this topic, my dissertation was designed to ascertain a broader picture of the interaction of self-construal with social identification — due to this and space concerns, I was only able to measure independent and interdependent self-construal, and workgroup and organizational social identification. However, Cooper and Thatcher (2010) discuss ways that independent, relational, and collectivist self-construal may differentially relate to an individual's levels of coworker/relational, workgroup, and organizational social identification. In this case, it seems that the relatively broad measurement I used for self-construal and social identification led to the relatively Byzantine results discussed above. Measurement of

these more finely delineated constructs should be employed in future research looking at their relationships with workgroup harming and helping behaviors.

This work also contributes to the growing new body of research investigating relational motivations and unethical behavior. In addition to bolstering work which has suggested a) that people act unethically for groups (e.g., Umphress, Bingham, & Mitchell, 2010; Wiltermuth, 2011) and b) that social factors influence unethical behavior (e.g., Gino, Ayal, & Ariely, 2009), my dissertation echoes the work of Licht, Leroy, and Vohs (2014) by showing that interdependent (not self-centered) motivations can lead to unethical behavior. Three very recent studies can be interpreted as having foreshadowed this conclusion. First, Thau, Derfler-Rozin, Pitesa, Mitchell, and Pillutla (2015) found that individuals with a high need for inclusion (as opposed to a low need for inclusion) were more likely to engage in pro-group unethical behavior, but only when they were at risk of being excluded from the group. Second, Hoyt and Price (2015) theorized that being in a leadership position (versus that of a follower) would weaken a negative relationship of interdependent self-construal with pro-group unethical behavior; but found that in a leadership position interdependent self-construal actually related positively to pro-group dishonesty. Third, Shalvi and De Dreu (2014) found that in a randomized laboratory experiment, the administration of a hormone related to social bonding led to participants engaging in more dishonest behavior for the benefit of group members, relative to a placebo group. I build on Shalvi and De Dreu's (2014) physiological work by evidencing that social aspects of the personality (interdependent self-construal) can and do lead to unethical behavior in the workplace. This dissertation

progresses further down the road begun by Hoyt and Price (2015) and Thau and colleagues (2015) by recording a positive main effect of interdependent self-construal on pro-group unethical behavior — I show that this relationship may be weakened or strengthened in the presence of moderators, but that the main effect is present regardless, whereas those studies only this effect conditionally.

Work by Wiltermuth, Bennett, and Pierce (2013) on pro-group unethical behavior may elucidate some of the cause behind my unsupported theory on anticipated moral emotions as a mechanism for the effects of self-construal on pro-group unethical behavior (Hypotheses 4-7). These authors found that consideration of the ethical preferences of those who were to benefit from an individual's unethical action significantly influenced whether or not people would actually behave unethically — if the beneficiary would disapprove of unethical acts, the individual behaved ethically. While I hypothesized that interdependent self-construal would lead to more anticipated gratitude for pro-group unethical behavior, it seems possible that those with high interdependent self-construal would also be more likely to consider the ethical preferences of those who may benefit — if the potential beneficiary has high morals, then this could mitigate or reverse any positive relationship between interdependent self-construal and anticipated gratitude for pro-group unethical behavior. The complexity of this relationship likely played a part in my nonsignificant findings; these processes of anticipated moral emotions and the consideration of others' perspectives represent a rich area for future investigation. In addition to its relevance for research on relational motivations and unethical behavior, my

dissertation contributes to the work on unethical behavior in general; I discuss its place therewith below.

### **Implications for Research on Unethical Behavior**

My dissertation has important implications for theory on the influence social factors have on unethical behavior, most directly the social factors of ethical leadership and leader bottom-line mentality. Ethical leadership, acting as a mediator for the effects of leader moral identity (Mayer et al., 2012), has been found to have important influences on both unethical behavior (Schaubroeck et al., 2012) and the reporting of unethical behavior (Mayer, Nurmohamed, Treviño, Shapiro, & Schminke, 2013) at multiple levels of analysis. Results reported here show that interdependent self-construal can seriously impact leader moral identity → employee unethical behavior dynamics, even to the point of reversing the sign of relationships. Relevant results from Study 1 were complex and not conclusive, but were significant; it will be important for future research to further delineate the nature and impact of both leader moral identity: internalization and leader moral identity: symbolization at different levels of interdependent self-construal. However, experimental evidence from Study 3 was straightforward in suggesting that ethical leadership can have more beneficial results when interdependent self-construal is high. As ethical leadership is relevant at multiple levels of analysis (Schaubroeck et al., 2012), relational and collective interdependent self-construal may have differential influences at different levels, potentially interacting with varying social identification levels as well — these dynamics could pose a fruitful path for future investigation.

Studies 1 and 3 made a substantial case for the importance of the interactive effects that interdependent self-construal has with leader bottom-line mentality. These results will be relevant to future theorization in bottom-line mentality research (e.g., Greenbaum, Mawritz, Eissa, 2012), and also reinforce the importance of this burgeoning literature, as BLM displayed moderate to strong correlations with both pro-self and pro-group unethical behavior. For pro-group unethical behavior, this finding is novel to my dissertation.

Results found here may help to direct the paths of two streams of research on individual differences and unethical behavior: those concerning a) gender and b) culture/nationality. Both of these literatures have found inconclusive results (Tenbrunsel & Smith-Crowe, 2008), and both gender and culture are related to self-construal (interdependent self-construal tends to correlate positively with female gender, and the individualism-collectivism dimension of culture relates closely to self-construal; Cross et al., 2011). Going forward, I argue that it would be worthwhile for work on both of these topics to look at differential relationships for pro-self versus pro-group unethical behavior as dependent variables, as well as interactions of gender and culture with social context. This dissertation suggests that these are important factors in determining the effects of socially-relevant individual differences.

Strong results regarding moral disengagement as a mechanism for the effects of self-construal on unethical behavior bolster arguments for the importance of existing and future research on moral disengagement (e.g., Moore et al. 2012). Although I did not find support for the proposition that anticipated moral emotions would mediate self-construal

→ unethical behavior relationships overall, anticipated moral emotions did display significant and marginally significant moderate pairwise correlations with unethical dependent variables, implicating the importance of future work which investigates those relationships.

### **Strengths and Limitations**

**Limitations of Study 1.** The studies I conducted had a number of limitations which I hope to learn from and improve on in future studies; I start by discussing limitations for Study 1. First, I was only able to broadly measure interdependent self-construal; separately measuring relational interdependent self-construal and collectivist interdependent self-construal in the future may clarify some of the muddy results found here, especially those concerning social identification as a moderator. Second, measurement of anticipated moral emotions relative to different prospective behaviors represents new ground (to my knowledge, completely novel except for Licht, Leroy, & Vohs, 2014); I took the approach of using broad anchors (e.g., “If you were to act inconsistently with ethical norms to benefit yourself at work, how would you react?”), hoping to assess general trends. Overall, I ended up with inconclusive results regarding these constructs — future research may make progress by referring to more specific anchors, perhaps based on items used in dependent variable measures.

Third, I used a snowball sampling method where each participant provided contact information for their supervisor. With this method of data collection, dishonest participants could give false email addresses and complete the supervisor form on their own. I took a number of measures to attempt to prevent this (described in the methods

section for Study 1), and a few participants were excluded from analyses due to indicators which suggested that they had engaged in this fraud. The majority of supervisor responses appeared to be legitimate, although the limited supervisor response rate represents another weakness of Study 1, resulting in a small sample size of  $N = 58$  for analyses requiring supervisor observations ( $N = 119$  for focal participant sample). Further, human error on my own part resulted in missing data for approximately 50% of the sample for the social desirability scale — this precluded an opportunity to assess the influence of common method variance on the self-report measurements in Study 1 (Podsakoff, MacKenzie, & Podsakoff, 2012). Going forward, I plan to use multiple imputation analysis to estimate social desirability values for the full sample (see e.g., Graham, 2009).

**Limitations of Studies 2 & 3.** First, I was only able to measure one of the dependent variables, unethical pro-group behavior, in the two experiments. Future studies should attempt to replicate the results found in Study 1 for pro-self unethical behavior and OCB-I with experimental methods. Second, pilot tests were unsuccessful in priming self-construal in my online experimental sample, and so self-construal was measured by self-report instead of being manipulated in Studies 2 & 3. This means that, although correlations with social identification and supervisor ethicality were not a concern (as those variables were randomized in Study 2 and Study 3, respectively), the two experiments cannot rule out a third variable problem with the effects of self-construal. I would argue that concerns here should be tempered, as one potential confound (the five factor personality trait of agreeableness) was included as a control variable in all analyses

for Study 1, but this still represents a weakness, and future work should attempt to randomly manipulate self-construal in a sample more conducive to such methods.

**Strengths & Conclusion.** The foremost strengths of this work come from its mixed methods research design: these are the combination of a) generalizability of results to a working population which was afforded by the field study design of Study 1 and b) the internal validity afforded by the experimental designs of Studies 2 & 3. This is particularly true for the proposition supported across Studies 1 & 3: interdependent self-construal lead to more pro-group unethical behavior, especially in the presence of leadership cues which could condone such acts. Several other hypotheses received support from Study 1 as well, including theory regarding a) perspective-taking as a mechanism for prosocial self-construal effects, b) leader moral identity as a moderator of the interdependent self-construal → pro-group unethical behavior relationship, and c) interactive effects of independent and interdependent self-construal on unethical behavior.

In total, this dissertation provides significant evidence for the impact of self-construal on important workplace behaviors, shows boundary conditions for that impact, and begins to investigate the mechanisms thereof.

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## VI. TABLES

Table1A

|                                       | <i>M</i> | <i>S.D.</i> | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> | <i>6</i> | <i>7</i> | <i>8</i> | <i>9</i> | <i>10</i> | <i>11</i> |
|---------------------------------------|----------|-------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|
| 1. Pro-self unethical behavior        | 1.50     | .66         | —        |          |          |          |          |          |          |          |          |           |           |
| 2. Social undermining                 | 1.63     | .75         | .78 *    | —        |          |          |          |          |          |          |          |           |           |
| 3. UPOB                               | 1.50     | .94         | .56 *    | .52      | —        |          |          |          |          |          |          |           |           |
| 4. UPWB                               | 1.53     | .92         | .49 *    | .46 *    | .93 *    | —        |          |          |          |          |          |           |           |
| 5. OCB-Sup                            | 4.00     | .74         | -.06     | .05      | .10      | .16      | —        |          |          |          |          |           |           |
| 6. OCB-Focal                          | 3.77     | .66         | .06      | .02      | .16 †    | .15      | .50 *    | —        |          |          |          |           |           |
| 7. Interdependent self-construal      | 5.81     | .71         | .01      | .2       | .25 †    | .24 *    | .20      | .39 *    | —        |          |          |           |           |
| 8. Independent self-construal         | 6.04     | .68         | .11      | .14      | .23 †    | .21 *    | .22      | .29 *    | .39 *    | —        |          |           |           |
| 9. Anticipated gratitude for helping  | 5.59     | 1.64        | -.06     | .10      | .19 †    | -.18 †   | .24 †    | .08      | .10      | -.01     | —        |           |           |
| 10. Anticipated gratitude for UPGB    | 3.39     | 1.85        | -.09 *   | .19 *    | .31 *    | .30 *    | -.06     | .09      | .11      | .21 *    | -.08     | —         |           |
| 11. Anticipated guilt failure to help | 5.96     | 1.34        | -.17     | .07      | .06      | -.07     | .24 †    | .17 †    | .28 †    | .20 *    | .18 *    | .09       | —         |
| 12. Anticipated guilt for UPOB        | 5.82     | 1.40        | .39      | .09      | .15      | -.17 †   | .14      | .14      | .21 *    | .04      | .14      | -.23 *    | .15 †     |

Note. \* indicates  $p < .05$ , † indicates  $p < .10$

Table 1B  
Correlations and descriptive statistics, Study 1

|   | <i>M</i> | <i>S.D.</i> | 1      | 2                 | 3      | 4      | 5     | 6     | 7                | 8     | 9                | 10                | 11    | 12     |
|---|----------|-------------|--------|-------------------|--------|--------|-------|-------|------------------|-------|------------------|-------------------|-------|--------|
| 13. Anticipated guilt for pro-self UB     | 5.92     | 1.24        | -.17 † | -.15 <sup>†</sup> | -.30*  | -.36*  | .14   | .21*  | .15              | .04   | .17 <sup>†</sup> | -.15 <sup>†</sup> | .23 * | .71 *  |
| 14. MD: Obscuring personal causation      | 2.08     | 1.24        | .39 *  | .26 *             | .54*   | .56*   | .01   | .03   | .14              | .01   | .05              | .37*              | .01   | -.12   |
| 15. MD: Diffusion of responsibility       | 1.91     | 1.27        | .47 *  | .33 *             | .61 *  | .61*   | -.03  | .05   | .08              | -.03  | -.01             | .37*              | .01   | -.12   |
| 16. MD: Displacement of responsibility    | 2.26     | 1.42        | .25 *  | .15               | .41 *  | .43 *  | .04   | .01   | .18 <sup>†</sup> | .05   | .09              | .31*              | .002  | -.10   |
| 17. MD: Total                             | 2.11     | 1.21        | .54 *  | .40 *             | .62 *  | .61 *  | .03   | -.04  | .06              | .06   | .01              | .40*              | -.04  | -.15   |
| 18. Supervisor moral identity – Symbol    | 5.19     | .87         | .03    | .16               | .29 *  | .27 *  | .34 * | .22 † | .23 <sup>†</sup> | .31*  | .03              | .11               | .17   | -.13   |
| 19. Sup. moral identity - Internalization | 6.34     | .79         | -.15   | -.11              | -.22 † | -.28 * | .19   | .20   | .03              | .03   | .10              | -.11              | .38 * | -.12   |
| 20. Ethical leadership                    | 5.53     | 1.10        | -.02   | -.10              | .01    | .01    | .32 * | .34 * | .45 *            | .23 † | .11              | -.01              | .16 † | .31 *  |
| 21. Supervisor BLM                        | 2.94     | 1.61        | .25 †  | .27 *             | .53 *  | .53 *  | .05   | .11   | .32 *            | .25 † | -.08             | .26*              | -.08  | .05    |
| 22. Supervisor BLM: focal-rated           | 3.74     | 1.67        | .35 *  | .19 *             | .36 *  | .38 *  | .16   | .05   | .01              | .14   | -.15             | .29 *             | -.05  | -.15 † |

Table 1C  
Correlations and descriptive statistics, Study 1

|   | <i>Mean</i> | <i>S.D.</i> | <i>13</i> | <i>14</i> | <i>15</i> | <i>16</i> | <i>17</i> | <i>18</i> | <i>19</i> | <i>20</i> | <i>21</i> |
|---|-------------|-------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 13. Anticipated guilt for pro-self UB     | 5.92        | 1.24        | —         |           |           |           |           |           |           |           |           |
| 14. MD: Obscuring personal causation      | 2.08        | 1.24        | -.25 *    | —         |           |           |           |           |           |           |           |
| 15. MD: Diffusion of responsibility       | 1.91        | 1.27        | -.26 *    | .91 *     | —         |           |           |           |           |           |           |
| 16. MD: Displacement of responsibility    | 2.26        | 1.42        | -.20 *    | .93 *     | .70 *     | —         |           |           |           |           |           |
| 17. MD: Total                             | 2.11        | 1.21        | -.28 *    | .89 *     | .87 *     | .77 *     | —         |           |           |           |           |
| 18. Supervisor moral identity –Symbol     | 5.19        | .87         | -.12      | .18       | .14       | .20       | .11       | —         |           |           |           |
| 19. Sup. moral identity - Internalization | 6.34        | .79         | .03       | -.29 *    | -.28 *    | -.26 *    | -.32 *    | .07       | —         |           |           |
| 20. Ethical leadership                    | 5.53        | 1.10        | .26 *     | .12       | .09       | .14       | .03       | .26 *     | .03       | —         |           |
| 21. Supervisor BLM                        | 2.94        | 1.61        | -.11      | .40 *     | .44 *     | .30 *     | .40 *     | -.001     | -.38 *    | .18       | —         |
| 22. Supervisor BLM: focal-rated           | 3.74        | 1.67        | -.25 *    | .33 *     | .34 *     | .26 *     | .35 *     | -.14      | -.27 *    | -.35 *    | .57 *     |

Table 1D  
Correlations and descriptive statistics, Study 1 control variables

|                                 | <i>M</i> | <i>S.D.</i> | 1      | 2     | 3     | 4     | 5     | 6     | 7     | 8     | 9     | 10    | 11    | 12    |
|---------------------------------|----------|-------------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 23. Positive affect             | 3.58     | .87         |        | -.13  | .07   | .09   | .31 * | .55 * | .47 * | .33 * | .12   | .04   | .14   | .28 * |
| 24. Negative affect             | 2.01     | .96         | .37 *  | .28 * | .17 † | .19 * | .14   | -.03  | .04   | .04   | .03   | .20 * | .09   | .07   |
| 25. Gender 0 = male, 1 = female | .66      | .48         | -.02   | .04   | .18 † | .23 * | .23 † | .06   | .05   | .10   | .27 * | .12   | .26 * | .16 † |
| 26. Agreeableness               | 5.54     | .87         | -.29 * | .31 * | .22 * | .17 † | .11   | .38 * | .25 * | .26 * | .04   | .16 † | .14   | .22 * |
| 27. Moral Identity              | 6.56     | .71         | -.37 * | .34 * | .44   | .43 * | .01   | .25 * | .09   | .13   | .15   | .29 * | .12   | .11 * |
| 28. Workgroup Social ID         | 5.45     | .86         | .00    | -.04  | .04   | .02   | .39 * | .45 * | .30 * | .22 * | .13   | .15   | .28 * | .22 * |
| 29. Org Social ID               | 5.19     | 1.07        | .01    | .02   | .13   | .15   | .36 * | .43 * | .36 * | .16   | .11   | .07   | .03   | .16 † |
|                                 |          |             | 13     | 14    | 15    | 16    | 17    | 18    | 19    | 20    | 21    | 22    |       |       |
| 23. Positive affect             | 3.58     | .87         | .21 *  | .02   | .05   | .07   | .10   | .32 * | .14   | .45 * | .10   | .15   |       |       |
| 24. Negative affect             | 2.01     | .96         | -.04   | .16 † | .23 * | .07   | .28 * | .09   | .03   | .13   | .11   | .29 * |       |       |
| 25. Gender 0 = male, 1 = female | .66      | .48         | .28 *  | .06   | .07   | .05   | .11   | .21   | .34 * | .21 * | .22   | .18   |       |       |
| 26. Agreeableness               | 5.54     | .87         | .29 *  | .20 * | .23 * | .15   | .35 * | .01   | .31 * | .17 † | .22 † | .11   |       |       |
| 27. Moral Identity              | 6.56     | .71         | .36 *  | .44 * | .51 * | .31 * | .55 * | .12   | .40 * | .04   | .33 * | .25 * |       |       |
| 28. Workgroup Social ID         | 5.45     | .86         | .38 *  | .06   | .09   | .03   | .16 † | .35 * | .07   | .42 * | .03   | .05   |       |       |
| 29. Org Social ID               | 5.19     | 1.07        | .18 †  | .11   | .10   | .09   | .03   | .27 * | .07   | .55 * | .04   | -     |       |       |

|                                 |           | .14    |     |       |       |     |      |    |  |
|---------------------------------|-----------|--------|-----|-------|-------|-----|------|----|--|
|                                 |           | 23     | 24  | 25    | 26    | 27  | 28   | 29 |  |
| 23. Positive affect             | 3.58 .87  | —      |     |       |       |     |      |    |  |
| 24. Negative affect             | 2.01 .96  | -.27 * | —   |       |       |     |      |    |  |
| 25. Gender 0 = male, 1 = female | .66 .48   | .02    | .09 | —     |       |     |      |    |  |
| 26. Agreeableness               | 5.54 .87  | .26 *  | .12 | .17 † | —     |     |      |    |  |
| 27. Moral Identity              | 6.56 .71  | .10    | .07 | .16 † | .46 * | —   |      |    |  |
| 28. Workgroup Social ID         | 5.45 .86  | .33 *  | .02 | .25 * | .28 * | .15 | —    |    |  |
| 29. Org Social ID               | 5.19 1.07 | .39 *  | .13 | .18 † | .15   | .03 | .65* | —  |  |

**Table 2, Hypotheses 1 & 2**

| VARIABLE                      | 1                                  | 2         | 3        | 4                         | 5         | 6        | 7           | 8         | 9        | 10          | 11        | 12       |
|-------------------------------|------------------------------------|-----------|----------|---------------------------|-----------|----------|-------------|-----------|----------|-------------|-----------|----------|
|                               | <i>Pro-self unethical behavior</i> | <i>SE</i> | <i>t</i> | <i>Social Undermining</i> | <i>SE</i> | <i>t</i> | <i>UPOB</i> | <i>SE</i> | <i>t</i> | <i>UPWB</i> | <i>SE</i> | <i>t</i> |
| Gender                        | .02                                | .11       | .14      | .10                       | .11       | .90      | -.25+       | .14       | -1.78    | -.35*       | .14       | -2.54    |
| Agreeableness                 | -.12+                              | .07       | -1.72    | -.17*                     | .07       | -2.41    | -.10        | .09       | -1.19    | -.03        | .09       | -.31     |
| Negative affect               | .21**                              | .05       | 3.96     | .14**                     | .05       | 2.64     | .11         | .07       | 1.65     | .14*        | .07       | 2.11     |
| Moral identity                | -.26**                             | .08       | -3.28    | -.23**                    | .08       | -2.89    | -.48**      | .10       | -4.79    | -.48**      | .10       | -4.89    |
| Independent Self-construal    | .17*                               | .08       | 2.06     | .21*                      | .08       | 2.51     | .28**       | .10       | 2.68     | .24*        | .10       | 2.31     |
| Interdependent Self-construal | -.01                               | .07       | -.08     | -.01                      | .08       | -.18     | .26**       | .10       | 2.72     | .24*        | .09       | 2.54     |
| Constant                      | 1.42**                             | .08       | 16.78    | 1.51**                    | .09       | 17.69    | 1.59**      | .11       | 14.81    | 1.71**      | .11       | 16.16    |
| Observations                  | 119                                |           |          | 119                       |           |          | 119         |           |          | 119         |           |          |
| R-squared                     | .29                                |           |          | .26                       |           |          | .36         |           |          | .35         |           |          |
| F                             | 7.704                              |           |          | 6.572                     |           |          | 1.37        |           |          | 1.20        |           |          |

\*\* p&lt;.01, \* p&lt;.05, + p&lt;.10

Table 3, Hypothesis 3

| VARIABLES                     | 1      | 2   | 3        | 4      | 5   | 6        |
|-------------------------------|--------|-----|----------|--------|-----|----------|
|                               | OCB    | SE  | <i>t</i> | OCB    | SE  | <i>t</i> |
| Gender                        | .50*   | .21 | 2.45     | .46*   | .20 | 2.30     |
| Agreeableness                 | -.00   | .12 | -.04     |        |     |          |
| Negative affect               | -.15   | .10 | -1.44    |        |     |          |
| Moral Identity                | .04    | .14 | .26      | .04    | .13 | .31      |
| Independent Self-construal    | .17    | .15 | 1.15     |        |     |          |
| Interdependent Self-construal | .22    | .15 | 1.45     | .30*   | .14 | 2.15     |
| Constant                      | 3.64** | .17 | 21.48    | 3.66** | .17 | 22.14    |
| Observations                  | 58     |     |          | 58     |     |          |
| R-squared                     | .18    |     |          | .13    |     |          |
| F                             | 1.859  |     |          | 2.634  |     |          |

\*\* p<.01, \* p<.05, + p<.1 OCB is supervisor rated.

Table 4, Hypothesis 4

| VARIABLES                     | 1   | 2         | 3        | 4  | 5         | 6        | 7                             | 8         | 9        |
|-------------------------------|---|-----------|----------|--|-----------|----------|-------------------------------|-----------|----------|
|                               | <i>Anticipate<br/>d guilt for<br/>pro-self<br/>UB</i> | <i>SE</i> | <i>t</i> | <i>Pro-self<br/>unethical<br/>behavior</i> | <i>SE</i> | <i>t</i> | <i>Social<br/>undermining</i> | <i>SE</i> | <i>t</i> |
| Gender                        | .54*  | .21       | 2.58     | .02  | .11       | .19      | .10                           | .11       | .91      |
| Agreeableness                 | .16   | .13       | 1.18     | -.12+                                      | .07       | -1.68    | -.17*                         | .07       | -2.37    |
| Negative affect               | -.03  | .10       | -.32     | .21**                                      | .05       | 3.94     | .14**                         | .05       | 2.63     |
| Moral Identity                | .43**   | .15       | 2.85     | -.25**                                     | .08       | -3.10    | -.23**                        | .08       | -2.75    |
| Independent Self-construal    | -.15  | .16       | -.94     | .17*                                       | .08       | 2.02     | .21*                          | .08       | 2.48     |
| Interdependent Self-construal | .18   | .14       | 1.29     | -.00                                       | .08       | -.05     | -.01                          | .08       | -.16     |
| Anticipated guilt             |   |           |          | -.01                                       | .05       | -.21     | -.01                          | .05       | -.13     |
| Constant                      | -.33*   | .16       | -2.03    | 1.41**                                     | .09       | 16.37    | 1.51**                        | .09       | 17.27    |
| Observations                  | 119   |           |          | 119  |           |          | 119                           |           |          |
| R-squared                     | .21   |           |          | .29  |           |          | .26                           |           |          |
| F                             | 4.937   |           |          | 6.554                                      |           |          | 5.586                         |           |          |

\*\* p<.01, \* p<.05, + p<.1

| Table 5, Hypothesis 5           |  |           |          |            |           |          |
|---------------------------------|--|-----------|----------|------------|-----------|----------|
| VARIABLES                       | 1  | 2         | 3        | 4          | 5         | 6        |
|                                 | <i>Anticipated<br/>guilt for failing<br/>to help</i> |           |          | <i>OCB</i> |           |          |
|                                 |  | <i>SE</i> | <i>t</i> |            | <i>SE</i> | <i>t</i> |
| Gender                          | .68*   | .28       | 2.46     | .46*       | .22       | 2.08     |
| Agreeableness                   | .02  | .17       | .13      | -.01       | .12       | -.12     |
| Negative affect                 | .10  | .13       | .75      | -.15       | .10       | -1.45    |
| Moral Identity                  | .11  | .20       | .55      | .03        | .14       | .24      |
| Independent Self-construal      | .15  | .21       | .75      | .18        | .15       | 1.15     |
| Interdependent Self-construal   | .45*   | .19       | 2.41     | .18        | .17       | 1.10     |
| antic guilt for failing to help |  |           |          | .05        | .08       | .62      |
| Constant                        | 5.20**   | .21       | 24.47    | 3.37**     | .46       | 7.40     |
| Observations                    | 119  |           |          | 58         |           |          |
| R-squared                       | .15  |           |          | .19        |           |          |
| F                               | 3.302  |           |          | 1.630      |           |          |

\*\* p<.01, \* p<.05, + p<.1. OCB is supervisor rated.

Table 6, Hypothesis 6

| VARIABLES                         | 1  | 2         | 3        | 4          | 5         | 6        |
|-----------------------------------|--|-----------|----------|------------|-----------|----------|
|                                   | <i>Anticipated<br/>gratitude<br/>for helping</i> | <i>SE</i> | <i>t</i> | <i>OCB</i> | <i>SE</i> | <i>t</i> |
| Gender                            | .91**  | .32       | 2.87     | .47*       | .20       | 2.32     |
| Agreeableness                     | -.16   | .20       | -.79     | -.02       | .12       | -.19     |
| Negative affect                   | .01  | .15       | .06      | -.17       | .10       | -1.67    |
| Moral Identity                    | .32  | .23       | 1.40     | .05        | .14       | .33      |
| Independent Self-construal        | -.20   | .24       | -.82     | .17        | .15       | 1.13     |
| Interdependent Self-construal     | .29  | .22       | 1.32     | .19        | .15       | 1.25     |
| Anticipated gratitude for helping |  |           |          | .09        | .06       | 1.56     |
| Constant                          | -.55*  | .24       | -2.26    | 3.64**     | .17       | 21.80    |
| Observations                      | 119  |           |          | 58         |           |          |
| R-squared                         | .10  |           |          | .22        |           |          |
| F                                 | 2.163  |           |          | 1.986      |           |          |

\*\* p<.01, \* p<.05, + p<.1

Table 7, Hypothesis 7

| VARIABLES  | 1   |      | 2           |       | 3   |      | 4           |       | 5           |       | 6           |       | 7           |      |
|--|---|------|-------------|-------|---|------|-------------|-------|-------------|-------|-------------|-------|-------------|------|
|  | <i>Anticipated<br/>gratitude for<br/>UPGB</i> |      | <i>UPOB</i> |       | <i>Anticipated<br/>gratitude for<br/>UPGB</i> |      | <i>UPOB</i> |       | <i>UPWB</i> |       | <i>UPWB</i> |       | <i>UPWB</i> |      |
|  | b   | t    | b           | t     | b   | t    | b           | t     | b           | t     | b           | t     | b           | t    |
| Constant   | .24   | .96  | 1.59**      | 14.6  | .08   | .34  | 1.53**      | 13.9  | 1.70**      | 16.0  | 1.65**      | 15.2  | 1.44**      | 18.6 |
| Gender   | -.39  | -1.2 | -.24+       | -1.67 | -.33  | -1.0 | -.22        | -1.57 | -.34*       | -2.44 | -.32*       | -2.35 |             |      |
| Agreeableness                                      | -.17  | -.85 | -.10        | -1.12 | -.11  | -.53 | -.07        | -.85  | -.02        | -.26  | .00         | .01   |             |      |
| Negative affect                                    | .31+  | 1.95 | .10         | 1.47  | .28+  | 1.83 | .10         | 1.44  | .13+        | 1.95  | .13+        | 1.92  |             |      |
| Moral Identity                                     | -.63**  | -2.7 | -.46**      | -4.43 | -.62**  | -2.7 | -.47**      | -4.57 | -.46**      | -4.56 | -.47**      | -4.70 |             |      |
| Independent<br>Self-construal                      | .62*  | 2.58 | .26*        | 2.41  | .80**   | 3.23 | .35**       | 3.08  | .22*        | 2.08  | .30**       | 2.73  | .21         | 1.65 |
| Interdependent<br>Self-construal                   | .15   | .66  | .25**       | 2.66  | .02   | .11  | .20*        | 2.13  | .23*        | 2.48  | .19+        | 1.97  | .15         | 1.44 |
| Anticipated<br>gratitude                           |   |      | .03         | .81   |   |      | .01         | .33   | .03         | .68   | .01         | .21   | .10*        | 2.26 |
| Self-construal:<br>Interdependent<br>× Independent |   |      |             |       | .54*  | 2.33 | .23*        | 2.21  |             |       | .22*        | 2.13  | .25*        | 2.21 |
| Observations                                       | 119   |      | 119         |       | 119   |      | 119         |       | 119         |       | 119         |       | 119         |      |
| R-squared  | .19   |      | .36         |       | .23   |      | .39         |       | .36         |       | .38         |       | .17         |      |
| F  | 4.494   |      | 8.958       |       | 4.776   |      | 8.724       |       | 8.762       |       | 8.481       |       | 5.881       |      |

Table 8, Hypothesis 8

| VARIABLES                         | 1                     | 2         | 3        | 4                      | 5         | 6        | 7                       | 8         | 9        | 13                                | 14        | 15       | 16                        | 17        | 18       |
|-----------------------------------|-----------------------|-----------|----------|------------------------|-----------|----------|-------------------------|-----------|----------|-----------------------------------|-----------|----------|---------------------------|-----------|----------|
|                                   | Perspective<br>taking | <i>SE</i> | <i>t</i> | OCB-<br>sup.<br>rating | <i>SE</i> | <i>t</i> | OCB-<br>focal<br>rating | <i>SE</i> | <i>t</i> | Pro-self<br>unethical<br>behavior | <i>SE</i> | <i>t</i> | Social<br>underminin<br>g | <i>SE</i> | <i>t</i> |
| Gender                            | -.08                  | .15       | -.52     | .52*                   | .21       | 2.50     | -.02                    | .12       | -.14     | .01                               | .11       | .13      | .10                       | .11       | .86      |
| Agreeableness                     | .38**                 | .09       | 4.11     | -.03                   | .12       | -.21     | .13                     | .08       | 1.66     | -.11                              | .07       | -1.51    | -.14+                     | .07       | -1.93    |
| Negative affect                   | .18*                  | .07       | 2.48     | -.15                   | .10       | -1.51    | -.03                    | .06       | -.54     | .21**                             | .05       | 3.90     | .15**                     | .06       | 2.77     |
| Moral Identity                    | -.16                  | .11       | -1.54    | .06                    | .15       | .41      | .12                     | .09       | 1.37     | -.26**                            | .08       | -3.27    | -.24**                    | .08       | -2.99    |
| Independent Self-construal        | .12                   | .11       | 1.08     | .17                    | .15       | 1.13     | .10                     | .09       | 1.10     | .17*                              | .08       | 2.07     | .22*                      | .08       | 2.59     |
| Interdependent Self-<br>construal | .55**                 | .10       | 5.50     | .18                    | .17       | 1.05     | .17+                    | .09       | 1.85     | .00                               | .08       | .05      | .02                       | .09       | .25      |
| Perspective taking                |                       |           |          | .08                    | .12       | .62      | .15+                    | .08       | 1.90     | -.02                              | .07       | -.25     | -.06                      | .07       | -.89     |
| Constant                          | 5.50**                | .11       | 48.66    | 3.21**                 | .71       | 4.51     | 3.00**                  | .43       | 6.94     | 1.52**                            | .40       | 3.80     | 1.86**                    | .40       | 4.62     |
| Observations                      | 119                   |           |          | 58                     |           |          | 119                     |           |          | 119                               |           |          | 119                       |           |          |
| R-squared                         | .43                   |           |          | .19                    |           |          | .28                     |           |          | .29                               |           |          | .27                       |           |          |
| F                                 | 13.84                 |           |          | 1.629                  |           |          | 6.134                   |           |          | 6.557                             |           |          | 5.734                     |           |          |



Table 9B, Hypothesis 9B

| VARIABLES                         | 1          | 2   | 3     | 4        | 5   | 6     | 7          | 8   | 9     | 10       | 11  | 12    | 13         | 14  | 15    | 16       | 17  | 18    |
|-----------------------------------|------------|-----|-------|----------|-----|-------|------------|-----|-------|----------|-----|-------|------------|-----|-------|----------|-----|-------|
|                                   | MD:<br>OPC | SE  | t     | UPW<br>B | SE  | t     | MD:<br>Dif | SE  | t     | UPW<br>B | SE  | t     | MD:<br>Dis | SE  | t     | UPW<br>B | SE  | t     |
| Gender                            | -.02       | .19 | -.11  | -.34**   | .12 | -2.76 | -.02       | .18 | -.09  | -.34**   | .12 | -2.87 | -.02       | .22 | -.10  | -.35**   | .13 | -2.63 |
| Agreeableness                     | -.04       | .12 | -.37  | -.01     | .08 | -.17  | .00        | .12 | .01   | -.03     | .08 | -.37  | -.09       | .14 | -.62  | -.01     | .08 | -.13  |
| Negative affect                   | .13        | .09 | 1.41  | .10      | .06 | 1.65  | .21*       | .09 | 2.35  | .06      | .06 | 1.05  | .04        | .11 | .41   | .13*     | .06 | 2.08  |
| Moral Identity                    | -.61**     | .13 | -4.59 | -.29**   | .10 | -2.94 | -.74**     | .13 | -5.64 | -.20*    | .10 | -2.10 | -.48**     | .16 | -3.00 | -.39**   | .10 | -4.00 |
| Independent Self-<br>construal    | .00        | .14 | .00   | .24*     | .09 | 2.55  | -.03       | .14 | -.25  | .25**    | .09 | 2.80  | .04        | .17 | .21   | .23*     | .10 | 2.35  |
| Interdependent Self-<br>construal | .25*       | .13 | 1.98  | .16+     | .09 | 1.82  | .17        | .13 | 1.39  | .17*     | .08 | 2.10  | .33*       | .15 | 2.16  | .18+     | .09 | 1.92  |
| MD: OPC                           |            |     |       | .32**    | .06 | 5.05  |            |     |       |          |     |       |            |     |       |          |     |       |
| MD: Diffusion                     |            |     |       |          |     |       |            |     |       | .37**    | .06 | 6.08  |            |     |       |          |     |       |
| MD: Displacement                  |            |     |       |          |     |       |            |     |       |          |     |       |            |     |       | .19**    | .06 | 3.40  |
| Constant                          | 1.91**     | .14 | 13.32 | 1.10**   | .15 | 7.15  | 1.77**     | .14 | 12.52 | 1.05**   | .14 | 7.35  | 2.04**     | .17 | 11.84 | 1.32**   | .15 | 8.73  |
| Observations                      | 119        |     |       | 119      |     |       | 119        |     |       | 119      |     |       | 119        |     |       | 119      |     |       |
| R-squared                         | .24        |     |       | .47      |     |       | .31        |     |       | .51      |     |       | .14        |     |       | .41      |     |       |
| F                                 | 5.834      |     |       | 14.29    |     |       | 8.231      |     |       | 16.82    |     |       | 3.070      |     |       | 11.22    |     |       |

Table 10A, Hypothesis 10A

| VARIABLES  | 1  | 2         | 3        | 4  | 5         | 6        | 7                             | 8              | 9        | 10                            | 11        | 12       |
|--|--|-----------|----------|--|-----------|----------|-------------------------------|----------------|----------|-------------------------------|-----------|----------|
|  | <i>Pro-self<br/>unethical<br/>behavior</i> | <i>SE</i> | <i>t</i> | <i>Pro-self<br/>unethical<br/>behavior</i> | <i>SE</i> | <i>t</i> | <i>Social<br/>undermining</i> | <i>S<br/>E</i> | <i>t</i> | <i>Social<br/>undermining</i> | <i>SE</i> | <i>t</i> |
| Gender   | .00  | .11       | .01      | .01  | .11       | .06      | .10                           | .11            | .88      | .08                           | .12       | .67      |
| Agreeableness  | -.12+                                      | .07       | -1.74    | -.12+                                      | .07       | -1.75    | -.17*                         | .07            | -2.40    | -.16*                         | .07       | -2.31    |
| Negative affect  | .22**                                      | .05       | 4.02     | .22**                                      | .05       | 3.98     | .14*                          | .05            | 2.60     | .15**                         | .05       | 2.66     |
| Moral Identity   | -.25**                                     | .08       | -3.22    | -.25**                                     | .08       | -3.05    | -.23**                        | .08            | -2.87    | -.25**                        | .08       | -3.03    |
| Independent Self-<br>construal                           | .17*                                       | .08       | 2.05     | .16+                                       | .08       | 1.98     | .21*                          | .08            | 2.50     | .22**                         | .08       | 2.63     |
| Interdependent Self-<br>construal                        | -.02                                       | .08       | -.30     | -.02                                       | .08       | -.27     | -.01                          | .08            | -.18     | -.02                          | .08       | -.29     |
| Organizational social<br>identification                  | .04  | .05       | .70      | .04  | .06       | .74      | .00                           | .05            | .05      | -.01                          | .06       | -.14     |
| Interdependent self-<br>construal ×<br>Organizational ID |  |           |          | .02  | .05       | .28      |                               |                |          | -.05                          | .05       | -1.02    |
| Constant   | 1.43**                                     | .09       | 16.67    | 1.42**                                     | .09       | 15.68    | 1.51**                        | .09            | 17.43    | 1.54**                        | .09       | 16.88    |
| Observations   | 119  |           |          | 119  |           |          | 119                           |                |          | 119                           |           |          |
| R-squared  | .30  |           |          | .30  |           |          | .26                           |                |          | .27                           |           |          |
| F  | 6.644                                      |           |          | 5.775                                      |           |          | 5.583                         |                |          | 5.018                         |           |          |

Table 10B, Hypothesis 10B

| VARIABLES                                    | 1  | 2         | 3        | 4  | 5         | 6        | 7                                  | 8         | 9        | 10                            | 11        | 12       |
|--|--|-----------|----------|--|-----------|----------|------------------------------------|-----------|----------|-------------------------------|-----------|----------|
|  | <i>Pro-self<br/>unethical<br/>behavior</i> | <i>SE</i> | <i>t</i> | <i>Pro-self<br/>unethical<br/>behavior</i> | <i>SE</i> | <i>t</i> | <i>Social<br/>underminin<br/>g</i> | <i>SE</i> | <i>t</i> | <i>Social<br/>undermining</i> | <i>SE</i> | <i>t</i> |
| Gender                                       | .00  | .11       | .02      | .02  | .11       | .22      | .10                                | .11       | .90      | .11                           | .11       | .93      |
| Agreeableness                                | -.12+                                      | .07       | -1.78    | -.13+                                      | .07       | -1.90    | -.17*                              | .07       | -2.36    | -.17*                         | .07       | -2.37    |
| Negative affect                              | .21**                                      | .05       | 3.94     | .21**                                      | .05       | 3.99     | .14**                              | .05       | 2.63     | .14*                          | .05       | 2.61     |
| Moral Identity                               | -.26**                                     | .08       | -3.28    | -.21**                                     | .08       | -2.66    | -.23**                             | .08       | -2.88    | -.22**                        | .08       | -2.67    |
| Independent Self-construal                   | .17*                                       | .08       | 2.01     | .17*                                       | .08       | 2.06     | .21*                               | .08       | 2.50     | .21*                          | .08       | 2.49     |
| Interdependent Self-construal                | -.02                                       | .08       | -.20     | -.01                                       | .08       | -.19     | -.01                               | .08       | -.16     | -.19                          | .39       | -.50     |
| Workgroup social identification              | .04  | .07       | .58      | .03  | .07       | .41      | -.00                               | .07       | -.07     | -.01                          | .07       | -.11     |
| Interdependent self-construal × Workgroup ID |  |           |          | .16*                                       | .07       | 2.39     |                                    |           |          | .03                           | .07       | .47      |
| Constant                                     | 1.43**                                     | .09       | 16.60    | 1.38**                                     | .09       | 15.99    | 1.51**                             | .09       | 17.36    | 1.54**                        | .37       | 4.19     |
| Observations                                 | 119  |           |          | 119  |           |          | 119                                |           |          | 119                           |           |          |
| R-squared                                    | .29  |           |          | .33  |           |          | .26                                |           |          | .26                           |           |          |
| F  | 6.613                                      |           |          | 6.749                                      |           |          | 5.584                              |           |          | 4.880                         |           |          |

Table 11, Hypothesis 11

| VARIABLES   | 1           | 2         | 3        | 4           | 5         | 6        | 7           | 8         | 9        | 10                     | 11        | 12       |
|---|-------------|-----------|----------|-------------|-----------|----------|-------------|-----------|----------|------------------------|-----------|----------|
|   | <i>UPOB</i> | <i>SE</i> | <i>t</i> | <i>UPOB</i> | <i>SE</i> | <i>t</i> | <i>UPWB</i> | <i>SE</i> | <i>t</i> | <i>UPW</i><br><i>B</i> | <i>SE</i> | <i>t</i> |
| Gender  | -.28+       | .14       | -1.95    | -.29*       | .15       | -1.98    | -.36*       | .14       | -2.56    | -.36*                  | .14       | -2.53    |
| Agreeableness                                     | -.11        | .09       | -1.24    | -.11        | .09       | -1.20    | -.03        | .09       | -.37     | -.03                   | .09       | -.37     |
| Negative affect                                   | .12+        | .07       | 1.81     | .13+        | .07       | 1.82     | .14*        | .07       | 2.10     | .14*                   | .07       | 2.09     |
| Moral Identity                                    | -.47**      | .10       | -4.71    | -.48**      | .10       | -4.65    | -.48**      | .10       | -4.88    | -.48**                 | .10       | -4.70    |
| Independent Self-construal                        | .28**       | .10       | 2.68     | .29**       | .11       | 2.70     | .23*        | .10       | 2.27     | .23*                   | .10       | 2.26     |
| Interdependent Self-construal                     | .22*        | .10       | 2.21     | .22*        | .10       | 2.15     | .23*        | .10       | 2.38     | .23*                   | .10       | 2.37     |
| Organizational social identification              | .08         | .07       | 1.10     | .07         | .07       | 1.01     |             |           |          |                        |           |          |
| Interdependent self-construal × Organizational ID |             |           |          | -.03        | .07       | -.39     |             |           |          |                        |           |          |
| Workgroup social identification                   |             |           |          |             |           |          | .03         | .08       | .39      | .03                    | .08       | .38      |
| Interdependent self-construal × Workgroup ID      |             |           |          |             |           |          |             |           |          | .00                    | .09       | .06      |
| Constant  | 1.61**      | .11       | 14.83    | 1.62**      | .11       | 14.15    | 1.72**      | .11       | 15.95    | 1.71**                 | .11       | 15.46    |
| Observations                                      | 119         |           |          | 119         |           |          | 119         |           |          | 119                    |           |          |
| R-squared   | .36         |           |          | .37         |           |          | .35         |           |          | .35                    |           |          |
| F   | 9.083       |           |          | 7.905       |           |          | 8.694       |           |          | 7.540                  |           |          |

Table 12, Hypothesis 12

| VARIABLES   | 1          | 2         | 3        | 4          | 5         | 6        | 7          | 8         | 9        | 10         | 11        | 12       |
|---|------------|-----------|----------|------------|-----------|----------|------------|-----------|----------|------------|-----------|----------|
|   | <i>OCB</i> | <i>SE</i> | <i>t</i> |
| Gender  | .42*       | .21       | 2.02     | .39+       | .20       | 1.93     | .37+       | .21       | 1.80     | .37+       | .21       | 1.80     |
| Agreeableness                                     | -.02       | .12       | -.17     | -.03       | .11       | -.23     | -.02       | .11       | -.20     | -.03       | .11       | -.30     |
| Negative affect                                   | -.11       | .10       | -1.12    | -.12       | .10       | -1.20    | -.14       | .10       | -1.49    | -.16       | .10       | -1.64    |
| Moral Identity                                    | .10        | .15       | .71      | .14        | .14       | .97      | .07        | .14       | .49      | .07        | .14       | .49      |
| Independent Self-construal                        | .11        | .15       | .70      | .15        | .15       | 1.01     | .15        | .15       | 1.01     | .20        | .15       | 1.30     |
| Interdependent Self-construal                     | .18        | .15       | 1.18     | -.001      | .18       | -.01     | .14        | .15       | .91      | -1.16      | 1.14      | -1.02    |
| Organizational social identification              | .17+       | .10       | 1.83     | .19*       | .09       | 2.07     |            |           |          |            |           |          |
| Interdependent self-construal × Organizational ID |            |           |          | .26+       | .14       | 1.87     |            |           |          |            |           |          |
| Workgroup social identification                   |            |           |          |            |           |          | .25*       | .11       | 2.20     | .19        | .12       | 1.55     |
| Interdependent self-construal × Workgroup ID      |            |           |          |            |           |          |            |           |          | .22        | .19       | 1.15     |
| Constant  | 3.67**     | .17       | 22.03    | 3.65**     | .16       | 22.34    | 3.71**     | .17       | 22.23    | 2.64**     | .66       | 4.01     |
| Observations                                      | 58         |           |          | 58         |           |          | 58         |           |          | 58         |           |          |

|           |       |       |       |       |
|-----------|-------|-------|-------|-------|
| R-squared | .23   | .28   | .25   | .27   |
| F         | 2.148 | 2.412 | 2.403 | 2.280 |

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Table 13A – Supervisor moral identity- Internalization predicting pro-self unethical behavior, Hypothesis 13a

| VARIABLES  | 1  | 2         | 3        | 4  | 5         | 6        | 7                             | 8         | 9        | 10                            | 11        | 12       |
|--|--|-----------|----------|--|-----------|----------|-------------------------------|-----------|----------|-------------------------------|-----------|----------|
|  | <i>Pro-self<br/>unethical<br/>behavior</i> | <i>SE</i> | <i>t</i> | <i>Pro-self<br/>unethical<br/>behavior</i> | <i>SE</i> | <i>t</i> | <i>Social<br/>undermining</i> | <i>SE</i> | <i>t</i> | <i>Social<br/>undermining</i> | <i>SE</i> | <i>t</i> |
| Gender   | -.001                                      | .20       | -.01     | -.03                                       | .19       | -.14     | .10                           | .21       | .45      | .07                           | .21       | .35      |
| Agreeableness  | -.07                                       | .11       | -.68     | -.05                                       | .10       | -.51     | -.18                          | .12       | -1.55    | -.16                          | .11       | -1.41    |
| Negative affect  | .21*                                       | .09       | 2.36     | .17+                                       | .09       | 1.87     | .20*                          | .10       | 2.02     | .16                           | .10       | 1.61     |
| Moral Identity   | -.19                                       | .14       | -1.41    | -.08                                       | .14       | -.57     | -.26+                         | .15       | -1.75    | -.16                          | .16       | -1.03    |
| Independent Self-<br>construal   | .25+                                       | .13       | 1.89     | .21  | .13       | 1.57     | .35*                          | .14       | 2.43     | .31*                          | .15       | 2.15     |
| Interdependent Self-<br>construal  | -.04                                       | .14       | -.31     | .003                                       | .14       | .03      | -.004                         | .15       | -.03     | .04                           | .15       | .24      |
| Supervisor MID -<br>Internalization  | -.03                                       | .13       | -.24     | -.04                                       | .12       | -.36     | .02                           | .14       | .18      | .01                           | .13       | .09      |
| Interdependent self-<br>construal ×<br>Supervisor MID -<br>Internalization |  |           |          | -.31+                                      | .17       | -1.87    |                               |           |          | -.27                          | .18       | -1.48    |
| Constant   | 1.49**                                     | .16       | 9.41     | 1.49**                                     | .15       | 9.67     | 1.55**                        | .17       | 9.06     | 1.55**                        | .17       | 9.19     |
| Observations   | 58   |           |          | 58   |           |          | 58                            |           |          | 58                            |           |          |
| R-squared  | .23  |           |          | .28  |           |          | .29                           |           |          | .32                           |           |          |

F

2.074

2.344

2.876

2.848

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Table 13B – Supervisor moral identity- Symbolization predicting pro-self unethical behavior, Hypothesis 13a

| VARIABLES  | 1  | 2         | 3        | 4  | 5         | 6        | 7                                  | 8         | 9        | 10                                 | 11        | 12       |
|--|--|-----------|----------|--|-----------|----------|------------------------------------|-----------|----------|------------------------------------|-----------|----------|
|  | <i>Pro-self<br/>unethical<br/>behavior<br/>r</i> | <i>SE</i> | <i>t</i> | <i>Pro-self<br/>unethical<br/>behavior<br/>r</i> | <i>SE</i> | <i>t</i> | <i>Social<br/>undermini<br/>ng</i> | <i>SE</i> | <i>t</i> | <i>Social<br/>undermini<br/>ng</i> | <i>SE</i> | <i>t</i> |
| Gender   | -.001  | .19       | -.00     | .02  | .20       | .11      | .08                                | .21       | .40      | .08                                | .21       | .38      |
| Agreeableness  | -.08   | .11       | -.76     | -.07   | .11       | -.69     | -.17                               | .11       | -1.51    | -.17                               | .12       | -1.48    |
| Negative affect  | .21*   | .09       | 2.31     | .19*   | .10       | 2.02     | .20*                               | .10       | 2.06     | .20+                               | .10       | 1.94     |
| Moral Identity   | -.21   | .13       | -1.62    | -.19   | .13       | -1.47    | -.24+                              | .14       | -1.76    | -.24+                              | .14       | -1.71    |
| Independent Self-<br>construal   | .27+   | .14       | 1.91     | .27+   | .14       | 1.91     | .33*                               | .15       | 2.22     | .33*                               | .15       | 2.20     |
| Interdependent Self-<br>construal  | -.04   | .14       | -.27     | -.03   | .14       | -.22     | -.01                               | .15       | -.09     | -.01                               | .15       | -.09     |
| Supervisor MID -<br>Symbolization  | -.03   | .11       | -.32     | -.07   | .13       | -.54     | .05                                | .12       | .42      | .05                                | .14       | .36      |
| Interdependent self-<br>construal ×<br>Supervisor MID -<br>Symbolization |  |           |          | .09  | .18       | .51      |                                    |           |          | -.00                               | .20       | -.01     |
| Constant   | 1.49**   | .16       | 9.53     | 1.46**   | .17       | 8.75     | 1.56**                             | .17       | 9.26     | 1.56**                             | .18       | 8.64     |

|              |       |       |       |       |
|--------------|-------|-------|-------|-------|
| Observations | 58    | 58    | 58    | 58    |
| R-squared    | .23   | .23   | .29   | .29   |
| F            | 2.082 | 1.828 | 2.906 | 2.492 |

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Table 14A – Supervisor moral identity: Internalization predicting pro-group unethical behavior, Hypothesis 13b

| VARIABLES  | 1           | 2         | 3        | 4           | 5         | 6        | 7           | 8         | 9        | 10          | 11        | 12       |
|--|-------------|-----------|----------|-------------|-----------|----------|-------------|-----------|----------|-------------|-----------|----------|
|  | <i>UPOB</i> | <i>SE</i> | <i>t</i> | <i>UPOB</i> | <i>SE</i> | <i>t</i> | <i>UPWB</i> | <i>SE</i> | <i>t</i> | <i>UPWB</i> | <i>SE</i> | <i>t</i> |
| Gender   | -.12        | .23       | -.53     | -.12        | .23       | -.51     | -.13        | .22       | -.59     | -.12        | .22       | -.57     |
| Agreeableness  | -.07        | .12       | -.55     | -.07        | .13       | -.56     | -.05        | .12       | -.44     | -.05        | .12       | -.45     |
| Negative affect  | .06         | .10       | .55      | .06         | .11       | .59      | .06         | .10       | .63      | .07         | .10       | .64      |
| Moral Identity   | -.71**      | .16       | -4.50    | -.73**      | .17       | -4.18    | -.67**      | .15       | -4.51    | -.68**      | .16       | -4.15    |
| Independent Self-construal                                       | .51**       | .16       | 3.27     | .52**       | .16       | 3.23     | .48**       | .15       | 3.24     | .48**       | .15       | 3.18     |
| Interdependent Self-construal                                    | .12         | .16       | .77      | .12         | .16       | .71      | .20         | .15       | 1.31     | .19         | .15       | 1.25     |
| Supervisor MID - Internalization                                 | .03         | .15       | .21      | .03         | .15       | .22      | -.05        | .14       | -.36     | -.05        | .14       | -.34     |
| Interdependent self-construal × Supervisor MID - Internalization |             |           |          | .05         | .20       | .24      |             |           |          | .03         | .19       | .14      |
| Constant   | 1.58**      | .18       | 8.58     | 1.58**      | .19       | 8.50     | 1.61**      | .17       | 9.22     | 1.61**      | .18       | 9.13     |
| Observations   | 58          |           |          | 58          |           |          | 58          |           |          | 58          |           |          |
| R-squared  | .48         |           |          | .48         |           |          | .52         |           |          | .52         |           |          |
| F  | 6.544       |           |          | 5.625       |           |          | 7.607       |           |          | 6.528       |           |          |

Table 14B – Supervisor moral identity: Symbolization predicting pro-group unethical behavior, Hypothesis 13b

| VARIABLES  | 1           | 2         | 3        | 4           | 5         | 6        | 7           | 8         | 9        | 10          | 11        | 12       |
|--|-------------|-----------|----------|-------------|-----------|----------|-------------|-----------|----------|-------------|-----------|----------|
|  | <i>UPOB</i> | <i>SE</i> | <i>t</i> | <i>UPOB</i> | <i>SE</i> | <i>t</i> | <i>UPWB</i> | <i>SE</i> | <i>t</i> | <i>UPWB</i> | <i>SE</i> | <i>t</i> |
| Gender   | -.19        | .22       | -.88     | -.09        | .22       | -.41     | -.22        | .21       | -1.05    | -.12        | .21       | -.58     |
| Agreeableness  | -.05        | .12       | -.42     | -.02        | .12       | -.17     | -.05        | .12       | -.44     | -.02        | .11       | -.19     |
| Negative affect  | .08         | .10       | .75      | .01         | .10       | .06      | .08         | .10       | .82      | .01         | .10       | .13      |
| Moral Identity   | -.68**      | .15       | -4.68    | -.62**      | .14       | -4.28    | -.68**      | .14       | -4.89    | -.62**      | .14       | -4.51    |
| Independent Self-construal                                     | .45**       | .16       | 2.84     | .46**       | .15       | 3.00     | .44**       | .15       | 2.88     | .44**       | .15       | 3.04     |
| Interdependent Self-construal                                  | .09         | .16       | .56      | .12         | .15       | .77      | .17         | .15       | 1.10     | .19         | .15       | 1.33     |
| Supervisor MID - Symbol  | .16         | .12       | 1.28     | -.01        | .14       | -.05     | .11         | .12       | .97      | -.04        | .13       | -.33     |
| Interdependent self-construal × Supervisor MID - Symbolization |             |           |          | .44*        | .20       | 2.20     |             |           |          | .42*        | .19       | 2.23     |
| Constant   | 1.63**      | .18       | 9.12     | 1.50**      | .18       | 8.19     | 1.67**      | .17       | 9.81     | 1.54**      | .17       | 8.87     |
| Observations   | 58          |           |          | 58          |           |          | 58          |           |          | 58          |           |          |
| R-squared  | .49         |           |          | .54         |           |          | .52         |           |          | .57         |           |          |
| F  | 6.977       |           |          | 7.179       |           |          | 7.847       |           |          | 8.038       |           |          |

Table 15, Hypothesis 14

| VARIABLES                                      | 1      | 2   | 3        | 4      | 5   | 6        | 7      | 8   | 9        | 10     | 11  | 12       |
|--|--------|-----|----------|--------|-----|----------|--------|-----|----------|--------|-----|----------|
|  | UPOB   | SE  | <i>t</i> | UPOB   | SE  | <i>t</i> | UPWB   | SE  | <i>t</i> | UPWB   | SE  | <i>t</i> |
| Gender   | -.02   | .20 | -.09     | -.25   | .16 | -1.55    | -.08   | .19 | -.43     | -.29+  | .16 | -1.77    |
| Agreeableness                                  | -.00   | .12 | -.03     | -.10   | .09 | -1.04    | -.01   | .11 | -.08     | -.09   | .09 | -.98     |
| Negative affect                                | .02    | .10 | .19      | .03    | .08 | .34      | .03    | .09 | .36      | .04    | .08 | .53      |
| Moral Identity                                 | -.61** | .14 | -4.22    | -.38** | .12 | -3.20    | -.62** | .14 | -4.46    | -.42** | .12 | -3.46    |
| Independent Self-construal                     | .43**  | .15 | 2.89     | .21+   | .12 | 1.73     | .41**  | .14 | 2.88     | .22+   | .12 | 1.78     |
| Interdependent Self-construal                  | .04    | .15 | .28      | .24+   | .12 | 1.91     | .12    | .15 | .84      | .29*   | .12 | 2.35     |
| Supervisor BLM                                 | .17*   | .07 | 2.50     | -.07   | .07 | -1.05    | .14*   | .06 | 2.18     | -.07   | .07 | -1.03    |
| Interdependent self-construal × Supervisor BLM |        |     |          | .44**  | .08 | 5.75     |        |     |          | .39**  | .08 | 5.03     |
| Constant                                       | 1.52** | .17 | 9.21     | 1.49** | .13 | 11.51    | 1.59** | .16 | 1.02     | 1.56** | .13 | 11.96    |
| Observations                                   | 58     |     |          | 58     |     |          | 58     |     |          | 58     |     |          |
| R-squared                                      | .54    |     |          | .72    |     |          | .56    |     |          | .71    |     |          |
| F  | 8.238  |     |          | 15.96  |     |          | 8.974  |     |          | 14.84  |     |          |

Table 16 – Hypotheses 15-16 and ancillary analyses with moral disengagement mechanism

|  | 1                        | 2        | 3                        | 4        | 5                  | 6        | 7         | 8        | 9         | 10       | 11                 | 12       |
|--|--------------------------|----------|--------------------------|----------|--------------------|----------|-----------|----------|-----------|----------|--------------------|----------|
|  | <i>Anticipated guilt</i> | <i>t</i> | <i>Anticipated guilt</i> | <i>t</i> | <i>Pro-self UB</i> | <i>t</i> | <i>MD</i> | <i>t</i> | <i>MD</i> | <i>t</i> | <i>Pro-self UB</i> | <i>t</i> |
| Gender                                       | .54*                     | 2.58     | .55*                     | 2.60     | .05                | .46      | -.10      | -.63     | -.07      | -.41     | .05                | .52      |
| Agreeableness                                | .16                      | 1.18     | .17                      | 1.24     | -.09               | -1.29    | -.18+     | -1.77    | -.14      | -1.40    | -.06               | -.97     |
| Negative affect                              | -.03                     | -.32     | -.04                     | -.36     | .20**              | 3.86     | .24**     | 3.05     | .23**     | 2.95     | .16**              | 3.04     |
| Moral Identity                               | .43**                    | 2.85     | .43**                    | 2.85     | -.25**             | -3.10    | -.68**    | -5.78    | -.68**    | -5.91    | -.12               | -1.45    |
| Independent Self-construal                   | -.15                     | -.94     | -.12                     | -.73     | .24**              | 2.87     | .19       | 1.51     | .30*      | 2.38     | .19*               | 2.25     |
| Interdependent Self-construal                | .18                      | 1.29     | .17                      | 1.13     | -.05               | -.71     | .12       | 1.05     | .04       | .36      | -.06               | -.90     |
| Anticipated guilt                            |                          |          |                          |          | -.02               | -.36     |           |          |           |          |                    |          |
| Self-construal: Interdependent × Independent |                          |          | .08                      | .52      | .23**              | 2.88     |           |          | .34**     | 2.90     | .16*               | 2.04     |
| Moral disengagement                          |                          |          |                          |          |                    |          |           |          |           |          | .19**              | 3.21     |

|              |        |           |        |           |        |           |        |           |        |           |        |           |
|--------------|--------|-----------|--------|-----------|--------|-----------|--------|-----------|--------|-----------|--------|-----------|
| Constant     | -0.33* | -<br>2.03 | -0.35* | -<br>2.09 | 1.35** | 15.5<br>4 | 2.08** | 16.4<br>4 | 1.99** | 15.6<br>4 | 1.36** | 16.7<br>1 |
| Observations | 119    |           | 119    |           | 119    |           | 119    |           | 119    |           | 119    |           |
| R-squared    | .21    |           | .21    |           | .34    |           | .40    |           | .44    |           | .40    |           |
| F            | 4.937  |           | 4.242  |           | 7.148  |           | 12.36  |           | 12.50  |           | 9.073  |           |

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Table 17 – RQ: How does anticipated guilt for UPOB mediate the effects of interdependent self-construal on pro-group unethical behavior?

|                               | 1  | 2         | 3        | 4           | 5         | 6        | 7           | 8         | 9        | 10          | 11        | 12       |
|-------------------------------|--|-----------|----------|-------------|-----------|----------|-------------|-----------|----------|-------------|-----------|----------|
| VARIABLES                     | <i>Antic.<br/>guilt<br/>for<br/>UPOB</i> | <i>SE</i> | <i>t</i> | <i>UPOB</i> | <i>SE</i> | <i>t</i> | <i>UPWB</i> | <i>SE</i> | <i>t</i> | <i>UPOB</i> | <i>SE</i> | <i>t</i> |
| Gender                        | .38                                      | .26       | 1.47     | -.23        | .14       | -1.62    | -.33*       | .14       | -2.36    | -.27+       | .15       | -1.78    |
| Agreeableness                 | -.05                                     | .16       | -.32     | -.11        | .09       | -1.22    | -.03        | .09       | -.35     | -.27**      | .09       | -3.17    |
| Negative affect               | -.11                                     | .12       | -.90     | .11         | .07       | 1.55     | .13*        | .07       | 2.01     | .11         | .07       | 1.48     |
| Moral Identity                | .35+                                     | .18       | 1.90     | -.46**      | .10       | -4.52    | -.46**      | .10       | -4.61    |             |           |          |
| Independent Self-construal    | -.15                                     | .19       | -.80     | .27*        | .10       | 2.60     | .23*        | .10       | 2.22     | .26*        | .11       | 2.27     |
| Interdependent Self-construal | .41*                                     | .17       | 2.36     | .28**       | .10       | 2.88     | .26**       | .10       | 2.74     | .31**       | .11       | 2.96     |
| Antic. guilt for UPOB         |  |           |          | -.05        | .05       | -1.06    | -.06        | .05       | -1.21    | -.10+       | .05       | -1.75    |
| Constant                      | 5.37**                                   | .20       | 27.24    | 1.89**      | .30       | 6.36     | 2.04**      | .29       | 7.00     | 2.14**      | .32       | 6.79     |

|              |       |       |       |       |
|--------------|-------|-------|-------|-------|
| Observations | 119   | 119   | 119   | 119   |
| R-squared    | .11   | .36   | .36   | .25   |
| F            | 2.324 | 9.064 | 8.986 | 6.102 |

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\*\* p<.01, \* p<.05, + p<.1

Table 18. Correlations and descriptive statistics, Study 2

|                                  | <i>Mean</i> | <i>SD</i> | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> | <i>6</i> | <i>7</i> | <i>8</i> | <i>9</i> |
|----------------------------------|-------------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| 1. Pro-group UB                  | .64         | 1.07      | -        |          |          |          |          |          |          |          |          |
| 2. Social identification         | .51         | .50       | .19*     | -        |          |          |          |          |          |          |          |
| 3. Interdependent self-construal | 4.94        | 1.05      | -.02     | -.16+    | -        |          |          |          |          |          |          |
| 4. Independent self-construal    | 5.94        | .73       | .10      | .02      | .06      | -        |          |          |          |          |          |
| 5. Procedural justice            | 4.32        | 1.39      | .14      | .25**    | .10      | .06      | -        |          |          |          |          |
| 6. Anticipated guilt             | 3.85        | 1.67      | -.09     | .09      | .20*     | .01      | .05      | -        |          |          |          |
| 7. Anticipated gratitude         | 4.40        | 1.56      | .08      | -.18*    | .07      | -.04     | .01      | -.66**   | -        |          |          |
| 8. MD: OPC                       | 2.32        | 1.15      | .03      | .09      | -.17+    | -.27**   | -.06     | -.03     | .12      | -        |          |
| 9. MD: General                   | 2.65        | 1.16      | .04      | .11      | -.22*    | .25**    | -.11     | -.02     | .11      | .89**    | -        |

Table 19, Anticipated moral emotions mediation analyses, Study 2

|   | 1                   | 2         | 3        | 4                   | 5         | 6        | 7                       | 8         | 9        | 10                      | 11        | 12       | 13                   | 14        | 15       | 16                   | 17        | 18       |
|---|---------------------|-----------|----------|---------------------|-----------|----------|-------------------------|-----------|----------|-------------------------|-----------|----------|----------------------|-----------|----------|----------------------|-----------|----------|
| VARIABLES   | <i>Pro-group UB</i> |           |          | <i>Pro-group UB</i> |           |          | <i>Antic gratit ude</i> |           |          | <i>Antic gratit ude</i> |           |          | <i>Antic . guilt</i> |           |          | <i>Antic . guilt</i> |           |          |
|   | <i>UB</i>           | <i>se</i> | <i>t</i> | <i>UB</i>           | <i>se</i> | <i>t</i> | <i>ude</i>              | <i>se</i> | <i>t</i> | <i>ude</i>              | <i>se</i> | <i>t</i> | <i>guilt</i>         | <i>se</i> | <i>t</i> | <i>guilt</i>         | <i>se</i> | <i>t</i> |
| Independent self-construal                            | .14                 | .13       | 1.12     | .15                 | .13       | 1.15     | -.07                    | .19       | -.39     | -.08                    | .19       | -.40     | -.01                 | .20       | -.04     | -.01                 | .20       | -.06     |
| Interdependent self-construal                         | .00                 | .09       | .01      | .08                 | .13       | .60      | .06                     | .13       | .47      | .02                     | .19       | .12      | .35*                 | .14       | 2.46     | .29                  | .21       | 1.40     |
| Social identification                                 | .39*                | .19       | 2.06     | .39*                | .19       | 2.07     | -.52+                   | .28       | -1.87    | -.52+                   | .28       | -1.87    | .40                  | .30       | 1.34     | .39                  | .30       | 1.33     |
| Interdependent self-construal × Social identification |                     |           |          | -.15                | .18       | -.81     |                         |           |          | .07                     | .27       | .28      |                      |           |          | .12                  | .28       | .41      |
| Constant  | .44**               | .13       | 3.24     | .42**               | .14       | 3.12     | 123.67**                | .20       | 624.58   | 123.67**                | .20       | 618.12   | 122.65**             | .21       | 583.97   | 122.66**             | .21       | 578.15   |
| Observations  | 127                 |           |          | 127                 |           |          | 127                     |           |          | 127                     |           |          | 127                  |           |          | 127                  |           |          |
| R-squared   | .04                 |           |          | .05                 |           |          | .03                     |           |          | .03                     |           |          | .05                  |           |          | .06                  |           |          |
| F   | 1.901               |           |          | 1.586               |           |          | 1.421                   |           |          | 1.077                   |           |          | 2.343                |           |          | 1.787                |           |          |

Table 20, Moral disengagement mediation analyses, Study 2

| VARIABLES   | 1                  | 2         | 3        | 4                       | 5         | 6        | 7                            | 8         | 9        | 10                 | 11        | 12       | 13                 | 14        | 15       |
|---|--------------------|-----------|----------|-------------------------|-----------|----------|------------------------------|-----------|----------|--------------------|-----------|----------|--------------------|-----------|----------|
|   | <i>MD:<br/>OPC</i> | <i>se</i> | <i>t</i> | <i>MD:<br/>OP<br/>C</i> | <i>se</i> | <i>t</i> | <i>Pro-<br/>group<br/>UB</i> | <i>se</i> | <i>t</i> | <i>MD:<br/>Gen</i> | <i>se</i> | <i>t</i> | <i>MD:<br/>Gen</i> | <i>se</i> | <i>t</i> |
| Independent self-construal                            | -.42**             | .13       | -3.11    | -.42**                  | .13       | -3.17    | .16                          | .13       | 1.19     | -.38**             | .13       | -2.86    | -.39**             | .13       | -2.89    |
| Interdependent self-construal                         | -.16+              | .09       | -1.67    | -.28*                   | .14       | -2.06    | .01                          | .09       | .08      | -.21*              | .09       | -2.25    | -.29*              | .14       | -2.12    |
| Social identification                                 | .17                | .20       | .85      | .17                     | .20       | .84      | .38*                         | .19       | 2.02     | .20                | .20       | 1.03     | .20                | .20       | 1.02     |
| Interdependent self-construal × Social identification |                    |           |          | .24                     | .19       | 1.25     |                              |           |          |                    |           |          | .15                | .19       | .79      |
| MD: OPC   |                    |           |          |                         |           |          | .04                          | .09       | .44      |                    |           |          |                    |           |          |
| Constant  | 2.23**             | .14       | 15.90    | 2.25**                  | .14       | 15.98    | .35                          | .24       | 1.49     | 2.54**             | .14       | 18.05    | 2.55**             | .14       | 17.99    |
| Observations  | 127                |           |          | 127                     |           |          | 127                          |           |          | 127                |           |          | 127                |           |          |
| R-squared   | .10                |           |          | .12                     |           |          | .05                          |           |          | .11                |           |          | .12                |           |          |
| F   | 4.784              |           |          | 3.997                   |           |          | 1.464                        |           |          | 5.322              |           |          | 4.133              |           |          |

Table 21, Correlations and descriptive statistics, Study 3

|                                  | <i>Mean</i> | <i>SD</i> | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> |
|----------------------------------|-------------|-----------|----------|----------|----------|----------|----------|
| 3. Pro-group UB                  | .76         | 1.12      | -        |          |          |          |          |
| 4. Leader ethical message        | .52         | .50       | -.18*    | -        |          |          |          |
| 3. Interdependent self-construal | 4.93        | 1.10      | .15+     | .15+     | -        |          |          |
| 4. Independent self-construal    | 5.81        | .78       | .02      | .05      | -.01     | -        |          |
| 5. Moral identity                | 6.22        | .91       | -.07     | .06      | .49**    | .23**    | -        |

Table 22, Moderation analyses with OLS (left panel) and Poisson estimation (right panel), Study 3

| <i>VARIABLES</i>                                       | 1           | 2         | 3        | 4           | 5         | 6        | 7       | 8           | 9         | 10       | 11          | 12        |
|--|-------------|-----------|----------|-------------|-----------|----------|---------|-------------|-----------|----------|-------------|-----------|
|  | OLS         |           |          | OLS         |           |          | Poisson | Poisson     |           |          |             |           |
|  | <i>UPGB</i> | <i>SE</i> | <i>t</i> | <i>UPGB</i> | <i>SE</i> | <i>t</i> |         | <i>UPGB</i> | <i>SE</i> | <i>t</i> | <i>UPGB</i> | <i>SE</i> |
| Moral identity   | -.27*       | .12       | -2.32    | -.27*       | .12       | -2.33    | -.40**  | .13         | -3.21     | -.38**   | .12         | -3.01     |
| Independent self-construal                             | .12         | .12       | .98      | .10         | .12       | .82      | .16     | .13         | 1.24      | .11      | .12         | .91       |
| Interdependent self-construal                          | .29**       | .09       | 3.09     | .19         | .12       | 1.51     | .46**   | .12         | 3.83      | .27*     | .14         | 2.01      |
| Leader ethical message                                 | -.48**      | .18       | -2.65    | -.48**      | .18       | -2.65    | -.67**  | .20         | -3.37     | -.86**   | .23         | -3.73     |
| Interdependent self-construal × Leader ethical message |             |           |          | .23         | .17       | 1.38     |         |             |           | .52*     | .21         | 2.47      |
| Constant   | 1.01**      | .13       | 7.81     | .99**       | .13       | 7.64     | -.05    | .12         | -.39      | -.04     | .12         | -.34      |
| Observations   | 147         |           |          | 147         |           |          | 147     |             |           | 147      |             |           |
| R-squared (pseudo for right panel)                     | .10         |           |          | .11         |           |          | .07     |             |           | .08      |             |           |
| F  | 3.888       |           |          | 3.509       |           |          | NA.     |             |           | .NA      |             |           |

## VII. FIGURES

Figure 1. General Model

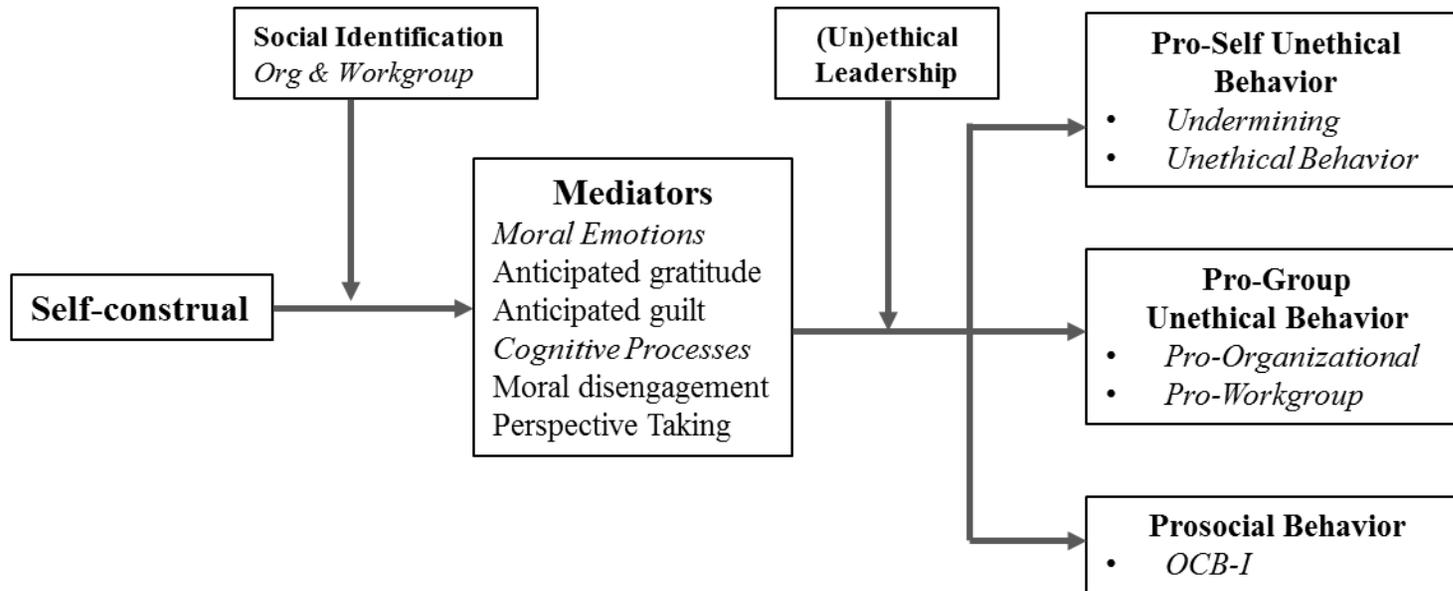
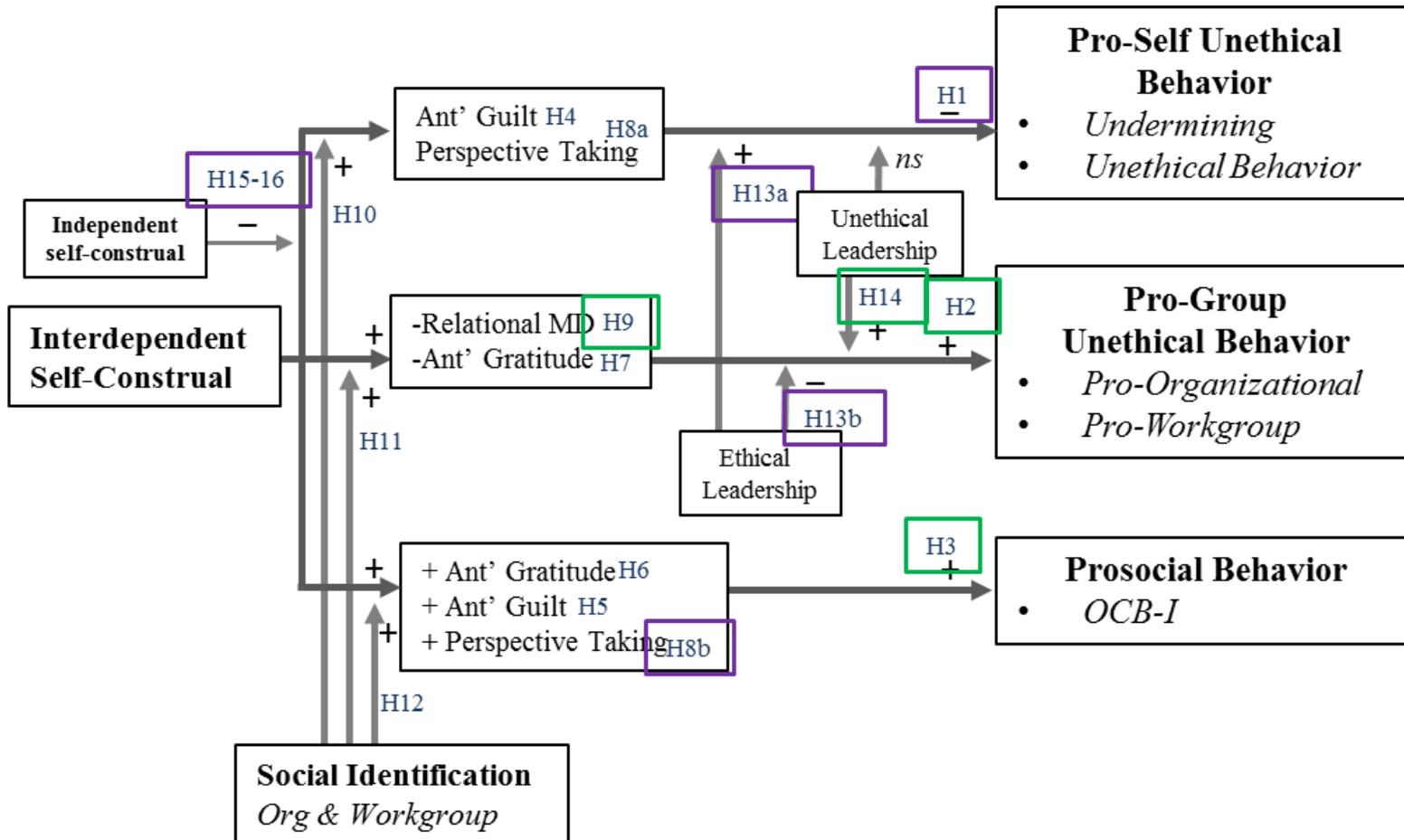


Figure 2. Full Model



**Figure 3.** Dependent variables and definitions

| Construct                                      | Definition   | Details  | Example Item  |
|--|--|--|---|
| <b>Pro-Self Unethical Behavior</b>             | An act which violates socio-moral norms for <i>exclusive</i> self-benefit  | <i>Operationalizations:</i><br>1. an existing measure of workplace unethical behavior<br>2. Social undermining | Please indicate your frequency of engagement in the following behaviors: Taken property from work without permission.   |
| <b>Pro-Group Unethical Behavior</b>            | An act which violates socio-moral norms for the benefit of a group         | <i>Two types:</i><br>1. Pro-organizational<br>2. Pro-workgroup   | Please indicate your frequency of engagement in the following behaviors: Since it helped my organization, I misrepresented the truth to make my organization look good. |
| • <i>Pro-organizational unethical behavior</i> | Unethical behavior engaged in for the benefit of one's organization        | Abbreviated UPOB   |   |
| • <i>Pro-workgroup unethical behavior</i>      | Unethical behavior engaged in for the benefit of one's workgroup           | Abbreviated UPWB   |   |
| <b>Prosocial Workplace Behavior</b>            | Autonomous behavior engaged in to help another individual or group at work | Operationalized as OCB-I   | Please indicate your frequency of engagement in the following behaviors: Volunteer to do things for my work group.  |

### Figure 4. Hypotheses

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#### Main Effects

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|                              |  |
|------------------------------|--|
| Unethical behavior           | <i>H1. Interdependent self-construal will relate negatively to pro-self unethical behavior.</i>            |
|                              | <b>H2a. Interdependent self-construal will relate positively to pro-organizational unethical behavior.</b> |
|                              | <b>H2b. Interdependent self-construal will relate positively to pro-workgroup unethical behavior.</b>      |
| Prosocial workplace behavior | <b>H3. Interdependent self-construal will relate positively to OCB-I.</b>                                  |

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#### Mediation: Moral Emotions

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|                       |  |
|-----------------------|--|
| Anticipated guilt     | H4: Anticipated guilt will mediate the negative relationship between interdependent self-construal and pro-self unethical behavior.  |
|                       | H5: Anticipated guilt will partially mediate the relationship between interdependent self-construal and OCB-I.                       |
| Anticipated gratitude | H6: Anticipated gratitude will partially mediate the positive effect of interdependent self-construal on OCB-I.                      |
|                       | H7a: Anticipated gratitude will mediate the relationship between interdependent self-construal and pro-group unethical behavior.     |
|                       | H7b: Anticipated gratitude will mediate the relationship between interdependent self-construal and pro-workgroup unethical behavior. |

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#### Mediation: Cognitive Processes

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|  |  |
|--|--|
|  | H8a: Perspective taking will mediate the positive effect of interdependent self-construal on OCB-I.                              |
|  | <i>H8b: Perspective taking will mediate the negative effect of interdependent self-construal on pro-self unethical behavior.</i> |

|  |   |
|--|---|
|  | <p><b>H9: Moral disengagement (the mechanism of obscuring personal causation) will mediate the relationship between interdependent self-construal and pro-group unethical behavior.</b></p>   |
| <b>Moderation: Social Identification</b>         | <p>H10a &amp; 10b: Social identification will strengthen the relationship between interdependent self-construal and pro-self unethical behavior.</p> <p>H11a &amp; 11b: Social identification will strengthen the relationship between interdependent self-construal and pro-group unethical behavior.</p> <p>H12a &amp; 12b: Social identification will strengthen the relationship between interdependent self-construal and OCB-I.</p>                                     |
| <b>(Un)ethical Leadership</b>                    | <p><i>H13a &amp; 13b: Leader moral identity will strengthen the relationship between interdependent self-construal and pro-self unethical behavior (13a) and weaken the relationship between interdependent self-construal and pro-group unethical behavior (13b).</i></p> <p><b>H14: Supervisor bottom-line mentality will strengthen the positive interdependent self-construal → pro-group unethical behavior relationship.</b></p>  |
| <b>Independent*Interdependent Self-Construal</b> | <p>H15a &amp; 15b: Independent self-construal will weaken the positive relationship between interdependent self-construal and anticipated guilt for engaging in pro-self unethical behavior (H4a). First-stage moderated mediation will occur.</p> <p>H16a &amp; 16b: Interdependent self-construal will weaken the positive effect of independent self-construal on anticipated guilt for pro-self unethical behavior (H4b). First-stage moderated mediation will occur.</p> |

Figure 5

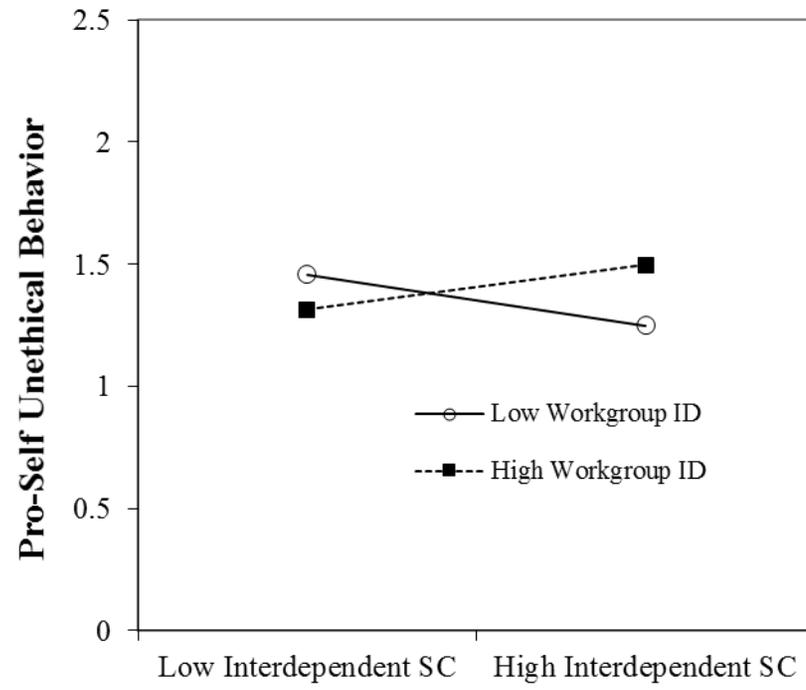


Figure 6

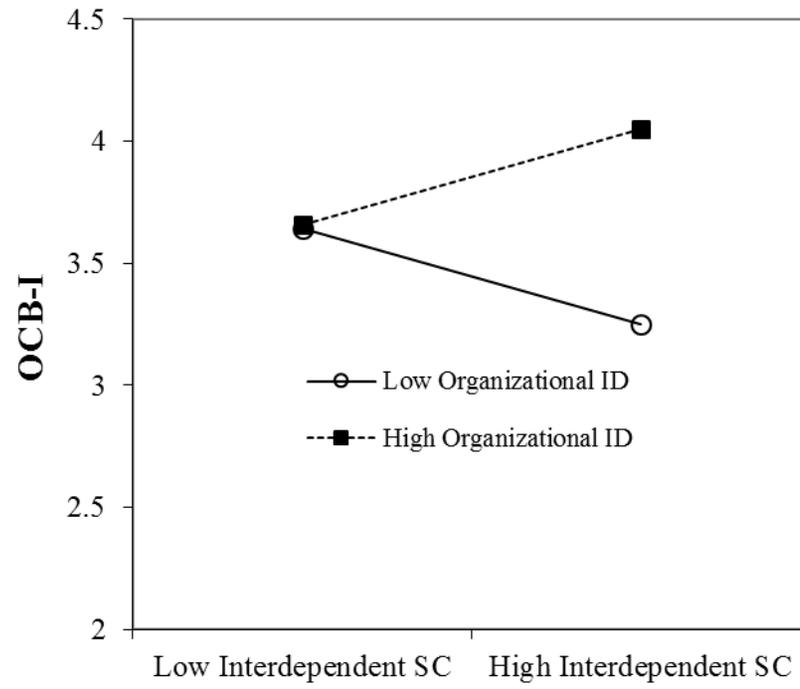
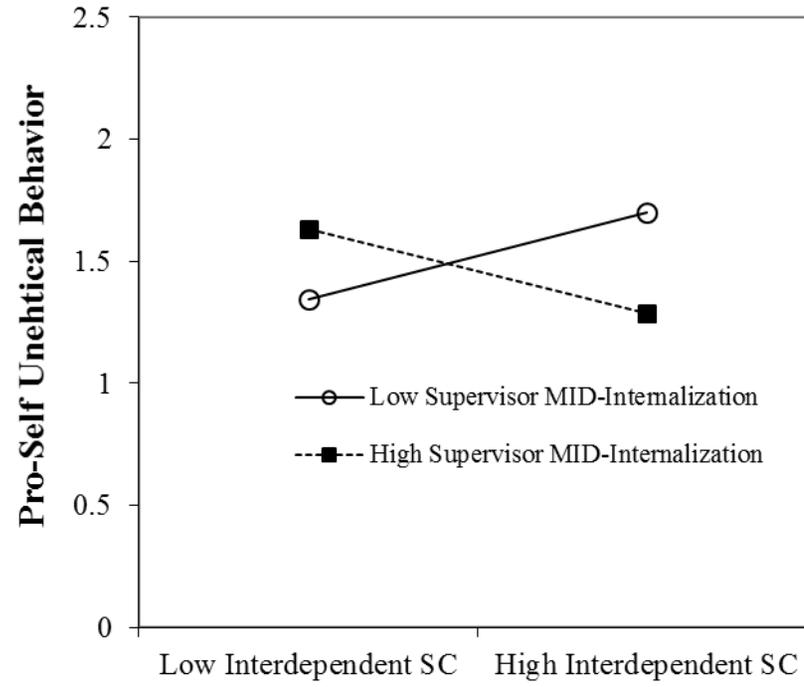


Figure 7



**Figure 8**

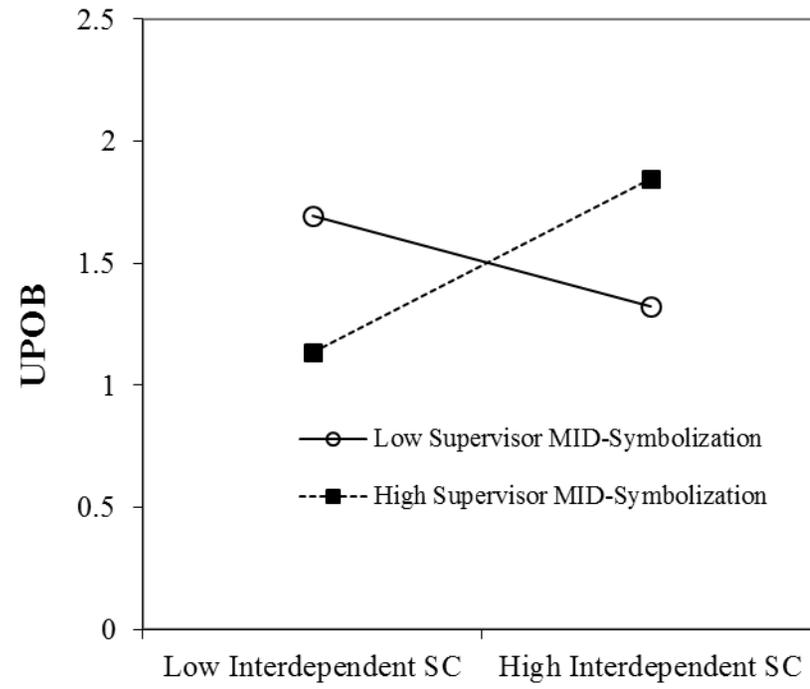


Figure 9

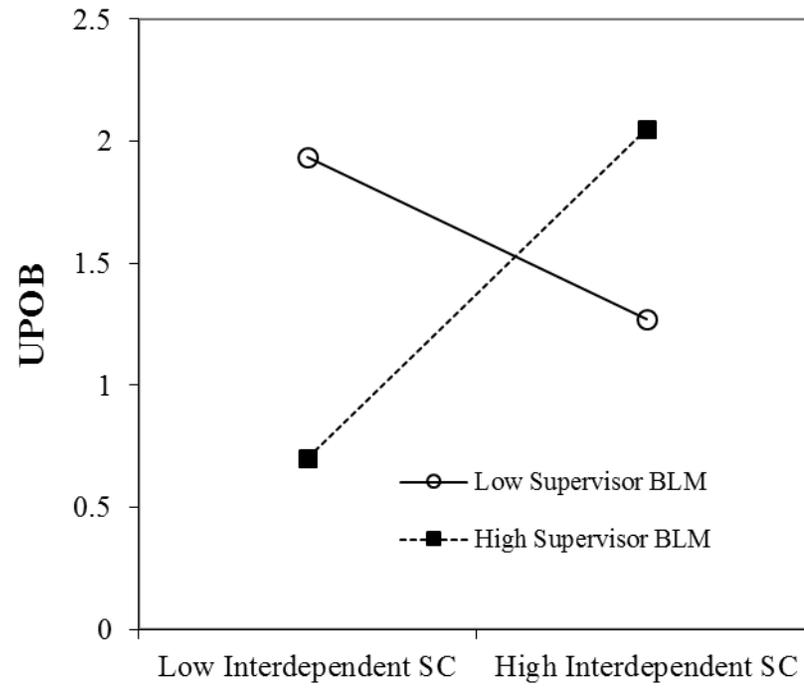


Figure 10

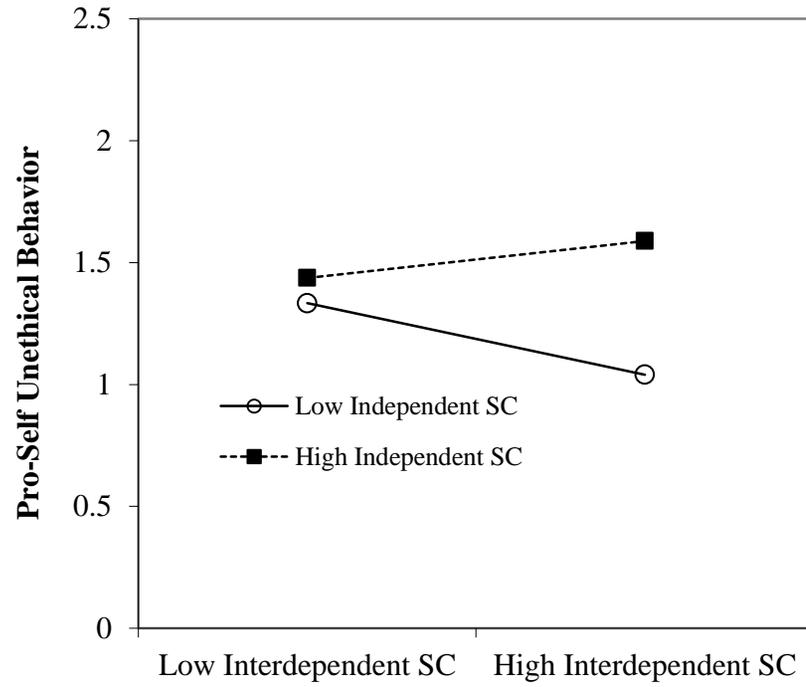


Figure 11

