Investigating Organizational Counterproductivity: The Structurally Oppressive Situations Scale

A DISSERTATION

SUBMITTED TO THE FACULTY OF THE

UNIVERSITY OF MINNESOTA

BY

Laura N. W. Johnson

University of Minnesota

IN PARTIAL FULFILLMENT OF THE REQUIREMENTS

FOR THE DGREE OF

DOCTOR OF PHILOSPHY/PSYCHOLOGY

Aaron M. Schmidt, Advisor

September 2018

Acknowledgement

A huge thank you is due to my advisor Dr. Aaron Schmidt. You have entertained so many of my wild research ideas over the years, helped me to ground those ideas in theory and science, and led me to believe that they might not be so wild after all. Thank you for listening, challenging me to probe further, and encouraging me to keep exploring. Also, I owe a great thank you to the rest of my dissertation committee, Dr. Theresa Glomb, Dr. Paul Sackett, and Dr. Nathan Kuncel. Thank you all for the time you have invested in reading, thinking about, and providing feedback on my dissertation and other projects over the course of my graduate school experience.

To my cohort mates and classmates, (Allen, Chris, Melissa, Mike, Lalitha, Martin, Tetsu, Jeff, Chelsea, Sarah, and Jana), thank you for your friendship through this journey. You all have been such a huge part of grad school. You have helped me hone my skills in psychology, have challenged me and defended me as we debate ideas and concepts, have openly shared your experiences and knowledge, and have lended an ear and a hand when life spilled over into grad school life. Thank you for making this experience bearable in the difficult times and a joy in the good times.

To my mom, thank you for getting me to the point in life that this experience was possible and a goal I wanted to pursue. Your love and dedication to being the best mom is reflected in my perception of who I am and who I want to become. To my husband, I will never forget the day I told you graduate school was a goal I wanted to pursue. I don't know how I would have made it through this experience without your love and support. You give color and meaning to my "why". Thank you for never letting me lose sight of the fact that there's more to life than work and it is okay to stop and smell the

roses and appreciate the situation you find yourself in. To my son, Laken, I'm glad you

could join me for the tail end of this experience. You have given me a completely

different lens through which to view the world. Becoming a mother has challenged me to

think about the example I want to set, the person I want to be, and the world I want to

create. You have inspired in me the drive to finish what I started and the need to produce

work that I am proud of. I can only hope I'm half the mom to you that my mom is to me.

Dedication

To my dad. For all your love and dedication supporting me through all the major milestones, from pushing me on the swing, to pushing me to be my best, and your pride at watching me push myself, here is one last paper, just for you.

Abstract

The literature on organizational justice and employee attitudes has made considerable progress toward understanding an employee's perspective of the employment relationship. However, to date, limited focus has been directed toward understanding the events and situations that precede perceptions of injustice.   The primary goal of the present dissertation is to investigate the proposed construct of counterproductive working conditions as a potential antecedent to justice perceptions, and to evaluate how counterproductive working conditions are related to organizational criteria of interest. To accomplish this aim, this dissertation is split into three studies. Study 1 proposes a measure of counterproductive working conditions, with the Structurally Oppressive Situations (SOS) Scale. Study 2 investigates the convergent and divergent validity of counterproductive working conditions with existing constructs. Study 3 explores the relationship between counterproductive working conditions and organizationally relevant criteria (i.e. Counterproductive Work Behaviors and Organizational Citizenship Behaviors).

Table of Contents

Investigating Organizational Counterproductivity: The Structurally Oppressive Situations
Scale

At the heart of employment is a relationship. Often times, practitioners in the

field of I/O psychology are asked to take the perspective of the employer, analyzing and

advocating for that perspective to lower level employees at the organization. The

perspective of the employer is seen in the development and use of multiple measures, but

can be clearly seen in the measurement of counterproductive work behaviors (CWBs).

Screening employees on CWBs and implementing interventions to deter CWBs serve to

protect employers from breeches to the employment relationship initiated by employees.

Protecting the employer from breeches of trust in the employment relationship engenders

a stronger relationship and ultimately enables both the employer and employee to remain

focused on the goal of the employment relationship which generally is the completion of

organizationally relevant tasks that are a part of the employee's job role (Folger &

Cropanzano, 2001; Greenberg, 2000). While the question of if and when employers can

trust employees holds a proportionately larger share of the research literature in

Industrial/Organizational Psychology, the importance of trust, however, is not

unidirectional.

Research on topics such as organizational justice and employee attitudes has

made considerable inroads toward understanding how an employee's perspective of the

employment relationship can affect many organizationally relevant metrics and goals.

Research has established that strong feelings of injustice and dissatisfaction can have

indirect and direct damaging effects on an organization through processes including but

not limited to employee sabotage and deviant behavior (Ambrose, Seabright, &

Schminke, 2002; Hollinger & Clark, 1983; Starlicki & Folger, 1997;) as well as increased

employee turnover intentions (Colon, Meyer, Nowakowski, 2005; Dailey & Kirk, 1992).

In some cases, an employer's counterproductive actions and situations may have a

cyclical effect such that their own actions and decisions drive employees to engage in

CWBs to reestablish a balance of power and justice within the organization. A brief

investigation into the existing literature of employee counterproductivity reveals a

breadth and depth of research regarding the employee, but no mention of employers or

organizations engaging in counterproductive practices or allowing counterproductive

situations to manifest themselves. The present dissertation proposes that

counterproductive working conditions (CWC), are practices and situations established by

the employer that run counter to the legitimate interests of the employee. In turn, these

CWCs serve as antecedents of employee justice perceptions. While research in the

justice literature has alluded to the a relationship wherein organizational practices may

influence perceptions of justice and ultimately behaviors on behalf of the employee to

reestablish power balance (Colquitt et al., 2013), much work remains to investigate which

organizational practices and situations lead to perceptions of injustice.

While existing measures of justice have illustrated the role of managers as agents

of the organization and how their interactions with employees affected perceptions of

justice, little attention has been paid to identifying and creating a measure of common

contexts or situations that are counterproductive to employee interests and consequently

perceived as unjust. Furthermore, some researchers have gone so far as to argue that

justice research has become "self-interested" to the point that current research relies too

heavily on existing perspectives of justice, restricting the evolution of justice research

(Ambrose & Arnaud, 2005). The researchers proceed to argue that recent research related to justice has primarily been focused on slicing established research on justice into smaller sub-dimensions. Such a narrowed focus has led to stagnation in the evolution of justice research, with a need for new approaches and proposals to develop justice constructs further. The current dissertation aims to fulfill the call for novel approaches and research within the justice literature by examining counterproductive working conditions as a potential antecedent of justice and an area for further development within the justice literature.

The purpose of the present dissertation is to examine potential situational antecedents to perceptions of organizational justice and propose a novel measure of these antecedents, particularly as it relates to perceptions of the larger organization. The present dissertation seeks to examine how *counterproductive working conditions* might affect the relationship between organizational justice and important correlates such as counterproductive work behavior, organizational citizenship behavior, and employee attitudes. To illustrate the employer-employee relationship imbalance of unjust organizational contexts and conditions, counterproductivity will be examined from the perspective of employees regarding the organization. The present study aims to explore the structure of organizationally sanctioned circumstances, decisions, and working conditions that disadvantage, or are counterproductive to the goals of the employee at the organization.

To investigate how employees perceive inequitable exchange relationships with employers, the present dissertation is divided into three distinct sections. The first

section outlines the creation of a novel means of measuring counterproductive working conditions with the Structurally Oppressive Situations (SOS) Scale. The initial construction of SOS items is unique in that item generation emerged from reframing existing counterproductive work behavior (CWB) scale items to apply to organizational situations and conditions rather than individual employee behaviors. The SOS Scale was designed by reframing CWB items for two reasons. First, items closely mirroring existing employer expectations of behavior are likely to elicit normative expectations within employees of the employer-employee relationship (see Rousseau, 1995 for background on normative expectations in exchange relationships). Second, much like there are common counterproductive behaviors exhibited by employees that cause issues with the employer-employee relationships across job roles and industries (see Gruys & Sackett, 2003, Robinson & Bennet, 2000; Spector, Penney, Bruursema, Goh, & Kessler, 2006), I believe the organizational correlate of this idea has yet to be investigated; that there are common counterproductive situations created by employers that cause issues with the employee-employer relationship across job roles and industries.

An additional advantage of the SOS Scale is coverage with the potential to elaborate on and diagnose potential causes of justice perceptions. While early measures of organizational justice were often one-item measures, more recent measures have grown, at least modestly, in length and specificity (see Colquitt, 2001; a 20-item measure or Ambrose & Schminke, 2009; a 6-item measure). Moving beyond single-item measures is helpful and the development and empirical examination of longer measures of is advantageous for a number of reasons, including improvements in reliability and

construct coverage. Previous expansions in justice and fairness measurement have

enabled researchers to assess and differentiate between the different *types* of justice (i.e.

distributional, procedural, informational, and interpersonal). Despite the benefits of those

extensions, current justice measures have not focused on diagnosing the source of

perceptions of injustice. The SOS scale is designed to provide broad coverage of a range

of potential antecedents that could be used to diagnose sources of injustice perceptions.

The 108 proposed items, categorized into 8 proposed dimensions, will serve as a starting

point to empirically reduce and refine both the items and dimensions proposed in the

measure through item analysis and factor analysis.

As a final advantage, the SOS Scale is designed to prescriptively identify policies,

procedures, and conditions that are perceived as disadvantageous to workers and are

associated with negative worker perceptions of the organization. More traditional

measures of justice (see Colquitt, 2001 and Ambrose & Schminke, 2009) typically ask

broadly about perceptions of an organization's policies, procedures, and situations, but

offer no insight as to which policies, procedures, or situations are eliciting employee

reactions, thus requiring organizations to further investigate potential sources of

employee injustice perceptions. The SOS Scale is designed to explicitly tap situational

antecedents that lead to perceptions of injustice and is intended to be used as supplement

to traditional approaches to measuring justice. The identification of situational

antecedents could allow organizations to more prescriptively address issues and pinpoint

specific situations that are associated with perceptions of injustice and frustration among

employees. A taxonomy of common organizational situations is proposed as a part of the

SOS Scale and the fit of the proposed taxonomy will be evaluated empirically in the first study of the present dissertation to evaluate the proposed underlying structure of situations.

The second section of the present dissertation serves to compare current, prominent measures to the SOS Scale to illustrate the convergence and divergence of the proposed measure to existing, related constructs in the literature. The third and final section of the dissertation illustrates the relationship between the SOS Scale, traditional measures of organizational justice, and organizationally relevant correlates, such as CWBs, OCBs, and job attitudes exhibited by employees. The subsequent literature review will place the development of the present dissertation within the existing research and literature in the field.

Psychological Contracts

Psychological Contracts, Relationships, and Trust

Trust is an important element in any given relationship. For this reason, most employment relationships promote trust via the formation of contracts, or agreements on the exchange relationship between the employer and the employee. An employment contract might take many forms, some contracts might be formally established in writing while other contracts might be more informal and more closely resemble cultural or norm based expectations of a given employment relationship. When informal contracts are not explicitly expressed in writing, they are often referred to as psychological, normative, or implied contracts (Rousseau, 1995). Once a contract is established and accepted by a party, it resembles the motivational influence and expectation associated with goal

pursuit, save for the unique feature that it is often resistant to change (Latham & Saari, 1979; Rousseau, 1995). Early on in an employment relationship, conditions and future behaviors and outcomes are difficult to know, meaning that informal contracts may initially be incomplete and inaccurate. Furthermore, because informal, social contracts are based on interpersonal arrangements and societal norms, interpretation and expectations that result from informal contracts may differ from the perspective of the employee or employer. Interpretation and expectation of informal contracts, may not be limited to the employee and the employer involved in the informal contract, but may also influence perspectives and informal contracts held by outside parties who observe the contract, such as coworkers and interested third parties. To understand how informal contracts influence individuals, as well as outsiders to the contract, a better understanding of various types of contracts is necessary.

Different factors shape different types of contracts, including if observers are a participant in the contract or a third party and if the contract is viewed at the individual or group level. A psychological contract involves individuals who are a participant in the contract and relates to the beliefs those individuals hold with regard to the promises established between themselves and another party such as a manager or organization (Rousseau, 1995). Alternately, an individual might view an informal contract from the perspective of a witness or potential employee, forming an interpretation of the contractual terms from the perspective of an outsider; such contracts are implied contracts (Rousseau, 1995). A normative contract emerges when group members share a psychological contract, such as a work unit, and hold common beliefs based on that

contract (Rousseau, 1995). Finally, social contracts are widely held beliefs and expectations based on cultural views of appropriate behavior in society (Rousseau, 1995). Within a given informal contract, one or multiple perspectives may influence an actor's beliefs and interpretations of the contractual responsibilities and conditions.

Understanding each party's perspective on contracts, especially informal contracts, which might not be fully articulated to both parties involved in the contract, is important because inadvertent misunderstandings and breeches might occur unbeknownst to one of the parties. Multiple motivations exist to explain why individuals and organizations are motivated to uphold the commitments they have made via formal and informal contracts. The act of accepting and committing to the contract, promoting consistency in one's self image, the influence of social pressure to keep ones commitments, a desire to maintain one's reputation, and the opportunity to capitalize on the future benefits of the contract are all strong incentives to honor the terms of the contract (Rousseau, 1995). However, in the case of informal contracts, each party may not fully understand the expectations of the other and interpretation of the promises that were made. Furthermore, informal contracts are likely to be influenced by common societal norms such as fairness and reciprocity (Folger & Cropanzon, 2001; Gouldner, 1960). The lack of awareness and understanding of how informal contractual terms and societal norms influence the understanding of contract obligations creates a situation prone to perceived breeches and violations.

In relation to the present dissertation, the misunderstanding and misinterpretation of informal contract terms seems to be lacking from our current understanding of

organizational justice. While formal procedures and policies are focal to many definitions of justice, less formal, though still influential expectations of the work experience are often ignored. Take, for instance, the expectation of punctual attendance. If an organization has formal or informal expectations that an employee should show up punctually for scheduled work hours, would an employee not form informal expectations that work would be available and compensated during scheduled hours and that work hours would also end punctually as arranged? Such scenarios have received limited attention to date within the justice and counterproductive work behaviors literatures.

Contract Breech as a Framework for Understanding Injustice Perceptions

While situations, such as the example above, are not included in most justice research, the normative expectations established in informal contracts are just as susceptible as formal contracts to a contract breech and the associated consequences of contract breech. Reliance on commitments made by any contract is created when one party gives up other opportunities due to their commitment to the agreements and promises extended by the current contract (Folger & Cropanzano, 2001; Rousseau, 1995). When one party fails to comply with the established terms and expectations of a given contract, a contract violation is said to have occurred. Violations of contracts may be inadvertent, such that a party was willing and able to cooperate with contract terms, but terms were misinterpreted, a disruption, such that a party was willing to fulfill the contract terms, but unable or constrained from doing so due to circumstances, and finally a breech, which is the more consequential case wherein a party is able to fulfill the contract terms, but unwilling to do so (Rousseau, 1995). In a longitudinal study of

contract violation, over half of participants reported they had experienced a violation of promised commitments at hire within their first two years on the job, suggesting that contract violations are relatively common in the employment sphere (Robinson & Rousseau, 1994).

Contract violations are generally defined by three important factors that influence not only the detection of the violation, but also the consequences of the violation. The first factor related to contract violation is that a party must be monitoring, or scrutinizing the behavior of others, for a discrepancy between contract commitments and contract outcomes (Clark & Ries, 1988). Discrepancies may go unrecognized if a party is not actively comparing his or her understanding of the contract to contract outcomes. Often, larger discrepancies are more noticeable than smaller discrepancies. The second factor to recognizing a contract violation is the perceived size of the loss. In situations where the loss is severe, we tend to place greater responsibility of the loss to the parties involved (Fiske & Taylor, 1984). Thus, while a discrepancy might be large, if the loss is mild, the contract violation might still be viewed as minor. The final factor related to the perception of contract violation is the history of the relationships between contracting parties. If contracting parties have a history of a respectful relationship where each party earnestly attempts to fulfill the contract terms, a discrepancy between expectations and contract outcomes may be viewed as unintentional and consequently not viewed as contract violations (Rousseau, 1995). However, should the contracting parties have a history of violations, it is more likely that the contractual discrepancy will be viewed as intentional and consequently a violation of the contract. Regardless of relationship

history, a perceived contract violation ultimately damages the relationship of trust between contracting parties, though the consequences of the violation may be lessened when the relationship history is generally good (Rousseau, 1995).

Ultimately psychological contracts and contract violations serve as antecedents to employee perceptions of justice and fairness. While the connection between organizational justice and psychological contracts is seldom explicitly stated, many of the theories and tenets of organizational justice are grounded in and originate from the existence of psychological contracts. The subsequent section will review the most influential streams of organizational justice theory and research. The theories and seminal studies examine the history of theory progression and research on justice as well as the current state of the field of research and illustrate how further research is needed on how organizational situations and perceptions of informal contracts might relate to perceptions of justice and injustice.

<div align="center">Organizational Justice</div>

Theory and Background of Organizational Justice

Organizational justice research emerged from the acknowledgement that each employee is not and cannot always be treated equally by an organization. This realization prompted organizations to better understand employee perceptions regarding fairness and satisfaction in their work role. Early discussion of fairness perceptions was rooted in the idea of social exchanges, wherein the behavior of one party influences the behavior or activities of another party or parties (Homans, 1961). Over the course of multiple interactions, each party develops normative expectations of the behavior of the

other party. While in these social exchange relationships, individuals are particularly

sensitive to deviations from the normative expectations or to the social exchange

becoming unbalanced. Thus, parties should expect rewards relative to the cost or effort

exerted and when expectations are not met, parties have the choice to terminate the

exchange relationship or renegotiate the exchange terms.

While Homans' theory effectively described some characteristics of exchange

relationships, it was notably lacking in several key areas. Specifically, later researchers

also proposed including both personal experiences as well as an awareness of the

exchange relationships that other parties had established (Blau, 1964). Stouffer et. al

(1949) demonstrated how referent others influenced an individual's perception of justice

through military samples. In a study of Black soldiers, researchers found that Black

soldiers stationed in the South reported higher levels of satisfactions than Black soldiers

stationed in the North. This finding was attributed to the fact that referent others in the

South were treated considerably worse than the soldiers, while referent others in the

North were treated the same or better than those in soldiering positions. Researchers also

found that satisfaction of promotional opportunities was significantly lower in Air Corps

personnel when compared to Military Police, despite the fact that Military Police were

promoted with greater frequency than Air Corps personnel (Stouffer et al., 1949). Once

again, explanation of these findings attributed satisfaction differences to the referent

others used in the social comparison, with Military Police often using a referent of those

moving to higher positions as a result of the promotion. Both of these studies provide the

foundations for theory on Organizational Justice and Referent Cognitions Theory

(Festinger, 1954; Folger, 1987).

While original theorizing on exchange relationships and social comparisons was

concerned primarily with satisfaction as the outcome of interest, it wasn't until the

emergence of Equity Theory that other outcomes and consequences were outlined and

investigated (Adams, 1965). Adam's Equity Theory proposed that an exchange could be

perceived as a mathematical ratio of inputs and outputs that individuals use to compare

themselves to other parties or norms. Should an individual perceive inequity, the

psychological distress of the unfairness would motivate him or her to restore balance in

the exchange relationship either by behaviorally modifying his or her inputs or outputs, or

by cognitively modifying his or her perception of the exchange. Adams and Rosenbaum

(1962) effectively demonstrated the motivating effect of inequity through an interview

experiment. In one condition the researchers equitably paid participants for their work,

while in a second condition, researchers overpaid participants for their work. In the

overpaid condition, participants completed significantly more interviews than the

equitable payment condition, thus demonstrating the motivation to establish equity by

modifying output.

Another influential theory in the organizational justice literature was introduced

as Referent Cognitions Theory. Referent Cognitions Theory (Folger & Cropanzano,

2001) asserts that when social norms or distributive or procedural justice rules are

broken, individuals evaluate the event by assessing alternate events or procedures which

could have reasonably occurred or been used instead. Perceptions of equity are

influenced directly by if individuals use more favorable possible outcomes to evaluate the event, or less favorable possible outcomes. When individuals are aware of and use more favorable outcomes as a point of reference, they are more likely to perceive the event as inequitable (Cropanzano, Byrne, Bobocel, & Rupp, 2001).

In many ways, however, Referent Cognitions Theory is incomplete as it defines conditions necessary for inequitable evaluations, but fails to describe the process by which these thoughts occur and develop. As an update and extension to Referent Cognitions Theory, Fairness Theory lays out the cognitive process by which individuals assess if treatment is unfair and if an entity should be held accountable for action or inaction resulting in an unfair or unjust situation or outcome. To assess any given situation, Folger and Cropanzano (2001) proposed that individuals essentially assess three key questions: first, does a negative state of events or an aversive condition exist; is that event a consequence of discretionary action or inaction of a target individual or entity who should be held accountable; and does the discretionary action or inaction violate ethical or normative standards for justice. Ultimately if an aversive condition exists, is discretionary, and violates ethics or norms, individuals are likely to judge the condition as inequitable and unjust.

Much like Fairness Theory, Fairness Heuristic Theory was proposed to address how individuals think about and make decisions about fairness and justice (Lind, 2001). Lind (2001) proposed that justice dilemmas arise because individuals must submit to authority. Through this process or ceding one's own goals, and submitting to the goals of another creates an opportunity for individuals to be exploited. When formulating a

perception of if an event or outcome is fair, individuals look to compare their current situation to other relevant situations and outcomes. For this comparison, individuals often use available heuristics, relevant social comparisons, or when little information is available, individuals might use less relevant, though readily available information to form their perceptions of fairness (van de Bos, 2001).

All of the theories and perspectives reviewed above contribute to our understanding of organizational justice. The progression of organizational justice literature and theory has a strong tradition in building on previous theory and literature when developing revisions and refinements to the current literature (Ambrose & Arnaud, 2005). Ultimately the developments in organizational justice theory have strongly influenced the measurement and the current understanding of the dimensionality of organizational justice.

Dimensionality of Justice

The progression of the organizational justice literature and theory has resulted in four commonly accepted dimensions, or *types*, of justice; distributive justice, procedural justice, interactional or interpersonal justice, and informational justice (Colquitt, 2001). While the dimensions can be useful to predicting unique outcomes and are helpful for explaining unique variance, the dimensions are also highly intercorrelated, reflecting a general justice factor (Ambrose & Arnaud, 2005; Bies, 2005; Colquitt, 2015). The dimensions of distributive justice, procedural justice, interactional, and interpersonal justice are described further in the following paragraphs.

Distributive justice is primarily focused on Adams theory of equity and often assesses if the rewards provided are in balance with the effort exerted or the work completed (Colquitt, 2001). While equitable compensation was the initial focus of distributive justice, Leventhal (1980) suggested other distribution norms and expectations may exist. In addition to equity, he proposed that some individuals might have equality expectations such that rewards that are not the same for all employees are viewed as unjust or unfair. Additionally, individuals might hold need-based reward expectations such that rewards and compensation should be distributed to those most in need and violations to this distribution norm would be viewed as unfair or unjust.

Procedural justice emerged from the exploration of Distributional Justice as researchers noted that justice perceptions did not always relate to compensation and rewards, but rather to the implementation and application of formal procedures and decision making processes in organizational systems (Colquitt, 2001, Greenberg & Colquitt, 2005). Criteria for procedural justice include perceptions that procedures and decisions are consistent, unbiased, accurate, open to voice and input, and ethnical (Leventhal, 1980, Thibault & Walker, 1978; Colquitt, 2005).

Much like Procedural justice emerged from observations related to Distributional justice, Interactional justice emerged when scholars noted that injustice perceptions often arose concerning how procedures were implemented rather than the features of the procedures themselves. Interactional justice was further broken down into two facets, interpersonal justice and informational justice (Bies, 2005). Interpersonal justice, the dimension that most resembles the initial proposal of interactional justice, refers to the

interpersonal treatment that employees receive and is often in reference to their

supervisors (Colquitt, 2001). Interpersonal justice assesses if supervisors treat employees

with respect and dignity, listen to employee concerns, display empathy, and refrain from

improper remarks. Some scholars have proposed that a large portion of injustice

perceptions are due to interpersonal treatment (Mikula, Petrik, Tanzer, 1990).

Informational justice has been the most recent proposed dimension of justice in

the progression of the justice literature. Informational justice focuses primarily on how

information is communicated in the workplace with measures focusing on if concepts are

explained thoroughly, explanations are reasonable, details are communicated in a timely

manner, communication is tailored to the audience's needs, and communication is candid

and honest (Colquitt, 2001).

In addition to differentiating justice by four distinct dimensions, researchers have

also proposed differentiating between justice content and the justice source. Scholars

have proposed that the focus or *source* of justice perceptions may be in reference to

decision-making agents, often referred to as supervisor or interpersonal justice, or may be

in reference to organizational systems or entities as a whole, often referred to as

organizational justice (Colquitt, 2001; Colquitt & Rodell, 2015).

<div align="center">Summary</div>

Research on organizational justice illustrates how perceptions of organizational

situations often precede both attitudinal reactions and behavioral reactions by employees.

While the organizational justice literature is filled with rich and useful theory for

understanding employee perceptions of injustice, we know relatively little about which

situations and events lead to injustice perceptions. I argue that a new measure focusing

on investigating situational antecedents to justice may offer opportunities and advantages,

including illustrating a range of incidents that often lead to perceptions of injustice and

providing insight as to the specific cause of perceptions of injustice (i.e. the organization

may be alerted that perceptions of procedural justice is low, but that gives limited insight

as to which procedures and how they could be modified to improve justice perceptions)

in a given situation. The purpose of the current research is to propose a measure and

theoretical framework of counterproductive working conditions that serve as antecedents

to organizational justice, assess how the proposed measure compares to existing, popular

measures of related constructs, and investigate the relationship between the proposed

measure and important correlates of interest such as counterproductive work behavior

and organizational citizenship behavior.

Study 1: Understanding the Structure of Organizational Working Conditions

Literature Review

While the intent of the current study is to build off the existing literature on justice, it is relevant to understand the development of justice measures to inform the construction of the proposed measure of counterproductive working conditions. Initial measures of justice were often inconsistent and generally poor measures of organizational justice, often including only a single item or an ad hoc measure to assess justice perceptions (Colquitt & Shaw, 2005; Colquitt, 2015; Greenberg, 1990; Lind & Tyler, 1988). More recent measures have grown in length and complexity, with a strong focus on maintaining consistency with the construct definitions proposed in the developing organizational justice literature. Many newer measures of organizational justice include questions targeted toward the specific dimensions of justice (Colquitt, 2015). In line with the most effective measures of organizational justice, we aim to develop a measure of counterproductive working conditions that leverages the lessons learned throughout the organizational justice literature of measure construction, such as focusing on promoting consistency, adhering to construct definitions, and exploring the dimensionality of the construct.

Organizational justice is unique in several ways to other topics in psychology that directly affect how organizational justice has been measured up to this point. First, organizational justice has a robust history of theory development. While some topics have ebbed and flowed in balancing the development of theory with the development of practical solutions to topics that had not yet been well defined, organizational justice has

been guided heavily by theory development, meaning that measures have often focused

explicitly on the existing construct definitions of justice dimensions and factors (Colquitt,

2015; Colquitt & Rodell, 2015; Colquitt & Shaw 2005). Secondly, the existing literature

on developing measures of organizational justice is interestingly prescriptive in the

considerations and approach to measurement that is recommended (see Colquitt &

Rodell, 2015; Colquitt & Shaw, 2005).

According to Colquitt and Colleagues (see Colquitt & Rodell, 2015; Colquitt &

Shaw, 2005), there are several fundamental issues that must be considered when

developing measures of organizational justice. The first fundamental issue to consider is

what the item content will be. While item content seems to be relevant to the

development of any measure, Colquitt and Rodell (2015) refer specifically to if the

measure will be addressing justice or fairness. While much of the organizational justice

literature and previous measures have conflated both justice and fairness and used the

terms interchangeable, the authors argue that the two concepts should be regarded as

separate concepts. Specifically justice is used to refer to items that assess if an individual

agent or the organization adheres to rules and appropriate behavior in relevant decision

context, while fairness is used to refer to a more global perception of appropriateness

(Colquitt & Rodell, 2015). Some research refers to this idea as indirect versus direct

measurement, wherein direct measures specifically ask individuals if they perceived a

decision context to be fair, while indirect measures attempt to assess if the rules create a

perceived sense of fairness (Colquitt & Shaw, 2005; Lind & Tyler, 1988)

A second fundamental issue proposed by researchers is the context of justice being measured. Researchers have argued that justice perceptions may depend on the specific context or organizational event to which the item refers (Colquitt & Shaw, 2005; Colquitt & Rodell, 2015). Specifically, asking individuals to evaluate the justice or fairness of the performance evaluation process might render different answers than asking them to assess the fairness or justice of their compensation. To this point, measures have been introduced that can be tailored to the specific justice context in question (see Colquitt, 2015).

A third consideration in the measurement of organizational justice is the source or focus of the measure. The focus or source of justice is akin to the ideas of interpersonal OCBs and CWBs versus organizational CWBs and OCBs; essentially justice perceptions might focus on individuals or on the organization as a whole. Generally, interpersonal justice is focused on interactions and decision contexts involving a direct supervisor, while organizational justice is focused on perceptions of the organization as an entity or on upper-level management and the decision agents of the organization (Colquitt & Shaw 2005, Colquitt & Rodell, 2015).

A final consideration in the measurement of organizational justice is the length of time being considered for the justice or fairness judgment. Researchers have termed this consideration experience bracketing (Colquitt, 2015). Experience bracketing refers to if a researcher plans to bracket specific episodes and inquire about perceptions of justice solely regarding those episodes, or if the researcher plans to ask about a larger, more inclusive experience of justice involving the entity of experiences.

While the proposed considerations are certainly useful in the development of measures of justice and fairness perceptions, they may lend themselves to a narrowing effect (Ambrose & Arnaud, 2005). Furthermore, researchers have proposed that too little attention has been focused on the measurement of overall justice (Ambrose & Arnaud 2005) despite prominence of overall justice perceptions in theory (Leventhal 1980). Existing research in the personality domain suggests that summarizing typical behavior or conditions may be difficult for individuals, since they are not able to qualify their responses, meaning they may vary in how they summarize their behavior with some individuals reporting the mean level of a trait, while others report the mode level of a trait, and still others report their extreme levels of a trait (Edwards & Woehr, 2007). In the context of overall organizational justice, to create an overall summary, individuals not only need to think of examples of decisions contexts and summarize these contexts into a rating, they also need to judge each decision context in relation to justice or fairness to create a summary. Alternatively, as proposed in Fairness Heuristic Theory, individuals might be "stuck" on their original fairness perception, using this response to formulate future fairness impressions, rather than evaluating the present situation (Cropanzano, Byrne, Bobocel, & Rupp, 2001). In either scenario, the measurement of fairness would suffer greatly from measurement error and not be an accurate reflection of the actual, current evaluation of the fairness of recent decision contexts.

It is the proposal of the present dissertation, that in order to measure antecedents of justice, perhaps a completely different approach to the measurement of situational antecedents might create opportunities to better understand the mechanisms of justice

perceptions. The current study proposes that measuring antecedents of the decision context of justice has the potential to direct the justice literature on a new interesting and productive course.

While the proposed SOS Scale is unique to the current measurement of justice, several factors and considerations of traditional measurement of organizational justice still apply to the measure. Specifically, the focus of the measure is intended to focus on antecedents to perceptions of the organization rather than the supervisor or other interpersonal relationships. Additionally, while the context of the measure might be considered indirect, since the measure does not directly ask about perceptions of fairness, the context of the rules also differs drastically from established measures in that the scenarios presented in the measure are often formed from informal contracts and exchange expectations as opposed to formal, explicitly stated rules proposed by the organization. Finally, as the measure currently stands, it is focused on experiences across an individual's entire tenure with the organization rather than some shorter bracket of experience.

An additional consideration in the construction of the SOS Scale was how items would relate to one another. In regard to item relationships, measures are often characterized as causal indicator measures or effect indicator measures (Spector & Jex, 1998). While effect indicator measures represent a class of measures that are composed of conceptually similar items tapping a single construct of interest, causal indicator measures are composed of distinct components organized into conceptually related categories. Prominent justice measures most closely reflect effect indicator measures,

such that items are parallel or near parallel for types of justice measured. For instance, in one popular measure, interpersonal items include, "Has [your supervisor] treated you in a polite manner?", "Has [your supervisor] treated you with dignity?", "Has [your supervisor] treated you with respect?", and "Has [your supervisor] refrained from improper remarks or comments?" (Colquitt, 2001). Another measure of distributive justice included the following items, "How fair do you consider the size of your raise to be?", "To what extent did your raise give you the full amount you deserved?", and "To what extent was the size of your raise related to your performance?" (Konovsky, Folger, & Cropanzano, 1987). In an effect indicator measure, each item is intended to represent a single underlying construct such that individual items could be considered parallel forms of a measure of a specific construct (Spector & Jex, 1998). In contrast, the current measure was designed to be a causal measure, such that items are not intended to be parallel items, but rather distinct events organized into related categories.

Causal measures often include behavioral checklists such as measures of OCBs or CWBs. Because the current measure was created from reframing behavioral items from CWB scales, the causal approach to measurement is sensible, though an uncommon means of measuring organizational justice. Creating a causal measure of antecedents to justice has at least two important effects, the first being that the proposed measure is not limited to constructing a measure around existing constructs of justice, which allows for the introduction of potentially new constructs. The second effect is that because items are not parallel, and consequently interchangeable, internal consistency measures are less relevant. To ensure the structure of the proposed measure is appropriate, prior to

performing a factor analysis, an item-sort (similar to that described in Gruys & Sackett, 2003) will be completed to examine the appropriateness of the item categories proposed. A second item-sort will also be completed to assess how the existing constructs of distributive, procedural, interpersonal, and informational justice relate to the item categories of the proposed measure. The phases of the measure creation and refinement are outlined further below in the discussion of Phase 1 and Phase 2 of Study 1.

Phase 1: Structurally Oppressive Situations Item Generation

The purpose of Study 1 of this dissertation is twofold. The primary objective is to generate a large, inclusive pool of items depicting organizational situations that reflect the definition proposed for counterproductive working conditions. The second objective is to examine a taxonomy of the underlying structure of perceived unjust and oppressive situations. A variety of methods were used to generate items for the SOS Scale. To start, I reviewed three common measures of counterproductive work behaviors, the Counterproductive Work Behavior Checklist, (CWB-C, Spector et. al, 2006), the Interpersonal and Organizational Deviance Scale (Bennett & Robinson, 2000), and the Counterproductive Work Behavior List (Gruys & Sackett, 2003). Items from each of these scales were reviewed and reformatted to create a parallel item addressing working conditions rather than employee behavior. For instance, the CWB item, "Intentionally came to work late," was reformatted into the SOS item, "Require employee to stay late without advance notice."

Sixty items were developed by creating parallel, situational items to existing CWB measures. Redundant items were collapsed into a single parallel item. For some items, parallel situational items could not be generated. Three items from the 19-item Bennett and Robinson scale lacked a situational correlate, the items included, "Make fun of someone at work," "Played a mean prank on someone at work," and "Littered your work environment." Similarly, I failed to generate parallel items for ten statements on the CWB-C scale. Unmatched items included, "Been nasty or rude to a client or customer," "Insulted someone about their job performance," "Made fun of someone's personal life," "Ignored someone at work," "Stole something belonging to someone at work," "Hid something so someone at work couldn't find it," "Played a mean prank to embarrass someone at work," "Destroyed property belonging to someone at work," "Insulted or made fun of someone at work," and "Avoided returning a phone call to someone you should at work." Finally, for the Gruys and Sackett CWB list, five items failed to produce a parallel situational item. The five items included, "Misuse business expense account," "Take cash or property belonging to a coworker," "Misuse employee discount privileges," "Deface, damage, or destroy property belonging to a coworker," and "Deface, damage, or destroy property belonging to a customer." The parallel items generated were then rationally grouped by the researcher into eight categories, the categories included, *Employee Integrity Compromise*, *Inequity Issues*, *Misuse of Employee Resources*, *Misuse of Information*, *Organizationally Sanctioned Abuse or Bullying*, *Talent Mismanagement*, *Unsafe Culture/Climate/Conditions*, and *Forced Flexibility*.

As additional steps, I reviewed the existing literature on organizational justice, psychological contract breech, and abusive supervision to propose additional missing categories or items. An additional 22 items were added to the SOS scale to address counterproductive situations or circumstances that were not reflected in the CWB measures and to ensure sufficient coverage of the eight SOS categories. The second round of item generation resulted in an additional 6 items for Employee Integrity Compromise, 10 items for Inequity Issues, 12 items for Misuse of Employee Resources, 9 items for Misuse of Information, 13 items for Organizationally Sanctioned Abuse or Bullying, 14 items for Talent Mismanagement, 11 items for Unsafe Culture/Climate/Conditions, and 7 items for Forced Flexibility. The addition of the 22 items resulted in an 82-item SOS scale (see Table 1 for the full 82-Item Scale).

Because the study aimed to investigate situations that provoke retaliatory CWBs in response to organizational conditions, a wide range of both organizational and interpersonal situations were considered. However, to focus the scope of the measure, situations unique to coworker and customer interpersonal conflict that did not relate to formal organizational conditions and items concerning the physical conditions of the workplace were not included in the current scale.

Participants and Procedure

To assist in items generation and scale analysis, SMEs were asked to perform an item-sort on the 82 items in the measure based on two possible categorization schemes; according to the four existing dimensions of justice and according to the categories proposed in this study. The SME sample consisted of 5 individuals, all doctoral students

in I/O psychology. SME item-sort results were reviewed and were used to revise problematic items and scale categories. Additionally, SMEs provided comments and suggestions for additional items.

Procedure: SME Item-sort Exercise

The SME sample was provided with an excel document on which to perform the item-sort activity. SMEs were to categorize the 96 items by two competing categorization schemes. One categorization scheme was for the four existing dimensions of justice as well as for a fifth category for items that did not fit in one of the four justice categories. Another categorization scheme was for the eight proposed dimensions of Structurally Oppressive Situations as well as a ninth category for items that did not fit in one of the eight proposed categories. Participants were provided with definitions for the justice dimensions and with the dimensions proposed in the current study (see Tables 2 and 3, respectively). SME item-sort results for the 82-Item Scale are presented in Table 4 and Table 5.

Following the SME item-sort review, several items were revised, rearranged to different categories, an additional 14 items were generated and added to the SOS scale, and one category, Forced Flexibility, was revised and refined. One item was moved to Inequity Issues from Misuse of Employee Resources, 3 items were added to Misuse of Employee Resources, an additional 8 items were added to the category formally called Forced Flexibility, and an additional 3 items were added to the Talent Mismanagement category. The Forced Flexibility category was renamed Scheduling and Assignment

Irregularity and Inflexibility. This resulted in a refined, 96-item measure (see Table 6 for the full 96-Item Scale).

Phase 2: Dimensionality of Structurally Oppressive Situations

As mentioned in Phase 1 of Study 1, SOS items were rationally grouped by the researcher. These rational groups were further confirmed by SME item-sort results. The rational groups proposed are *Employee Integrity Compromise*, *Inequity Issues*, *Misuse of Employee Resources*, *Misuse of Information*, *Organizationally Sanctioned Abuse or Bullying*, *Talent Mismanagement*, *Unsafe Culture/Climate/Conditions*, and *Scheduling and Assignment Irregularity and Inflexibility*. Each group is described and defined below. Phase 2 of Study 1 will assess the fit of the proposed dimensions for the SOS scale.

Employee Integrity Compromise. This category involves organizational expectations that employees engage in behaviors that violate common, ethical norms of just or fair behaviors.   This category includes scenarios wherein employees might be asked to make compromises in order to meet commonly understood, though not formal, expectations and understood norms within the organization. It is important to ask ourselves if such informal expectations and norms involve a conflict of ethics, how should an employee judge this event with regard to justice?

Inequity Issues. This category of organizational justice involves situations where the organizational compensation is inequitable with employee work and contributions. However, the inequitable situations and scenarios proposed in this category are unique in that they represent informal situations where inequity might arise such that the employer

is benefitting more from the exchange relationship, while the reward or compensation for the employee is lagging. An example scenario included in the category would be when an employee is asked to complete work related tasks outside of compensated work time. If the employee is sensitive to inequitable situations, it is likely this type of situation would serve as a precursor to perceptions of compensation in relation to work tasks that are included in traditional measures of justice.

   Misuse of Employee Resources. Misuse of employee resources is similar to inequity issues, but specifically includes situations where the organization requires use of personal resources (money, tools, vehicle, supplies, etc.) without compensation from the organization. The focus of this category is on formal and informal requirements by the organization that the employee provide personal resources for use by the organization and in the job role without compensation for damage to and the cost of providing the resources. For example, if a role requires an employee to make a substantial number of calls from a personal work phone, without providing compensation for the resource, would this situation not fit the definition of inequity? Could we expect some employees to be sensitive to this inequity?

   Misuse of Information. The misuse of information category involves situations where the organization misuses employee personal information or presents inaccurate information to employees. This category focuses primarily on deception and invasion of privacy on the part of the organization with regard to informational interactions with the employee or an outside party

Organizationally Sanctioned Abuse and Bullying. The category of organizationally sanctioned abuse and bullying includes situations where the organizational structure or organizational representatives neglect to address abuse, bullying, or bias in the workplace. While it makes conceptual sense to include abuse within the organizational justice framework, most of the existing measures fails to identify abusive situations that ultimately manifest into perceptions of injustice.

Talent Mismanagement. The talent mismanagement category involves situations where organizational structure or organizational representatives hinder employee development, hinder work progress, or prevent recognition of good performance. The items in this category reflect the organizational structure hindering opportunities and inhibiting employee personal goal progress.

Unsafe Culture & Climate Conditions. The unsafe culture and climate conditions category includes situations where the organizational structure or organizational representative fails to address safety issues or establish and enforce safety policies and procedures.   The items in this category reflect organizational failures to adequately protect employees from unsafe and hazardous conditions as well as failures to promptly address employee concerns regarding safety.

Scheduling and Assignment Irregularity and Inflexibility. The scheduling and assignment irregularity and inflexibility includes situations where the organization expects the employee to flexibly adjust to changing work arrangement such as scheduling, staffing, and work. Items in this category reflect expectations for

unreasonable employee flexibility in scheduling and work assignment, while also presenting overly rigid employer approaches to scheduling and work assignment.

Phase 2 of Study 1 proposes that the referenced 8 categories will explain the organization of the SOS scale such that both factor analysis and SME item-sort activities will support the inclusion of the 8 categories.

> *Hypothesis 1*. Factor Analysis of the SOS scale will support an 8 factor solution that corresponds with the proposed categories.
>
> *Hypothesis 2*. SME item-sort activities of the SOS scale will result in the organization of items according to the 8 categories proposed.
>
> *Hypothesis 3*. Factor Analysis of the SOS scale using the 8 factor solution will provide a better fit than a 4 factor solution based on the existing organizational justice dimensions of distributive, procedural, informational, and interpersonal justice.

Participants and Procedure: Critical Incidents Exercise

To verify that the proposed SOS measure covered all potential dimensions and fully explored each potential dimension, a Critical Incidents study was conducted via Amazon's Mechanical Turk. The Mechanical Turk critical incident's sample included 36-40 participants per competency. For a full description of the Critical Incident procedure, see Appendix A. While many of the Critical Incident responses confirmed the existing SOS items and dimensions, following a qualitative review of the incidents, an additional 10 items were added to the SOS scale, resulting in 106-item scale.

Participants and Procedure: SME Free-sort Exercise

Following the Critical Incidents study, a second item-sort sample was collected with the revised 106 item measure. The second sample consisted of 6 SMEs, who were

asked to perform a free sort of the items. All 6 SMEs were graduate students currently enrolled in a doctoral-level I/O program.

For the free-sort exercise, the SME sample was provided with paper copies of the items. Each item was printed on an individual slip of paper. Participants were asked to create rational groups with the slips of paper, paperclip the groups, and name the group of items. Following the item-sort activity, an additional 2 items were added to the SOS scale, resulting in a 108-item scale. A full description of free-sort results can be found in Appendix B.

Participants and Procedure: Factor Analysis

The factor analysis study included 285 participants recruited from Amazon's Mechanical Turk to complete the 108-item SOS Scale. The Mechanical Turk sample was gathered to test possible categorization schemes through factor analysis and to reduce and refine the measure prior to conducting Study 2 and Study 3. Participant data was omitted from the analyses if participants completed the study too quickly (e. g. in less than 8 minutes, a cut set balance disengaged responding while retaining a robust sample size), if participants failed three or more attention checks, and if there was no variation in their responses. The final, cleaned sample consisted of 270 participants. The Mechanical Turk sample consisted of 57.0% Female participants and 42.2% Male. The sample was primarily Caucasian (74.8%), followed by African American (11.5%), Multiracial (5.6%), and Asian American (4.1%). The majority of the sample was Employed Full-Time (82.6%), with only 13.0% reporting part-time employment. Participants came from a range of industries, including Professional, Paraprofessional, and Technical (33.0%),

Sales and Related (17.8%), Clerical and Technical Support (17.0%), and Service (15.2%).

Mechanical Turk workers viewed the study hit and agreed to complete the described survey for one dollar in compensation. Mechanical Turk workers who accepted the hit were directed to complete an online survey consisting of the SOS items and demographic questions. When completing the SOS items, participants were asked to rate how often they had observed the situations listed over the course of their present or most recent job. Participants responded using a 6 point Likert-type scale with '5' reflecting Never, '4' Once or Twice, '3' Once or twice per month, '2' Once or twice per week, '1' Every day, and '0' Does not Apply. Response options were recoded prior to analyses such that '1' Never, '2' Once or Twice, '3' Once or twice per month, '4' Once or twice per week, '5' Every day.

<div align="center">Results</div>

SME Free-sort Exercise

Upon receiving the free sort data from the SMEs, the rationally grouped items were compared to the 8 proposed dimensions and corresponding items. Common sorting differences included splitting Misuse of Information into two separate categories, splitting Organizationally Sanctioned Abuse and Bullying into two separate categories, and not identifying Inequity Issues items into a unique category. Given the range of sorting options, and the fact that participants were given no direction regarding what themes to use when grouping the items nor how items might be related in general, there was a notable degree of overlap between SME proposed dimensions and items and the

SOS proposed dimensions and items. The noted overlap in SME categorization and SOS

proposed dimensions generally lends support for Hypothesis 2. A full summary of the

free-sort exercise and results by SME is available in Appendix B.

Factor Analysis

The analysis of study 1 data had two primary goals, to explore the proposed factor

structure of the SOS items and to reduce and refine the measure. To accomplish these

goals several analysis steps were taken. First, descriptive statistics were examined for the

SOS measure as a whole and for each of the proposed dimensions of the measure. See

Table 7 for descriptive statistics, intercorrelations, and reliability information regarding

the SOS Scale. When examining descriptive statistics, dimensions were evaluated for

endorsement on the full range of the associated rating scale, the average rating of the

dimension across participants, and the standard deviation of ratings across

participants. Means ranged from 3.34 to 4.20. During this examination, all proposed

dimensions displayed the full range of the rating scale and had means and standard

deviations within the expected range. In the examination of item distributions it was

noted that all of the items were skewed; which is not unexpected as we expected most of

the items to be relatively low base-rate events. In addition to examining descriptive

statistics, internal consistency reliability estimates were examined for the 8 proposed

scales. Internal consistency estimates of Cronbach's alpha ranged from .94 to .96 across

proposed dimensions. Once again, reliability estimates were within the expected

range. In addition to looking at descriptive statistics and estimates of internal

consistency, correlations between dimensions were examined to ensure that dimensions

were not too highly correlated and thus consequently redundant. Similarly, since all the dimensions in the scale are expected to measure a form of organizational counterproductivity, all dimensions are expected to be positively correlated to an extent. Correlations between the SOS dimensions ranged from moderate to strong, with the scales of Talent Mismanagement and Unsafe Culture, Climate Conditions demonstrating the lowest correlation, Talent Mismanagement and Scheduling and Assignment Irregularity and Inflexibility demonstrating the highest correlation. None of the dimensions were negatively correlated with each other. Means, standard deviations, estimates of internal consistency, and intercorrelations can be found in Table 7.

To examine the dimensional structure of the SOS further, an exploratory factor analysis was run, starting with an orthogonal, Promax rotation. The scree plot from this factor analysis suggested a strong general factor and many possible additional factors (see Figure 1).

Given the scree plot, the rational grouping, and the item sort activities conducted with SMEs; I determined it was reasonable to extract an 8 factor solution. I examined 3 competing factor solutions; 4 factors, 6 factors and 8 factors using an exploratory factor analysis with a Promax rotation of the factors. The 4 factor solution fit moderately well, Cumulative Variance=.56, RMSEA=.089, TLI=.642, χ^2=13656.53, df=5352, p=0, as did the 6 factor solution, Cumulative Variance=.60, RMSEA=.084, TLI=.685, χ^2=12056.94, df=5145, p=0. The 8 factor solution resulted in the best fit, with Cumulative Variance=.64, RMSEA=.079, TLI=.730, χ^2=10836.92, df=4942, p=0. The 8 factor analysis output is reported for the 8 factor solution (see Table 8). As a final step, I also

examined an exploratory factor analysis with a Varimax rotation of the 8-factor solution to assess the factor structure. Results of the orthogonal Varimax rotation were similar to the oblique, Promax rotation.

The exploratory factor analysis, combined with item reliability analysis, was used to reduce and refine the SOS measure. The intent of measure refinement was primarily to create a more efficient measure, while considering the fit issues that that may contribute to poor measurement of a dimension and the overall construct. Factor loadings, item descriptive information, and item content were considered when working to refine the measure. To refine the measure, items that failed to load on the correct factor or cross loaded on multiple factors were removed from the scale. Additionally, items that had low loadings on a factor were examined for removal. Finally, the reduced dimensions were reviewed for content to ensure that the proposed dimension encompassed the dimension domain as it was proposed and was not too narrowly defined by the refined items. Each of the dimensions were trimmed in the manner until each dimension contained items that loaded only on one factor and still fully covered the construct space as proposed. The item analysis resulted in a 49-item SOS scale; retaining items 3, 4, 5, 6, and 7 for Employee Integrity Compromise, items 10, 12, 14, 15, and 16 for Inequity Issues, items 23, 24, 26, 27, 28, 29, and 32 for Misuse of Employee Resources, items 37, 39, 40, 41, 44, 45, and 49 for Misuse of Employee Information, items 52, 54, 55, 56, and 57 for Organizationally Sanctioned Abuse and Bullying, items 67, 68, 69, 70, and 76 for Scheduling and Assignment Irregularity and Inflexibility, items 78, 82, 84, 85, 88, 89, 90, 93, and 96 for Talent Mismanagement, and items 100, 101, 104, 105, 106, and 108 for

Unsafe Culture, Climate, Conditions. Table 8 shows the factor loadings for the 8 factor

solution for the full scale. These results show that the factor analysis generally supported

an 8 factor solution, lending support for Hypothesis 1. Furthermore, the 8 factor solution

performed better than competing solutions tested (Cumulative Variance=.64,

RMSEA=.079, TLI=.730), lending support for Hypothesis 3. Study 2 describes

convergent and divergent validity analysis of the refined 49-item SOS measure, as well as

Confirmatory Factor analysis to test the factor structure after refinement and on a second,

independent sample.

Study 1 Discussion

The current study was conducted to propose a measure of counterproductive

working conditions via the Structurally Oppressive Situations scale and to assess the

underlying dimensional structure of the proposed SOS measure. The critical incidents

study indicated that the proposed items and dimensions were generally sufficient with a

few additional items added to ensure full coverage of the proposed dimensions given the

critical incidents supplied. Furthermore, the SME free sort activity provided additional

support to the initial proposed structure of the SOS with all of the SME participants

showing considerable overlap with the proposed dimensions and in many cases proposing

similar dimensions based on their own individual groupings of the items. Free sort

results generally lent support for Hypothesis 2, that an 8 factor solution was appropriate

for the proposed SOS measure. Following both the critical incidents exercise and the free

sort exercise, the factor analysis confirmed that an 8 factor structure was appropriate for

the proposed measure, consequently supporting Hypothesis 1. The 8 factor solution

provided a better fit than the 4 factor solution, supporting Hypothesis 3. The subsequent

item analysis served to further reduce and refine the measure to more efficiently measure

the constructs of interest.

While the proposed 8 factor solution appears to initially fit, supported by several

of the activities, it is important to note that SMEs did struggle with three of the eight

dimensions, including Inequity Issues, Misuse of Employee Information, and

Organizationally Sanctioned Abuse and Bullying. Furthermore, following the refinement

of the measure, it is possible that the factor structure may be affected by reducing and

refining the measure. To ensure measure refinements did not influence the SOS scale

factor structure, a Confirmatory Factor Analysis was conducted in Study 2 to ensure the

factor structure is maintained through revisions and across samples. The SOS was

evaluated for opportunities to further reduce and refine the measure in Study 2 and Study

3, resulting in additional, though minor, modifications detailed in each respective study

Results and Discussion section.

Study 2: Comparing the SOS to Existing Scales of Related Constructs

Literature Review

Owing to the fact that the SOS Scale was developed as an approach to measure organizational counterproductivity, it is helpful to examine how the scale compares to existing measures of potentially related constructs. Comparing responses on existing measures to the new measure allows researcher to see where the measures converge and also where the measures diverge. The areas of convergence indicate how the measure assesses concepts and constructs that currently exist in the literature such as the measurement of organizational justice, while indicators of divergence allow researcher to assess areas that the proposed SOS Scale measures, that are currently not assessed in common measures.

To assess convergence and divergence of the SOS Scale to existing measures of organizational justice two common measures of organizational justice were selected; one measure focusing on questions of overall justice (Ambrose and Schminke, 2009) and the second measure is a common, popular measure focusing on measuring the four facets of justice; procedural, distributional, informational, and interactional (Colquitt, 2001). The development and measurement approach of each measure will be further reviewed below.

To assess the convergence and divergence of the measure proposed in the present dissertation to existing measures, the SOS measure was compared to the Perceived Overall Justice (POJ) Scale (Ambrose & Schminke, 2009) which is intended to measure of overall perceptions of overall justice. The POJ scale integrates two existing approaches to measuring overall perceptions of justice. While both existing approaches

to measuring overall justice focus on assessing *entity judgments*, which are perceptions of some larger entity such as an organization or group, one approach suggests that these entity items should be based on the unique experience of the individual (Lind, 2001) while the alternate approach suggests that entity items should be general in nature, allowing individuals to consider the fairness of the experiences of other individuals in contact with the entity (Colquitt & Shaw, 2005; Cropanzano et. al, 2001). The POJ scale is a six item scale that includes three items to assess each approach to entity judgments (see Table 9 for POJ scale items).

To compare the SOS scale to existing faceted measures of organizational justice, the current dissertation used the Colquitt (2001) measure of organizational justice, which includes items to assess each facet of justice. When developing the measure, Colquitt drew heavily on existing research and theory when constructing the items, with the procedural justice items corresponding to assessing process fairness (Thibaut & Walker, 1975) and the concepts of consistency, bias suppression, accuracy of information, correctability, voice, and ethicality (Leventhal, 1980). Distributive justice items in the measure focus on if allocation of resources is equitable with the contributions of individuals (Leventhal, 1976). Interpersonal justice items are based on the work of Bies and Moag (1986) such that interactions demonstrate respect and propriety or refraining from prejudicial statements. Finally, informational justice items were based on the ideas of truthfulness and justification as proposed by Bies and Moag (1986). In additional to focusing on the work of Bies and Moag (1986), informational justice items also assess if explanations are perceived to be reasonable, timely, and specific (Shapiro, Buttner, &

Berry, 1994). The Colquitt (2001) measure was designed to be customizable such that the focus (i.e. supervisor or organization) and the bracketing (i.e. a specific event such as performance evaluations or overall entity perceptions) could be measured with minor adjustments to the measure. For the purpose of the present study, the Colquitt (2001) measure was adjusted to assess organizational focus and entity perceptions of justice. Customizing the measure to focus on the organization and entity related perceptions was determined to be most closely aligned with the SOS Scale which would allow more direct comparisons of the measures. The Colquitt measure of the dimensions of justice can be found in Table 10.

In addition to investigating the relationship between the SOS and justice measures, multiple measures were included to explore the convergent and divergent validity of the SOS with constructs that appear to align with the proposed scale dimensions. The measures used in Study 2 to explore potential convergent and divergent relationships to the SOS include: Unethical, Pro-Organizational Behavior (Umphress, Bingham, & Mitchell, 2010), Social Desirability Scale (Reynolds, 1982), Social Contracts Scale (Edwards & Karau, 2007), Equity Sensitivity Scale (King & Miles, 1994), Psychological Contract Breech scale (Kickul, 2001), two workplace safety scales (Prussia, Brown, & Willis, 2003; Hofmann & Stetzer, 1996), a Toxic Leadership Scale (Schmidt, 2008), and an Abusive Supervision scale, (Tepper, 2000). The full measure for each of the constructs listed above can be found in tables 11-19.

As mentioned in Study 1, the SOS Scale includes the following categories: *Employee Integrity Compromise*, *Inequity Issues*, *Misuse of Employee Resources*, *Misuse*

of Information, *Organizationally Sanctioned Abuse or Bullying*, *Talent Mismanagement*,

Unsafe Culture/Climate/Conditions, and *Scheduling and Assignment Irregularity and*

Inflexibility. Each category will be discussed with regard to the convergent and divergent

relationships anticipated between the proposed categories and existing dimensions of

justice (e.g. distributional, procedural, informational, and interactional) and general

justice below which are anticipated to be closely aligned. Additional measures listed

above will be included as exploratory analyses and consequently no specific relationships

are proposed.

      Employee Integrity Compromise. Currently, this category appears to be at least

partially encompassed in the procedural justice domain as it is conceptualized in the

existing literature. Ethicality, or procedures that uphold standards of morality, most

closely aligns with this categories (See Leventhal, 1980). Additionally, rules such as

consistency, or maintaining consistency across people and instances, and bias

suppression, or procedures that are neutral or unbiased, are also closely aligned with this

category (see Leventhal, 1980). While this category may be at least partially subsumed

within the domain of procedural justice, I believe that the proposed items of the SOS

Scale represent antecedents of justice that explicitly include not only the formal rules and

policies of the organization, but also informal expectations and understood norms that are

not explicitly stated within organizational policies and procedures.

                  Hypothesis 4. Procedural justice will correlate inversely with Employee
                  Integrity Compromise.

    Inequity Issues. This proposed category overlaps greatly with the existing Equity

Theory proposed by Adams (1965) as well as much of the existing research and theory on

distributive justice (Colquitt et al., 2013, Leventhal, 1976). Interestingly, while the existing theory does not distinguish if the context equity must arise in formal exchanges or under formal contractual terms, the most prominent measures focus primarily on such formal exchanges and contracts, such as established wages or formal rewards and exchanges for work done, paying little attention to informal exchanges and inequities resulting from conditions apart from the formal job responsibilities. For measures that do not explicitly reference formal exchanges, the questions are ambiguous to the point, that it is unclear if individuals would make the connection between inequitable situations that arise from informal and tangential situations. This particular category potentially represents an antecedent of the construct of distributional justice to include informal exchanges and exchanges that are expected of employees, but beyond the formal terms of the work arrangement (e.g. working beyond scheduled hours without compensation). :

> *Hypothesis 5*. Distributional justice will correlate inversely with Inequity
> Issues.

Misuse of Employee Resources. Much like the previous category, misuse of employee resources is also based on the theories and research of distributive justice and equity theory. To an extent, including organizational requirements for additional personal resources from an employee represents and extension of distributive justice that has received little attention to this point. While existing CWB measures have addressed employees attempting to gain organizational resources for personal use (Gruys & Sackett, 2003; Robinson & Bennett, 1995), popular measures of distributive justice make no mention of organizations requesting or requiring employee resources for organizational

use, without additional compensation. This category may be viewed as related to distributional justice to include informal exchanges of resources that are not limited to formal compensation. For instance, for an exchange to be perceived as equitable, if an employee is required to provide personal resources to complete a job (e.g. use of a car, tools, personal equipment), should additional compensation be provided by an organization as opposed to a scenario where the organization provides those resources to the employee. Because current measures and conceptualizations of distributional justice have not previously included topics of informal exchange agreements, this category is hypothesized to be related to the domain of distributional justice.

> *Hypothesis 6.* Distributional justice will correlate inversely with Misuse of Employee Resources.

Misuse of Information. While the theory on organizational justice and informational justice includes both deception (Bies, 2005; Bies & Moag, 1986; Shapiro & Bies, 1994) and invasion of privacy (Bies, 2005; Morrill, 1995; Culnan & Bies, 2003), popular measures of informational justice focus almost entirely on the act of communicating, rather than the explicit handling of the information. Take, for example, the item from a popular measure, "Has [the authority figure who enacted the procedure] been candid in his or her communications with you?" (Colquitt, 2015). While this item alludes to deception in the reference to candid communication, candid communication might apply to the style of communication rather than the actual information conveyed.

Procedural justice also references avoiding deception, trickery, invasion of privacy, and bribery within the facet of ethicality. While the measurement of ethicality

in procedural justice is more closely aligned with the category of misuse of information

in general, it is questionable if the actual items of existing measures would elicit the same

response as items under this category on the SOS scale. For example, in the Colquitt

(2001) measure, ethicality is measured with the item, "Have procedures upheld ethical

and moral standards?" It is unclear if individuals would directly connect organizational

breaches of employee confidential information or organizations providing deceptive

information as failing to uphold ethical and moral standards. The potential activities and

violations that could be included in "ethical and moral standards" are numerous, leading

to two problems in rating this item. The first problem is that individuals may not be able

to identify a breech in personal confidentiality as unethical and immoral. The second

problem is when trying to create a summary of the organization's ethicality, if these

actions were indeed registered as violations, what weight would they be given in the

overall assessment of organizational ethicality? Because of the aforementioned issues

with both informational justice and procedural justice with regard to the handling of

employee information, this category is viewed as related to both dimensions of justice.

> *Hypothesis 7*. Misuse of Information will not be significantly correlated
> with Informational Justice.

> *Hypothesis 8*. Procedural justice will correlate inversely with Misuse of
> Information.

Organizationally Sanctioned Abuse and Bullying. This category aligns most

closely with aspects of procedural justice (Leventhal, 1980), but similar to previous

categories, while the theory supports the ideas of the proposed category, current, popular

measurement approaches fail to address important features of bias suppression, ethicality,

and abuse. Furthermore, while it makes conceptual sense to include abuse within the organizational justice framework, most of the existing theory fails to address physical, emotional, or psychological harm as a relevant justice issue.

According to theory on procedural justice, two important facets of procedural justice are ethicality and bias suppression. Ethicality refers to the idea that procedures should follow moral and ethical values that are shared by individuals within the organization (Colquitt, Greenberg, & Zapata-Phelan, 2005; Leventhal, 1980). The proposed definition of bias suppression is that procedures should not be influenced by adherence to prejudices or biases or self-interest (Colquitt, Greenberg, & Zapata-Phelan, 2005; Leventhal, 1980). It seems reasonable to conclude that bullying and abuse are often the result of personal biases or prejudices, and for this reason, Organizationally Sanctioned Abuse and Bullying is viewed as related to the procedural justice domain and the following relationship is anticipated:

> *Hypothesis 9*. Procedural justice will correlate inversely with Organizationally Sanctioned Abuse and Bullying.

Talent Mismanagement. While this category is likely to have limited overlap with procedural justice and even interactional justice, the overlap is mostly tangential to existing measures of justice (i.e. Colquitt, 2001), which do not target development restrictions. Consequently, this proposed category may be viewed as a unique antecedent and not closely related any one dimension of justice.

> *Hypothesis 10*. Talent Mismanagement will not correlate significantly with existing domains of justice.

Unsafe Culture, Climate, Conditions. The lack of personal risk and personal injury in the current organizational justice theory and measurement is interesting owing to the fact that the procedural justice wave of organizational justice originated from observations of justice perceptions in response to the legal system (Colquitt, Greenberg, & Zapata-Phelan, 2005).   Considering the prevalence of personal injury and personal risk claims and disputes that enter the legal system, it is interesting the current organizational safety literature and organizational justice literature have very little overlap. Furthermore, processes and procedures that allow unsafe conditions to exist would certainly introduce ethical concerns which are addressed to an extent within organizational justice (see Leventhal, 1980). Unsafe Culture, Climate, & Conditions viewed as related to the domain of procedural justice.

> *Hypothesis 11*. Procedural injustice will correlate inversely with Unsafe Culture, Climate, Conditions.

Scheduling and Assignment Irregularity and Inflexibility. The ideas reflected in the items in this category seem to be indirectly and tangentially related to the existing categories of justice at best. In the current state of organizational justice measures, the effect of last minute scheduling arrangement and inflexibility in attendance and scheduling have received little to no attention in the existing literature and theory of organizational justice. This category could be considered an extension of the construct of overall justice to include context and conditions that have not previously been considered under topics of justice.

> *Hypothesis 12*. Scheduling Assignment Irregularity and Inflexibility will not correlate significantly with existing domains of justice.

Finally, because the SOS Scale was designed to assess antecedents of justice perceptions, I anticipate distinct relationships between broader, entity measures of justice (e.g. the POJ scale, Ambrose & Schminke, 2009) and faceted, domain measures of justice (e.g. Colquitt, 2001). While more general, entity measures may capture some of the injustice perceptions included in the SOS scale, the consequences of using short, general, entity measures of justice and fairness perceptions will be evaluated further in Study 3. For Study 2, I anticipate the following relationships between the SOS Scale and traditional measures of justice and fairness:

> *Hypothesis 13*. More general, entity measures of fairness (e.g. Ambrose & Schminke, 2009) will demonstrate stronger relationships with the SOS measure overall, than faceted measures of justice (e.g. Colquitt, 2001).

<center>Method</center>

Participants

The Study 2 Analysis included 397 participants recruited from Amazon's Mechanical Turk to complete the revised, 49-item SOS Scale. The Mechanical Turk sample was gathered to test convergent and divergent validity of the SOS scale with other measures prior to conducting Study 3. Participant data was omitted from the analyses if participants completed the study too quickly (e. g. in less than 8 minutes, a cut set balance disengaged responding while retaining a robust sample size), if participants failed three or more attention checks, and if there was no variation in their responses. The final, cleaned sample consisted of 311 participants. The Mechanical Turk sample consisted of 50.5% Female participants, 49.2% Male, and 0.3% Unreported. The sample was primarily Caucasian (74.0%), followed by African American (9.6%), and Asian

American (7.4%). The majority of the sample was Employed Full-Time (81.4%), with only 16.4% reporting part-time employment. Participants came from a range of industries, including Professional, Paraprofessional, and Technical (41.2%), Service (14.5%), Clerical and Technical Support (14.1%), and Sales and Related (13.8%).

Mechanical Turk workers viewed the study hit and agreed to complete the described survey for two dollars in compensation. Mechanical Turk workers who accepted the hit were directed to complete an online survey consisting of multiple measures and demographic questions.

Measures

Distributional, procedural, interpersonal, and informational justice. Justice perception dimensions were measured using a scale developed by Colquitt (2001). Distributive justice was measured by 4 items (α=.92). Procedural justice was measured by 7 items (α=.78). Informational justice was measured by 5 items (α=.79). Interpersonal justice was measured by 4 items (α=.79). A 5-point Likert-type rating scale ranging from 1=to a small extent to 5=to a great extent was used with the measure.

Overall justice. Overall justice perceptions were measured using the 6 item (α=.93) Perceived Organizational Justice Scale (POJ; Ambrose & Schminke, 2009). The POJ scale consists of three items to measure individual personal justice experiences and three items to measure the perceived fairness of the organization more generally. A 7-point Likert-type rating scale ranging from 1=strongly disagree to 7=strongly agree was used with the measure.

Organizational Counterproductivity and the exploration of situational antecedents to Organizational Justice. Proposed antecedents of organizational justice constructs were explored throughout the current dissertation. The proposed antecedents were measured via the refined Structurally Oppressive Situations Scale. Following Study 1, the reduced and refined SOS Scale consisted of 49 items. A 6 point rating scale ranging from 0=Does Not Apply, 1=Never to 5=Everyday was used with the scale. As an important note, scale anchors were inverted from the scale association of 1=Every day to 5=Never used in Study 1. Aligning 0=Does Not Apply and 1=Never was deemed more intuitive for participants. Descriptive statistics, intercorrelations, and reliabilities for the refined SOS can be found in Table 20.

Exploratory measures. Multiple exploratory measures of convergent and divergent validity were included in Study 2 to explore the relationship between the refined SOS measure and other existing measures of Workplace Safety, Social Desirability, Unethical Pro-Organizational Behavior, Abusive Supervisions, Toxic Leadership, Equity Sensitivity, Psychological Contract Breach, and Social Contracts. Additional information regarding scale content and the associated rating scales is available in tables 11-19.

Results

The purpose of Study 2 was to assess the convergence and divergence of the SOS from existing constructs in the literature, focusing primarily on its relationships with dimensional justice and overall justice, while exploring its relationships with a number of other potentially related constructs as exploratory analysis. Prior to the hypothesis

testing, additional structural analysis was conducted on the SOS to ensure the

dimensionality of the measure and the functioning of the items. Several competing

Confirmatory Factor Analyses (CFAs) were run to assess the dimensionality of the SOS

scale.

Confirmatory Factor Analysis

Confirmatory analysis was conducted on the SOS to further investigate and test

the dimensionality of the measure. Dimensionality was tested using CFA in AMOS with

Maximum Likelihood Estimation. When running the competing CFA models, the

identified subscales represented a latent variable and each item was an indicator variable.

Several competing models were run to assess the dimensionality of the SOS.

Initially, a one-factor model was tested to determine if the SOS was

unidimensional. This model was included given the single large factor loading observed

in the EFA in Study 1. In addition to the one-factor model, a two-factor model was

proposed suggesting counterproductive working conditions directed at the employee

personally and counterproductive working conditions directed at the employee

professionally. This competing structure was included in the analysis to mirror sub

dimensions in CWB and OCB measures; an interpersonal dimension and an

organizational dimension. Additionally, given that in Study 1, in the free sort activities,

participants showed some difficulty correctly classifying the Inequity Issues Dimension

and the Organizationally Sanctioned Abuse and Bullying dimensions, two competing six-

factor models were proposed, collapsing Organizationally Sanctioned Abuse and

Bullying for both six factor models, and collapsing Inequity Issues and Talent

Mismanagement for model A and collapsing Inequity Issues and Employee Integrity

Compromise for model B. Likewise, two competing seven-factor models were proposed,

collapsing Inequity Issues and Talent Mismanagement for model A and collapsing

Inequity Issues and Employee Integrity Compromise for model B. Finally, an eight-

factor model, testing the originally proposed dimensional structure was investigated.

Model fit statistics for the competing models can be found in Table 22. While the

χ^2/df was significant across the 7 competing models tested (1-factor χ^2/df=2.92; 2-factor

χ^2/df=2.87; 6-factor A χ^2/df=2.54; 6-factor B χ^2/df=2.62; 7-factor A χ^2/df=2.55; 7-factor

B χ^2/df=2.46; 8-factor χ^2/df=2.35), generally the larger models demonstrated lower values

for χ^2/df. Existing literature suggests that examining χ^2 output for CFA can be

problematic as large sample size can influence the significance of χ^2 (Cole, 1987).

While all the models demonstrated a significant chi-square. Additional goodness-

of-fit statistics can be found in Table 22. Other fit indices showed moderate fit of the

model, with the larger models generally demonstrating better fit. Given the better model

fit of the seven-factor models and 8 factor model, additional fit indices were used to

compare these models directly. While neither the seven-factor models nor the eight

factor model met the thresholds for the Adjusted Goodness-of-fit Index (AGFI; >.80) nor

Goodness-of-fit Index (GFI; >.95), the eight factor model performed marginally better

(AGFI=.72, GFI=.75), than either the seven-factor A model (AGFI=.68, GFI=.72) or the

seven-factor B model (AGFI=.71, GFI=.74). Similarly the Root Mean Squared Error of

Approximation demonstrated moderate fit across the seven-factor models (model A

RMSEA=.071; model B RMSEA=.069) and eight factor model (RMSEA=.066), with the

eight factor model performing modestly better than the seven factor models. Finally, while the three models demonstrated a permissible Comparable Fit Index across the seven-factor models (Model A CFI=.84, Model B CFI=.85) and eight-factor model (CFI=.86), the eight-factor model was the closest observation to the traditional threshold for CFI (>.90).

In addition to reviewing the data of the competing CFAs to assess the appropriateness of the proposed dimensionality of the SOS, item analysis data was reviewed for the measure used in Study 2. Following the item analysis, minor revisions were proposed to the current SOS measure, and one item was recommended for removal (e.g. "Organizationally recognized performance metrics for formal rewards and compensation did not accurately reflect actual work tasks"), resulting in a 48-item measure, implemented in Study 3. Furthermore, given the analysis of competing CFAs for the SOS and the EFA support and free-sort support found in Study 1, I proceeded with the proposed, eight-factor SOS (see Figure 2 for path diagram of standardized estimates) in Study 3. All hypothesis testing in Study 2 was conducted on the unrevised, 49-item SOS measure.

Hypothesis Testing

Table 20 presents the descriptive statistics and dimension intercorrelations for the SOS Scale. For SOS dimensions that are closely aligned with existing dimensions of justice, higher intercorrelations were expected with the corresponding justice dimensions of existing scales, while low intercorrelations are expected for SOS dimensions that do not align with all or part of existing justice dimensions. Analysis revealed that all justice

dimensions were inversely, significantly correlated to all of the SOS dimensions and the SOS overall score (see Table 21 for investigated scale descriptive information and intercorrelations with the SOS scale). Correlations between the SOS and Dimensional Justice ranged from moderate to strong.

Hypothesis 4 predicted that procedural justice would correlate inversely with Employee Integrity Compromise. Data analysis supported Hypothesis 4, as Employee Integrity Compromise correlated inversely and significantly with Procedural Justice, $r= -.35**$. However Employee Integrity Compromise also demonstrated strong, significant, inverse correlations with Interactional Justice $r= -.44**$ and Informational Justice $r= -.40**$.

Hypothesis 5 stated that Distributional Justice would correlate inversely with Inequity Issues. While Inequity Issues did indeed demonstrate a significant, inverse relationship with Distributional Justice, $r= -.49**$ lending support for Hypothesis 5, it also demonstrated similarly strong, significant, inverse correlations with Procedural Justice, $r= -.49**$, and Informational Justice, $r =.49**$, and Interactional Justice, $r=.40**$.

Hypothesis 6 asserted that Distributional Justice would correlate inversely with Misuse of Employee Resources. Data Analysis revealed that Distributional Justice was significantly, inversely correlated with Misuse of Employee Resources, $r= -.32**$, generally supporting Hypothesis 6, but across justice dimensions higher relationships were observed with Interactional Justice demonstrating the strongest significant, inverse relationship, $r=-.42**$.

Hypothesis 7 was that Misuse of Information will not be significantly correlated with Informational Justice. Misuse of Information was significantly inversely correlated with informational justice, $r=-.32**$, thus failing to support Hypothesis 7. Hypothesis 8 asserted that Procedural Justice would correlate inversely with Misuse of Information. Misuse of Employee information did demonstrate significant, inverse relationships with Procedural Justice, $r=-.29**$, lending support for Hypothesis 8, however other dimensions of justice demonstrated stronger inverse relationships with Misuse of Employee Information, such as Interactional Justice, $r=-.46**$.

Hypothesis 9 specified that Procedural Justice would correlate inversely with Organizationally Sanctioned Abuse and Bullying. A significant, inverse correlation was observed between Procedural Justice and Organizationally Sanctioned Abuse and Bulling, $r=-.27**$, lending support for Hypothesis 9, however the strongest, inverse relationship was observed for Interactional Justice, $r=.45**$.

Hypothesis 10 stated that Talent Mismanagement would not correlate with any of the existing domains of justice. Talent Mismanagement demonstrated significant, inverse correlations across the dimensions of justice ranging from $r=-.32$ for Distributional Justice to $r=.39**$ for Informational Justice, thus failing to support Hypothesis 10.

Hypothesis 11 claimed Procedural Justice would correlate inversely with Unsafe Culture, Climate and Conditions. While Unsafe Culture, Climate, and Conditions demonstrated a significant, inverse relationship with Procedural Justice, $r=-.37**$, lending support for Hypothesis 11, the strongest inverse relationships was observed with Interactional Justice, $r=-.50**$.

Hypothesis 12 was that Scheduling Assignment Irregularity and Inflexibility would not correlate significantly with any of the domains of justice. Data analysis failed to support Hypothesis 12 as Scheduling Assignment Irregularity and Inflexibility demonstrated some of the strongest observed relationships across the domains of justice, ranged from $r=-.48**$ for Distributional Justice to $r=-.54**$ for Informational Justice.

Hypothesis 13 alleged that the Perceived Organizational Justice scale would demonstrate stronger relationships with the SOS measure overall than the faceted measure of justice investigated. The analysis failed to support Hypothesis 13, as the general measure of justice demonstrated a weaker relationship with the overall SOS when compared to the dimensions of justice. Furthermore, across the dimensions of the SOS, general justice demonstrated consistently weaker relationships when compared to the dimensions of justice.

Owing to the fact that many of the results of hypothesis testing included in Study 2 were relatively inconclusive, a CFA was conducted to analyze potential competing structures of the SOS, as well as, to further investigate the convergence and divergence of the SOS and other measures of interest. In general, I found at least partial support for relationships where I proposed relationships between the SOS dimension and a dimension of justice, however, it is important to note that while I often found significant correlations as predicted, the hypothesized relationship was no always the strongest of the observed correlations with other justice dimensions. Of the four hypotheses I failed to support, three, Hypothesis 7, Hypothesis 10, and Hypothesis 12, I predicted no significant relationship between the SOS dimension and dimensional justice, and instead found

significant relationships across multiple justice dimensions. Furthermore, for Hypothesis 13, I had predicted stronger relationships for overall justice, and instead found stronger relationships for justice dimensions.

Exploratory Analysis

To guide my exploratory analysis of convergent and divergent validity, I examined correlations between the SOS dimensions, SOS overall score, and justice measures, as well as additional exploratory measures of interest (See Table 21). The SOS demonstrated notably strong relationships with the Toxic Leadership scale and the Abusive Supervision scale. Consequently, I examined relationships for the Justice Dimensions Scale (Colquitt, 2001), Perceived Organizational Justice Scale (Ambrose & Schminke, 2009), Toxic Leadership (Schmidt, 2008), and Abusive Supervision Scale (Tepper, 2000). I began by running several competing maximum likelihood CFAs in AMOS for each of the four scales above. For each scale I compared a one-factor model, a two-factor model, and a model with all of the SOS scale dimensions and the exiting scale dimensions. Across scales, the one-factor model fit relatively worse than the larger models, with the fully specified models reflecting the proposed SOS dimensions and existing scale dimensions fitting the best across scales (see Table 22). Furthermore, I looked at CFA model fit statistics, convergent validity statistics, and discriminant validity statistics to determine convergences and divergence within the CFA models. See figures 3 through 6 for CFA path diagrams testing convergence and divergence with existing measures. To assess convergent validity, I examined average variance extracted estimates (AVE). To assess discriminant validity, I examined Maximum Squared

Variance (MSV) and the Square-root of the average variance extracted (AVE). See

tables 23 to 26 for statistical summaries of the convergent and divergent analyses.

Across comparisons with Justice Dimensions, General Justice, Toxic Leadership, and

Abusive Supervision, Inequity Issues is the only SOS scale with reported AVE estimates

less than .5, consequently demonstrating convergent issues with the dimension.

Additionally, several issues were noted with divergent validity, demonstrated by MSV

values greater than .6, and Squared AVE values less inter-construct correlations. Across

CFA analyses, divergent validity issues were noted within the existing and proposed

measures, but not across measures. For instance, divergent validity issues were noted

between the dimensions of justice, but no divergent issues were noted between Justice

Dimensions and the SOS scale.

Study 2 Discussion

In the hypothesis testing of Study 2, I found support for six of the hypotheses, and

failed to support four hypotheses. Because relationship between justice and the SOS

dimensions were significant across all the dimensions, hypotheses where I predicted no

relationship were generally the relationships I failed to support. Furthermore, I had

predicted the overall justice would demonstrate stronger relationships with the SOS than

dimensional justice. I found the inverse, dimensional justice produced stronger

relationships with the SOS than general justice. While many of the hypotheses tested in

Study 2 were technically supported, given that all of the correlations examined were

significant, an examination of the intercorrelation table failed to provide robust and clear

information about the convergence and divergence of the SOS scale from existing justice

measures. Additionally, in many cases, non-hypothesized justice dimension and SOS relationships were stronger for an SOS dimension than the hypothesized relationships. To better understand the convergent and divergent validity of the SOS measure, several additional, exploratory analyses were conducted.

In addition to exploring hypothesized relationships with justice dimensions and general justice, I also examined the correlations between the SOS scale and other existing measures that might inform convergence and divergence of the SOS to existing constructs. I used the correlation information to identify measures to investigate further. In addition to Justice, Toxic Leadership and Abusive supervision emerged as constructs that may potentially overlap with the proposed SOS dimensions.

To further investigate the convergent and divergent validity of the justice measures and toxic leadership and abusive supervisions scales, I ran several competing Confirmatory Factor Analyses for each scale, combined with the SOS scale. Across analyses, a one-factor model reflected the poorest fitting model, suggesting that the SOS was distinct from each of the measures. Further investigation of convergent and divergent validity revealed that the SOS showed adequate convergent validity and divergent validity from the examined scales and existing scale dimensions. All of the convergent and divergent issues noted occurred within the SOS or the existing scale. Of note, Inequity Issues demonstrated convergent validity issues across the models examined. Furthermore, across the divergent validity analyses the SOS demonstrated issues of divergent validity between the proposed scales within the measure. However, across the analyses, the issues with divergent validity were not consistent for SOS scales.

These findings suggest that while an eight factor model fits reasonably well, there may still be issues with dimensionality of the SOS scale, with many of the factors highly correlated. Also, given the ongoing issues presented by Inequity Issues across Study 1 and Study 2, I evaluated the removal of the dimensions following Study 3.

Study 3: Understanding the Consequences of Structurally Oppressive Situations

Literature Review

While the relationship between justice and organizationally relevant outcomes and correlates has received considerable attention including, but not limited to, affective reactions, withdrawal, and acts of retaliation (Colquitt et al., 2013; Colquitt & Zipay, 2015; Homans, 1961; Shepard, Lewicki, & Minton, 1992; Starlicki & Folger, 1997), the proposal of counterproductive working conditions as an antecedent to justice introduces and opportunity to explore the potential unique contribution of this construct. Without doubt, negative affective reactions, adverse job attitudes, and resulting counterproductive behaviors are all costly to organizations and the working climate within those organizations (Shoss, Jundt, Kobler, & Reynolds, 2016). Counterproductive behaviors associated with stolen property and lost productivity alone are estimated to reflect costs exceeding $50 billion dollars annually and may contribute to the early failure of some organizations (Coffin, 2003; Mount, Illies, & Johnson, 2006). Given the gravity of organizationally relevant outcomes incremental and unique prediction of these constructs would be both practically useful to organizations as well as a unique contribution to our understanding of these constructs.

To better understand why and how the SOS Scale is useful and distinct in diagnosing organizational situations that give rise to counterproductive work behaviors and organizational citizenship behaviors, Study 3 is intended to assess the relationship between the SOS scale and organizationally relevant outcomes of interest. With the SOS Scale, the present dissertation aims to evaluate the relationship between the SOS Scale

and organizationally relevant criteria such as OCBs and CWBs. A brief review of the examined criterion and associated hypotheses is provided below.

Psychological Contract Breach and the SOS Scale

Researchers often apply the tenets of social exchange theory and ideas of psychological contract breach to better understand the outcomes and correlates of perceived contract violations and injustices (Colquitt et al., 2013). As discussed previously in this manuscript, psychological contracts are built on the premise of trust in relationships; that is, if one actor engages in behavior that helps another, the other actor will reciprocate or reward the first actor's behavior accordingly. Because these events occur sequentially and not coincidentally, an actor assumes some risk that behavior will not be rewarded nor reciprocated and thus he or she is sensitive to perceived inequities that arise in the exchange relationship (Rousseau, 1995). It is important to note that not all contract violations result in destructive or negative reactions by an actor; an actor may react constructively by exercising voice and expressing concerns or by remaining loyal and silent, or he or she may react destructively through neglect and destruction or by leaving the organization (Farrell, 1983; Rousseau, 1995).

While not all contract violations result in negative reactions, multiple lines of research have established that perceptions of unfairness or contract breach often do elicit both negative affective reactions, such as anger and resentment (Shepard, Lewicki, & Minton 1992; Starlicki & Folger, 1997), as well as negative behavioral reactions, including, but not limited to, vandalism, sabotage, and theft (Ambrose, Seabright, Schminke, 2002; Demore, Fisher, Baron, 1988; Greenberg & Scott, 1996; Hollinger &

Clark, 1983). Depending on the power dynamics within the organization, employee

retaliation may manifest itself differently. For example, when employees lack power in

an organization, retaliation tends to be more indirect, more often taking the form of

withdrawl or reductions in OCBs (Homans, 1961). Moreover, individuals often engage in

indirect acts of retaliation prior to engaging in direct retaliation, suggesting that ongoing

breach and injustice leads to progressive attempts to restore equality in relationships

(Jermier, Knights, & Nord, 1994).

The approach to creating the SOS Scale is important to perceptions of

psychological contract breach and injustice perceptions because the individual items and

facets of the scale are more symmetrical to the psychological contract terms as well as

CWBs that are explicitly acknowledged and monitored by organizations. Much like

traditional CWB measures include common counterproductive behaviors, the SOS Scale

includes common structurally inequitable situations, making psychological contract

breach easier for an employee to identify and endorse within the scale. Furthermore, if

organizations focus on deterring CWBs, this action sets the stage for norms in the

exchange relationships, wherein the employee would expect equitable treatment by the

organization (Rousseau, 1995).

Based on the relationship of the SOS scale to organizational justice, I expect to

find significant relationships between the SOS Scale as a whole and existing CWB scales

and inverse relationships with OCB scales. Furthermore, Study 3 will explore potential

relationships with organizationally targeted CWBs and OCBs and the SOS. To examine

the hypotheses proposed below, I decided to use the overall scale score of the SOS to

evaluate hypothesized relationship, and examine relationships between the SOS

dimensions and CWBs and OCBs as an exploratory investigation.

Hypothesis 14. Greater endorsement of SOS scale items will be positively correlated with CWB scores.

Hypothesis 15. Greater endorsement of SOS scale items will be negatively correlated with OCB scores.

Hypothesis 16. Justice will mediate the relationship between the SOS and CWB Scores.

Hypothesis 17. Justice will mediate the relationship between the SOS and OCB Scores.

Method

Participants

The Study 3 analysis included 311 participants recruited from Amazon's

Mechanical Turk to complete the revised, 48-item SOS Scale. The Mechanical Turk

sample was gathered to investigate the relationships of the SOS scale and measures of

Organizational Citizenship Behavior and Counterproductive Work Behaviors. .

Participant data was omitted from the analyses if participants completed the study too

quickly (e. g. in less than 8 minutes, a cut set balance disengaged responding while

retaining a robust sample size), if participants failed three or more attention checks, and if

there was no variation in their responses. The final, cleaned sample consisted of 250

participants. The Mechanical Turk sample consisted of 46.8% Female participants and

53.2% Male participants. The sample was primarily Caucasian (68.0%), followed by

Native Americans (12.4%), African American (8.4%), and Asian American (5.2%). The

majority of the sample was Employed Full-Time (82.4%), with only 12.8% reporting

part-time employment. Participants came from a range of industries, including

Professional, Paraprofessional, and Technical (34.8%), Clerical and Administrative

Support (16.8%), Sales and Related (13.2%), and Service (12.0%). The majority of

participants had been with their organization 5 years or more (32.8%), and almost all

participants had been in their current role more than 1 year (80.0%).

Mechanical Turk workers viewed the study hit and agreed to complete the

described survey for two dollars in compensation. Mechanical Turk workers who

accepted the hit were directed to complete an online survey consisting of multiple

measures and demographic questions.

<div align="center">Measures</div>

Organizational citizenship behavior. Employee OCBs were assessed with the

Organizational Citizenship Behavior Checklist (OCB-C; Fox, Spector, Goh, Bruursema,

& Kessler, 2012). The OCB-C is a 42-item measure (α=.97 overall, α=.92

organizational, α=.91 interpersonal) that includes statements of OCBs directed toward the

organization as well as people in the organization. The scale can be used with an overall

score as well as subscale scores for interpersonal OCBs and organizational OCBs. The

full scale is included in Table 28.

Counterproductive work behavior. Employee CWBs were assessed with the

Counterproductive Work Behavior Checklist (Gruys & Sackett, 2003). The Counter

Productive Work Behavior Checklist is a 66 item measure, measuring 11 different

categories of counterproductive work behaviors (α=.77 theft and related behavior, α=.66

destruction of property, α=.71 misuse of information, α=.90 misuse of time and

resources, α=.71 unsafe behavior, α=.77 poor attendance, α=.86 poor quality of work, α=.59 alcohol use, α=.71 drug use; α=.82 inappropriate verbal actions, α=.82 inappropriate physical actions) . The full measure is included in Table 27.

Distributional, procedural, interpersonal, and informational justice. Justice perception dimensions were measured using a scale developed by Colquitt (2001). Distributive justice was measured by 4 items (α=.92). Procedural justice was measured by 7 items (α=.78). Informational justice was measured by 5 items (α=.79). Interpersonal justice was measured by 4 items (α=.79). A 5-point Likert-type rating scale ranging from 1=to a small extent to 5=to a great extent was used with the measure.

Overall justice. Overall justice perceptions were measured using the 6 item (α=.93) Perceived Organizational Justice Scale (POJ; Ambrose & Schminke, 2009). The POJ scale consists of three items to measure individual personal justice experiences and three items to measure the perceived fairness of the organization more generally. A 7-point Likert-type rating scale ranging from 1=strongly disagree to 7=strongly agree was used with the measure.

Organizational Counterproductivity and the exploration of situational antecedents to Organizational Justice. Organizational counterproductivity was measured via the refined Structurally Oppressive Situations Scale (SOS Scale; Johnson & Schmidt, 2016). The refined SOS scale included 48-items following analysis and refinement in Study 2, descriptives, intercorrelations, and reliability estimates are available in Table 29. A 5 point rating scale ranging from 1=Never to 5=Everyday was used with the scale.

<div align="center">Results</div>

The purpose of Study 3 was to investigate how the SOS scale might predict outcomes of interest for organizations. Several linear regression models were analyzed to assess the relationships between CWB and OCB scale scores and SOS scale scores, as well as justice scale score. Model output summary statistics can be found in Table 32 for CWB model results and Table 33 for OCB model results.

Several regression models were compared to investigate the hypothesized relationships between SOS, Justice, and CWBs. Hypothesis 14 predicted that greater endorsement of the SOS scale items will be positively correlated with CWB scores, whereas Hypothesis 15 proposed that greater endorsement of the SOS scale items negatively relate to OCB scores. I began by running a model with a single predictor: in Model 1a the SOS scale score was the predictor, the regression weight for Model 1a was positive and significant (β=1.191, p<.01). Consequently, Model 1a demonstrated support for Hypothesis 14.

Regarding Hypothesis 15, interestingly the SOS scale was significantly positively correlated with the OCB overall score (r=.61[**]), the OCB-P score (r=.58[**]), and the OCB-O score (r=.53[**]). In my regression model, Model 1b included the single predictor of SOS scale score, with OCB scale score as the outcome of interest. In Model 1b, the SOS scale score regression weight was significant and positive (β=.337, p<.01). Consequently, I failed to support Hypothesis 16.

I hypothesized a mediated relationship between justice and CWBs in Hypothesis 17. To perform the mediation analysis, I ran Model 3a to analyze the relationship between justice and CWB (β=-.064, p=.26), while controlling for the relationship

between SOS and CWB (β=1.231, p<.01). I also used the model statistics I observed in Model 1a to explore the relationship between SOS and CWB (β=1.191, p<.01). I used the unstandardized regression weights and standard errors to estimate the Sobel test of the indirect effect. Results indicated that the indirect effect (β=-.031) was non-significant (Sobel test z=-1.621, p=.105). These results fail to support Hypothesis 17, which claims justice mediates the relationship between the SOS scale and CWB scale scores (see Figure 7 for Mediation Relationship; see Table 32 for Mediation results).

Hypothesis 18 predicted that the justice would mediate the relationship between counterproductive working conditions, as measured by the SOS, and OCBs. To perform the mediation analysis, I ran Model 3b to analyze the relationship between justice and OCB (β=.277, p<.01), while controlling for the relationship between SOS and OCB (β=.508, p<.01). Once again, I used output from Model 6 (β=-.618, p<.01). I used the unstandardized regression weights and standard errors to run a Sobel test. The Sobel test suggested that the indirect effect (β=-.171) was significant (Sobel test z=-6.917, p=.00). These results support the mediation hypothesis (see Figure 8 for proposed Mediation Relationship; see Table 34 for Mediation results).

Exploratory Analysis: Model Testing

Following hypothesis testing, multiple additional models were compared to further explore the relationships between OCB, CWB, justice, and SOS. In Models 3a and 3b, I included both the SOS scale score and Dimensional Justice scale score as simultaneous predictors of CWB. Output of Model 3a revealed that the regression weight for the SOS scale score was significant (β=1.231, p<.01), while the Dimensional Justice

scale score was not (β=.064, p<.26). In Model 3b, both SOS Scale score and

Dimensional Justice scale score were significant (β=.508, p<.01; β=.277, p<.01,

respectively).

I was curious to see if SOS levels interacted with justice levels to predict OCB

and CWB. Specifically, I was interested to investigate if SOS had differential

relationship with CWB and OCB scale, when justice perceptions were high versus low.

In Model 4a, I included the main effects of the Dimensional Justice Scale score, the SOS

Scale, and an interaction of the justice and SOS scale scores. In Model 4a, all of the

predictors, SOS (β=1.153, p<.01), Dimensional Justice (β=-.085, p<.05), and the

interaction (β=-.255, p<.01) were significant predictors of the CWB scale score. While

both the interaction was significant in this model, the change in R^2 from Model 3a was

unremarkable. Similar to the Model 4a analysis, I ran a model with both the SOS and

Dimensional Justice as main effects combined with an interaction effect in Model 4b.

Like Model 3b, both main effects for justice, (β=.252, p<.01) and SOS (β=.495, p<.01)

were significant, however the interaction regression weight failed to reach significance

(β=-.043, p<.49).

For exploratory purposes, a fourth model was run to analyze the relationship of

the individual SOS dimensions in the prediction of the overall CWB scale score.

Employee Integrity Compromise (β=.187, p<.01), Misuse of Employee Information (β=-

.712, p<.01), and Organizationally Sanctioned Abuse and Bullying (β=.488, p<.01) were

significant predictors of CWB score, suggesting that these dimensions are uniquely

predictive of the SOS/CWB relationship. I once again ran a model with SOS dimensions

predicting OCB scale scores. In this model, Model 5b, Misuse of Employee Resources (β=.177, *p*<.01) and Misuse of Employee Information (β=.216, *p*<.05) were the only dimensions to produce a significant regression weights.

Exploratory Analyses: Emotional Reaction to SOS Circumstances

  Participants were presented with bifurcated prompts in Study 3 to analyze how upset a given SOS situation would make them. Response options ranged from 1=Not at all to 5=To a great extent. Data for exploratory analyses of the emotional reactions to SOS situations is presented in Tables 35 to 37. Across the dimensions, most participants endorsed responses that indicated they would be upset by the situations if they observed or experienced them. The relationships observed for the Emotional Reaction data were mostly unremarkable.

<div align="center">Study 3 Discussion</div>

  The intended contribution of Study 3 was to further investigate the relationship between the SOS scale and outcomes of interest to organizations. To investigate these relationships, I started by testing several hypotheses about the relationships between the SOS and CWB and OCB. While the proposed hypothesis was supported for the predicted relationship between the SOS and CWB scale scores, I did not find support for the hypothesized relationship between the SOS and OCB scale scores. Furthermore in my analyses of mediation, I found a mediation effect of justice on the relationship of SOS and OCB, which lends support for the proposal of SOS as antecedents of justice, however, I failed to find support for a mediated relationship between justice and CWB.

One interesting finding of Study 3 was rather than finding significant, inverse relationships between the SOS and OCB scores, I found significant positive relationships between the scales. While it was not immediately apparent why the relationships would be positive, it is possible that oppressive situations can drive coerced OCBs, or perhaps counterproductive working conditions makes employees feel more comradery and thus they are more likely to help one another out. While generally OCB and CWBs display no relationship or a slightly negative relationship (Spector, Bauer, & Fox, 2010), the finding of a strong, positive relationship is interesting. Existing research on the relationship between OCB and CWB suggests that the negative relationships between the two constructs often observed in the literature may be due to three measurement artifacts, item overlap between CWB and OCB measures, the type of response used (agreement with items versus frequency), and if self-reports or supervisor reports were collected (Dalal, 2005; Fox, Spector, Goh, Bruursema, & Kessler, 2011). Absent the measurement artifacts presented above, the relationship between CWB and OCB may be positive in some situations such as coerced OCBs, in cases of moral licensing, and in cases where extra-role citizenship leads to stress and frustration, resulting in CWBs. The measure implemented in Study 3, the Organizational Citizenship Behavior Checklist (OCB-C), was specifically designed to address these measurement artifacts. Given the construction of the SOS in relation to CWB measures, it is not surprising that the SOS would mirror the relationship of similar CWB measures to the OCB-C. .

Another remarkable finding in Study 3 was the relationship between the SOS and CWBs. The observed correlation between the SOS scale and CWB scale was notably

high (r=.82**). While in some respects, the relationship would align to the study

proposals that oppressive situations result in unintended consequences for the

organization, possibly in the form of CWBs. However, I had not anticipated observing a

relationship with the magnitude that I did. I suspect that the relationship could be due

method effects, especially given the original development and item generation of the SOS

based on re-engineering CWB items. It is also possible that there is an underlying

relationship driving both CWB responding and SOS responding. Perhaps personality

factors such as Negative Affectivity predispose participants to both identify the

occurrence of negative circumstances, as well as engage in CWBs.

The magnitude of the relationship between SOS and CWB, does raise some

questions regarding the validity of the data. To further investigate the issue of data

quality, I ran the correlation between CWB and SOS after attempting to further control

for data quality issues. Requiring that participants passed all attention checks had

negligible effects on the CWB to SOS correlation. Similarly, I explored if the extreme

skew in some CWB dimensions was the cause of the observed relationship. To do this, I

created an alternate overall CWB score, removing items that showed the most severe

distributions. Once again, the alternate score had negligible effects on the observed

correlation. While data quality is a lingering question, I would note that Amazon's

Mechanical Turk has been established as a reasonable pool of participants, often

representing greater diversity than typical psychological samples, allows for participants

to be recruited inexpensively, and data has been shown to be as reliable as data gathered

on traditional samples (Buhrmester, Kwang, & Gosling, 2011). Given what we know as

a field about the sample performance of Mechanical Turk participants, the use of this sample seems reasonable and justified for the work presented in the current dissertation, though future research could benefit from the use of alternate samples to compare and contrast study findings against.

Furthermore, the oddity of such a strong relationship between SOS and CWB calls for future research to both replicate and extend the findings of the current dissertation. Future research might consider having supervisors rate CWBs of employees while having employees rate SOS perceptions. Alternately, future research might consider alternate response option schemes or alternate ways of measuring counterproductive working conditions outside of a scale, perhaps via employee critical incidents or text analysis of employee comments on the organization via an employment site (e.g. Glassdoor). Given the questions raised by the high correlational values between the SOS scale and CWB scale, the findings presented in Study 3 should be vetted with future research initiatives before we can place full confidence in the results.

A closer examination of the relationship between the dimension scores for the SOS and OCB scale scores and CWB scale scores revealed that some SOS dimensions were uniquely predictive of the outcome of interest, above and beyond other SOS dimensions. No explicit hypotheses nor predictions were made about the potential relationships between SOS dimension scores and CWB, however, some possibilities are that significant dimension are areas where employees have explicit psychological contract expectations that are more noticeable when violated. Clear violations of those norms and expectations could factor into the results we observed.

General Discussion

The present dissertation set out to investigate the proposed construct of counterproductive working conditions. Several steps were taken to explore the measurement of this construct, the relationship of the construct to existing constructs in the literature, and the relationship of this construct to organizationally relevant criteria. Initial efforts to understand the construct of counterproductive working conditions focused on creating a measure of the proposed construct. Following the proposal of the Structurally Oppressive Situations (SOS) scale, I worked to reduce and refine the measure to produce an efficient measure that maintained a consistent structure across implementations. I then used the refined measure to assess the convergent and divergent validity of the proposed SOS with multiple existing measures that may potentially be related to counterproductive working conditions. Finally, I assessed how the proposed SOS measure was related with organizationally relevant criteria such as counterproductive work behaviors and organizational citizenship behaviors.

In Study 1 item generation efforts, analysis of critical incidents, and both item sort activities generally confirmed that the proposed items and structure were appropriate for the construct of counterproductive working conditions as it was defined. Multiple iterations of item generation resulted in a large pool of potential items to evaluate. Item sort activities provided convergent evidence for the proposed dimensionality of the SOS scale, while factor analysis provided additional support of the proposed factor structure. The culmination of the efforts in Study 1 resulted in a refined, 49-item measure that

adhered to the proposed 8-factor dimensionality of the counterproductive working conditions construct.

Study 2 investigated the convergent and divergent validity of the SOS with existing measures of potentially related constructs to counterproductive working conditions. To investigate convergence and divergence, correlational data was analyzed and used to inform hypothesis testing of predicted relationships in Study 2. While several proposed relationships were partially supported, the pattern of relationships between SOS dimensions and dimensions of justice that were not included in individual hypotheses complicated the interpretation of the supported hypotheses. Correlational data were also used to guide exploratory analyses on a subset of measures of interest which included dimensional justice, overall justice, toxic leadership, and abusive supervision in Study 2. Competing confirmatory analyses were analyzed for the subset of measures. The confirmatory factor analysis path diagrams and convergent and divergent validity suggested that the SOS was indeed distinct from the investigated measures. Discuss hypothesis testing issues with dimensional justice

Study 3 investigated the relationship between the SOS and Organizational Citizenship Behaviors and Counterproductive Work Behaviors. Once again correlational data was used along with model testing to explore relationships between the SOS, justice, and OCBs/CWBs. Results of Study 3 suggested that the justice moderated the relationship between SOS and OCBs.

Two intriguing results were further discussed in Study 3, the first being the magnitude of the correlation between SOS and CWB. Several plausible explanations

were investigated, but efforts resulted in negligible change in the magnitude of the observed relationship. While it is possible that there are data quality issues, previous research on Mechanical Turk as a sample (see Buhrmester, Kwang, & Gosling, 2011), along with data cleaning steps, and an exploration of more stringent data inclusion criteria, make me doubt that data quality is the driving cause of the relationship between SOS and CWB. A more probable cause, perhaps, are method effects, specifically overlap in the content of the two scales as well as rater biases such as halo seem like a more probable explanation of the result.

The second result to note in Study 3 was the positive relationship between SOS and OCB. I would expect SOS to mirror the effects of CWB with regard to other variables, given the high correlations observed between the two variables. While notably CWB and OCB often demonstrate an inverse relationship with one another and opposing patterns of relationships with common correlates (Dalal, 2005), some researchers argue that positive relationships between OCB and CWB are plausible and to be expected in some situations, particularly in circumstances of coerced OCB (Fox, Spector, Goh, Bruursema, & Kessler, 2011). Our understanding of the SOS scale could benefit from future research into the positive relationship between OCB and SOS, tying in measures of coerced versus voluntary OCBs.

Practical Implications

The results of the three studies suggest that the SOS scale has the potential to address several job performance and job attitude issues in the workplace above and beyond existing measures. Research topics such as organizational justice and employee

attitudes begin to address how an employee's perspective of the employment relationship

can affect many organizationally relevant metrics and goals, but are wholly in the mind

of the employee. It can be difficult to ascertain if the source of perceptions of injustice is

idiosyncratic or a common experience or situation across employees. However, research

has established that strong feelings of injustice and dissatisfaction can have indirect and

direct damaging effects on an organization through processes including but not limited to

employee sabotage and deviant behavior (Ambrose, Seabright, & Schminke, 2002;

Hollinger & Clark, 1983; Starlicki & Folger, 1997;) as well as increased employee

turnover intentions (Colon, Meyer, Nowakowski, 2005; Dailey & Kirk, 1992). In the

present dissertation, I proposed that because the SOS scale identifies specific situations

within an organization, it is thus more prescriptive in identifying and diagnosing the

source(s) of issues.

In addition to the SOS providing a more prescriptive means of addressing

organizational issues, the introduction of a new construct as an antecedent to justice

allows for a more nuanced understanding of the potential mechanisms of injustice

perceptions, as well as opportunities to explore new explanatory relationships between

counterproductive working conditions and organizationally relevant criteria of interest in

addition to the OCBs and CWBs investigated in the present dissertation.

Limitations

While the findings in the present dissertation are interesting and begin to shed

light on how we might measure organizational counterproductivity, the current findings

are limited in their application due to the nature and design of the present study.

One notable limitation of the design of the current dissertation is the use of a Mechanical Turk sample rather than a sample drawn from an organization. While the use of Mechanical Turk seems justified, as the platform has quickly established itself as a reliable, diverse pool of potential participants, for psychological research, often reproducing results observed in traditionally recruited samples (Buhrmester, Kwang, & Gosling, 2011), it would be interesting to assess if the SOS performed similarly across other samples. I believe obtaining an organizational sample for future research poses several unique opportunities for analysis. For example, the use of an organizational sample could allow for exploratory analyses of hierarchical effects of SOS perceptions, as well as potential moderators of the relationship between SOS, justice and OCB/CWB such a supervisor and location.

Another notable limitation of the study was the use of a single method for data collection. While admittedly the inclusion of a variety of methods to assess the proposed construct of counterproductive working conditions would be an interesting approach to illustrating a new construct and could certainly yield unique results to the present dissertation, to contain the scope and timeline of the current project, a mono-method approach was deemed an appropriate initial step in exploring the proposed construct of counterproductive working conditions. Future research initiatives should consider alternate methods to explore related constructs of interest. One potential opportunity would be to use text analysis of employee reviews of organizations on online platforms (i.e. Glassdoor) and analyze if specific counterproductive working conditions are present.

Future Directions

While planned and exploratory analyses of the SOS begin to address questions about the dimensionality and convergent and divergent validity of the SOS and existing measures, it is important to note that all of the proposed factor structures I present in the current dissertation failed to meet many of the statistical thresholds for good model fit. Further investigation and model fitting could help future researchers better understand the structure of counterproductive working conditions. An exploration of potential higher order factors or a method factor may promote better model fit.

Another opportunity for further exploration is to investigate the relationship of the SOS with additional constructs that were not included in the present dissertation. While multiple, existing measures were included in the analysis of Study 2, admittedly the included measures were not an exhaustive sample of potentially related constructs. Further studies investigating the relationships between personality, affect, and motivation and counterproductive working conditions could yield interesting results. Furthermore, while OCBs and CWBs were obvious criteria of interest to include in the present dissertation, other organizationally relevant criteria such as affect and employee attitudes might also yield interesting results. Additionally given the findings related to the positive relationship between SOS and OCB, a future research project including the measurement of coerced versus voluntary OCBs could be particularly interesting.

While the present dissertation took several steps to explore potential additional dimensions and items relevant for the measurement of counterproductive working conditions, future research should continue to explore potential refinements or additions to the measure. While the final, 48-item measure is dramatically reduced from the pool

of proposed items, it may be possible to further reduce and refine the measure to promote efficiency, while still maintaining the proposed dimensionality of the measure. Furthermore, while efforts were taken to identify additional potential dimensions to the measure, future research should continue to explore the possibility and appropriateness of potential additional dimensions of counterproductive working conditions. With the constantly changing work environment, the taxonomy of work conditions and identified situations has the potential to become dated and not entirely reflect the all the conditions or the current conditions common across organizations.

References

Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.) *Advances in experimental and social psychology, (Vol. 2, pp. 267-299).* New York: Academic Press.

Adams, J. S., & Rosenbaum, W. B. (1962). The relationship of worker productivity to cognitive dissonance about wage inequalities. *Journal of Applied Psychology, 46*, 161-164.

Ambrose, M. A. & Arnaud, A. (2005). Are procedural justice and distributive justice conceptually distinct? In J. Greenburg and J. A. Colquitt (eds), *Handbook of Organizational Justice.* Mahwah, New Jersey:Lawrence Erlbaum Associates, Inc.

Ambrose, M. A., & Schminke, M. (2009). The role of overall justice judgments in organizational justice research: A test of mediation. *Journal of Applied Psychology, 94(2),* 491-500.

Ambrose, M. A., Seabright, M. A., & Schminke, M. (2002). Sabotage in the workplace: the role of organizational injustice. *Organizational Behavior and Human Decision Processes, 89*, 947-965.

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

Bies, R. J. (2005). Are procedural and interactional justice conceptually distinct? In J. Greenberg & J. A. Colquitt (Eds.), *The handbook of organizational justice* (pp. 85-112). Mahwah, NJ: Erlbaum.

Bies, R. J., & Moag, J. F. (1986). Interactional justice: Communication criteria of fairness. In R. J. Lewicki, B. H. Sheppard, and M. H. Bazerman (Eds.) *Research on negotiations in organizations (Vol. 1, pp. 43-55).* Greenwich, CT: JAI Press.

Blau, P. (1964). *Exchange and power in social life.* New York: Wiley.

Buhrmester, M., Kwang, T., & Gosling, S. D. (2011). Amazon's Mechanical Turk: A new source of inexpensive, yet high-quality, data?. *Perspectives on psychological science*, *6*(1), 3-5.

Campbell, J. P. (1990). Modeling the performance prediction problem in industrial and organizational psychology. In M. D., Dunnette and L. M. Hough (eds), *Handbook*

of Industrial and Organizational Psychology, (Vol. 1, pp. 687-732). Palo Alto, CA: Consulting Psychologists Press.

Clark, M. S., & Ries, H. T. (1988). Interpersonal processes in close relationships. *Annual Review of Psychology, 39,* 609-672.

Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology, 86(3),* 386-400.

Colquitt, J. A., Scott, B. A., Rodell, J. B., Long, D. M., Zapata, C. P., Conlon, D. E., & Wesson, M. J. (2013). Justice at the millennium, a decade later: A meta-analytic test of social exchange and affect-based perspectives. *Journal of Applied Psychology, 98(2),* 199-236.

Colquitt, J. A., & Shaw, J. C. (2005). How should organizational justice be measured? In j. Greenburg & J. A. Colquitt (Eds.), *The handbook of organizational justice, (pp. 113-152).* Mahwah, NJ: Erlbaum.

Colquitt, J. A., & Rodell, J. B. (2015). Measuring justice and fairness. In R. Cropanzano and M. L. Ambrose (eds), *The Oxford Handbook of Justice in the Workplace.* Oxford University Press.

Colquitt, J. A., & Shaw, J. C. (2005). How should organizational justice be measured? In J. Greenburg and J. A. Colquitt (eds), *Handbook of Organizational Justice.* Mahwah, New Jersey:Lawrence Erlbaum Associates, Inc.

Colquitt, J. A., & Zipay, K. P. (2015). Justice, fairness, and employee reactions. *The Annual Review of Organizational Psychology and Organizational Behavior, 2(1),* 75-99.

Coffin, B. (2003). Breaking the silence on white collar crime. *Risk Management, 50,* 8-10.

Cropanzano, R., Byrne, Z. S., Bobocel, D. R., & Rupp, D. E. (2001). Moral virtues, fairness heuristics, social entities, and other denizens of organizational justice. *Journal of Vocational Behavior, 51*, 164-209.

Culnan, M. J., & Bies, R. J. (2003). Consumer privacy: Balancing economic and justice considerations. *Journal of Social Issues, 59*, 323-342.

Dailey, R. C., & Kirk, D. J. (1992). Distributive and procedural justice as antecedents of job dissatisfaction and intent to turnover. *Human Relations, 45*, 305-316.

Dalal, R. S. (2005). A meta-analysis of the relationship between organizational citizenship behavior and counterproductive work behavior. *Journal of Applied Psychology*, 90(6), 1241-1255.

DeMore, S. W, Fisher, J. D., & Baron, R. M. (1988). The equity-control model as a predictor of vandalism among college students. *Journal of Applied Social Psychology, 18,* 80-91.

Edwards, B. D., & Woehr, D. J. (2007). Examination and evaluation of frequency estimation based personality measurement. *Personality and Individual Differences, 43*, 803-814.

Edwards, J. C., & Karau, S. J. (2007). Psychological contract or social contract? Development of the employment contracts scale. Journal of Leadership & Organizational Studies, 13(3), 67-78.

Fiske, S. T., & Taylor, S. E. (1984). *Social cognition*. Reading, MA: Addison-Wesley.

Folger, R., & Cropanzano, R. (2001). Fairness Theory: Justice as accountability. *Advances in Organizational Justice, 1,* 1-55.

Fox, S., Spector, P. E., Goh, A., Bruursema, K., & Kessler, S. R. (2012). The deviant citizen: Measuring potential positive relations between counterproductive work behavior and organizational citizenship behavior. *Journal of Occupational and Organizational Psychology, 85*, 199-220.

Fox, S., Spector, P., E., & Miles, D. (2001). Counterproductive work behavior (CWB) in response to job stressors and organizational justice: some mediator and moderator tests for autonomy and emotions. *Journal of Vocational Behavior, 59,* 291-309.

Funder, D. C. (2001). Personality. *Annual Review of Psychology, 52,* 197-221.

Funder, D. C. (2006). Towards a resolution of the personality triad: Persons, situations, and behaviors. *Journal of Research in Personality, 40*, 21-34.

Goldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review, 25*, 161-178.

Greenburg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. *Journal of Management, 16*, 399-432.

Greenberg, J. (2000). Promote procedural justice to enhance acceptance of work outcomes. In E. A. Locke (Ed.), *A handbook of principles of organizational behavior (pp. 181-195).* Oxford, England: Blackwell.

Greenberg, J., & Colquitt, J. A. (2005). *Handbook of Organizational Justice.* Mahwah, NJ: Lawrence Erlbaum Associates Publishers.

Greenberg, J., & Scott, K. S. (1996). Why do workers bite the hands that feed them? Employee theft as a social exchange process. In B. M. Staw & L. L. Cummings (Eds.) *Research in organizational behavior: Vol. 18. Annual series of analytical essays and critical reviews. (pp. 111-156).* Greenwich, CT: JAI Press.

Gruys, M. L., & Sackett, P. R. (2003). Investigating the dimensionality of counterproductive work behaviors. *International Journal of Selection and Assessment, 11(1),* 30-42.

Hoffman. D.A., & Stetzer, A. (1996). A cross-level investigation of factors influencing unsafe behaviors and accidents. Personnel Psychology, 49(2), 307-339.

Holden, R. R. (2007). Socially desirable responding does moderate personality scale validity both in experimental and in nonexperimental contexts. *Canadian Journal of Behavioral Science, 39*, 184-201.

Holden, R. R. (2008). Under estimating the effects of faking on the validity of self-report personality scales. *Personality and Individual Differences, 44*, 311-321.

Hollinger, R. C., & Clark, J. P. (1983). *Theft by employees.* Lexington, MA: Lexington Books

Homans, G. C. (1961). *Social behavior: Its elementary forms.* New York: Harcourt, Bruce & World.

Jermier, J. M., Knights, D., & Nord, W. (1994). *Resistance and power in organizations.* London: Routledge.

Kickul, J. (2001). Promises made, promises broken: An exploration of employee attraction and retention practices in small business. Journal of Small Business Management, 39(4), 320-335.

King, W. C., & Miles, E. W. (1994). The measurement of equity sensitivity. *Journal of Occupational and Organizational Psychology*, 67(2), 133-142.

Konovsky, M. A., Folger, R., & Cropanzano, R. (1987) Relative effects of procedural and distributive justice on employee attitudes. *Representative Research in Social Psychology, 17(1)*, 15-24.

Latham, G. P., & Saari, L. M. (1979). Importance of supportive relationships in goal-setting. *Journal of Applied Psychology, 64*, 151-156.

Leventhal, G. S. (1976). The distribution of reward and resources in groups and organizations. In L. Berkowitz & W. Walster (Eds.), *Advances in experimental social psychology (Vol. 9, pp. 91-131).* New York: Academic Press.

Leventhal, G. S. (1980). What should be done with equity theory? New approaches to the study of fairness in social relationships. In K. Gergen, M. Greenberg, & R. Willis (Eds), *Social exchange: Advances in theory and research (pp. 27-55).* New York: Plenum Press.

Levering, R. (1988). A Great Place to Work: What Makes Some Employers so Good and Most so Bad. Random House: New York, NY. Lewin, K. (1936). *Principles of Topological Psychology.* New York: McGraw-Hill.

Lind, E. A., & Tyler, T. R. (1988). *The social psychology of procedural justice*. New York: Plenum Press.

Lind, E. A. (2001). Fairness Heuristic Theory: Justice judgments as pivotal cognitions in organizational relations. In J. Greenberg, & R. Cropanzano (Eds.), *Advances in organizational justice (pp. 56-88).* Stanford, CA: Stanford University Press.

Martinson, B. C., Anderson, M. S., Crain, A. L., DeVries, R. (2006). Scientists' perceptions of organizational justice and self-reported misbehaviors. *Journal of Empirical Research on Human Research Ethics,* 51-66.

Meehl, P. E. (1954). Clinical versus statistical prediction: A theoretical analysis and review of the evidence. Minneapolis, MN: University of Minnesota.

Mikula, G., Petri, B., & Tanzer, N. (1990). What people regard as unjust: types and structures of everyday experiences of injustice. *European Journal of Social Psychology, 20(2)*, 133-149.

Morrill, C. (1995). *The Executive Way: Conflict Management in Organizations.* Chicago, University of Chicago Press.

Mount, M., Ilies, R., Johnson, E. (2006). Relationship of personality traits and counter productive work behaviors: The mediating effects of job satisfaction. *Personnel Psychology 59(3)*, 591-622.

Ones, D. S., & Dilchert, S. (2013). Counterproductive work behaviors: Concepts measurement, and nomological network. In N. R. Kuncel (Ed.), *APA Handbook of Testing and Assessment in Psychology.* Washington, DC: American Psychological Association.

Peters, L. H., & O'Connor, E. J. (1980). Situational constraints and work outcomes: The influences of a frequently overlooked construct. *Academy of Management Review, 5(3),* 391-397.

Prussia, G. E., Brown, K. A., & Willis, P. G. (2003). Mental models of Safety: Do manager and employees see eye to eye? Journal of Safety Research, 34(2), 143-156.

Reynolds, W. M. (1982). Development of reliable and valid short forms of the Marlowe-Crowne Social Desirability Scale. Journal of Clinical Psychology, 38, 119-125.

Robinson, S. L., & Morrison, E. W. (2000). The development of psychological contract breach and violation: a longitudinal study. *Journal of Organizational Behavior, 21*, 525-546.

Robinson, S. L., & Rousseau, D. M. (1994). Violating the psychological contract: Not the exception but the norm. *Journal of Organizational Behavior, 15*, 245-259.

Rousseau, D. M. (1995). *Psychological Contracts in Organizations: Understanding Written and Unwritten Agreements.* Sage Publications Inc.

Schmidt, A. A. (2008). Development and validation of the toxic leadership scale. University of Maryland, College Park.

Shapiro, D. L., & Bies, R. J. (1994). Threats, bluffs, and disclaimers in negotiations. *Organizational Behavior and Human Decision Processes, 60,* 14-35.

Shapiro, D. L., Buttner, E. H., & Barry, B. (1994). Explanations: what factors enhance their perceived adequacy? *Organizational Behavior and Human Decision Processes, 58*, 346-368.

Sheppard, B. H., Lewicki, R. J., & Minton, J. W. (1992). *Organizational justice: The search for fairness in the workplace*. New York, NY: Lexington Books/Macmillan.

Shoss, M. K., Jundt, D. K., Kobler, A. & Reynolds, C. (2016). Doing bad to feel better? An investigation of within- and between-person perceptions of counterproductive behavior as a coping tactic. *Journal of Business Ethics 137,* 571-587.

Spector, P. E., & Jex, S. M. (1998). Development of four self-report measures of job stressors and strain: Interpersonal conflict at work scale, organizational constraints scale, quantitative workload inventory, and physical symptoms inventory. *Journal of Occupational Health Psychology, 3(4)*, 356-367.

Spector, P. E., Bauer, J. A., & Fox, S. (2010). Measurement artifacts in the assessment of counterproductive work behavior and organizational citizenship behavior: Do we know what we think we know? Journal of Applied Psychology, 95(4), 781-790.

Spector, P. E., Penney, L. M., Bruursema, K., Goh, A., & Kessler, S. (2006). The dimensionality of counterproductivity: Are all counterproductive behaviors created equal? *Journal of Vocational Behavior, 68*, 446-460.

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

Starlicki, D. P., Folger, R., & Tesluk, P. (1999) Personality as a moderator in the relationships between fairness and retaliation. *Academy of Management Journal 42(1),* 100-108.

Stouffer, S. A., Suchman, E. A., DeVinney, L. C., Star, S. A., & Williams, R. M., Jr. (1949). *The American Soldier: Adjustment during Army life, Volume I*. Clinton, MA: Colonial Press.

Tepper, B. J. (2000). Consequences of abusive supervision. Academy of Management Journal, 43(2), 178-190.

Thibaut, J., & Walker, L. (1975). *Procedural justice: A psychological analysis*. Hillsdale, NJ, Erlbaum.

Umphress, E. E., Bingham, J. B., & Mitchell, M. S. (2010). Unethical behavior in the name of the company: The moderating effect of organizational identification and positive reciprocity beliefs on unethical pro-organizational behavior. Journal of Applied Psychology, 95(4), 769-780.

Van den Bos, K. (2001). Fairness heuristic theory: Assessing the information to which people are reacting has a pivotal role in understanding organizational justice. In S.

W. Gilliland, D. D. Steiner, & D. P. Skarlicki (Eds.), *Theoretical and culture perspectives on organizational justice (pp. 63-84).* Greenwich, CT: Information Age.

Wright, P. M., Gardner, T. M., Moynihan, L. M., & Allen, M. R. (2005). The relationship between HR practices and firm performance: Examining causal order. Personnel Psychology, 58(2), 409-446.

Appendix A

Critical Incident Exercise

Critical incidents data was collected to ensure that each theme had adequate construct coverage and that potential items were not overlooked with each proposed themes, as well as, assessing if any themes were missing from the measure overall.

Consequently a survey was administered via Amazon's Mechanical Turk to gather critical incidents for the proposed categories of SOS scale. Participants were given the following directions:

"For the following survey, we would like to collect critical incidents of several categories of situations that occur in the workplace. A critical incident involves you identifying and describing a specific event or incident that exemplifies the category listed. The critical incident could have been an event that happened to you personally or an event that you witnessed happening to another coworker or employee. We ask that you describe the event as thoroughly, including the context of the situation, who was involved, and what was the result of the situation. While we ask you to describe the situation thoroughly, you do not need to identify the name of the organization, the names of anyone involved in the situation, nor any identifying information regarding the incident. For example, instead of stating, "When I worked at Mercy Hospital," you could state, "The situation occurred at a mid-sized, regional, healthcare company."

For the purpose of this critical incident survey, we are trying to understand perceptions of how employees and workers perceive organizational situations. We ask that you respond to these categories by providing critical incidents of the behaviors,

action or inaction, or situations that reference your broader organization or upper level management and not by your specific supervisor or co-workers.

Please read the category below, considering if you have experienced or witnessed this situation at your workplace. Please provide a detailed critical incident of the experience or situation, including the context, who was involved, the outcome, and any relevant reactions to the experience or situation."

The following categories and definitions were presented one at a time to participants, and participants were provided with a text box to enter their response. Participants were instructed that if they could not think of an example of the category, they could leave the response option blank.

- Employee Integrity Compromise: Includes situations where the organization asks or expects the employee to engage in behavior that violates common ethical norms of fair and just behavior.

- Inequity Issues: Includes situations where the organizational compensation is inequitable with employee work and contributions.

- Misuse of Employee Resources: Includes situations where the organization requires use of personal resources (money, tools, vehicle, supplies, etc.) without compensation from the organization.

- Misuse of Information: Includes situations where the organization misuses employee personal information or presents inaccurate information to employees.

- Organizationally Sanctioned Abuse and Bullying: Includes situations where organizational structure or organizational representatives neglect to address abuse, bullying, or bias in the workplace.

- Talent Mismanagement: Includes situations where organizational structure or organizational representatives hinder employee development, hinder work progress, or prevent recognition of good performance.

- Unsafe Culture, Climate, Conditions: Includes situations where the organizational structure or organizational representative fails to address safety issues or establish and enforce safety policies and procedures.

- Scheduling Assignment Irregularity and Inflexibility: Includes situations where the organization expects the employee to flexibly adjust to changing work arrangements such as scheduling, staffing, and work. May also include situations where the organization is overly rigid in scheduling by refusing to allow scheduling changes or accommodations.

Critical Incidents Data and Themes

- **Employee Integrity Compromise:**
    - 9 Unusable, Blank or Non-Applicable Scores
    - 8 Incidents related to individual bad behavior (CWB)
    - 4 Incidents related to disregarding policies
    - 7 Incidents that fit with another SOS theme (i.e. Unsafe Culture, Climate, Conditions)

- o 6 Incidents related to misrepresenting services and information to customers

- o 1 Incident related to data doctoring

- o 1 Incident related to nepotism

- o Added the following item: Required employees to misrepresent services to customers.

- **Inequity Issues:**

  - o 21 Unusable, Blank, or Non-Applicable Scores

  - o 5 Unjustified bonus/promotion or pay disparity

  - o 4 Incidents that fit with another SOS theme (i.e. Talent Mismanagement)

  - o 6 Incidents related to gender bias

  - o 2 Incidents related to observed favoritism

  - o 1 Incident related to Unpaid Salary

  - o 1 Incident related to Maternity leave coverage

  - o Added the following item: Provided rewards only to supervisors and managers when lower level employees contributed to a business deal the lead to rewarding a bonus.

- **Misuse of Employee Resources:**

  - o 18 Unusable, Blank, or Non-Applicable Scores

  - o 12 Incidents related to individual bad behavior (CWB)

  - o 1 Incidents that fit with another SOS theme (i.e. Forced Flexibility)

  - o 3 Use of employee personal car

- o 1 Use of employee personal tools

- o 3 Employee needed to provide supplies for the organization

- o 2 Delay of reimbursement for purchases

- o Added the following item: Required employees to pay for organizational costs with a personal credit card and wait extended periods of time for reimbursement.

- **Misuse of Information:**

  - o 28 Unusable, Blank, or Non-Applicable Scores

  - o 2 Incidents related to individual bad behavior (CWB)

  - o 1 Incidents that fit with another SOS theme (i.e. Employee Integrity Compromise)

  - o 3 Incidents where employee personal information was not protected

  - o 2 Asked to share confidential information from a previous job

  - o 1 Customer information inappropriately used for marketing

  - o 1 Disclosed private employee medical information

  - o Added the following item: Encouraged employees to use proprietary information from a former job to benefit the current organization.

- **Inaccurate Information**

  - o 24 Unusable, Blank, or Non-Applicable Scores

  - o 1 Incidents related to individual bad behavior (CWB)

  - o 4 Misrepresented company performance

  - o 3 Misrepresented delivery capabilities

- o 1 Misrepresented pay schedule for contract workers

- o 1 Misrepresented pay increases

- o 1 Misrepresented medical benefits

- o 1 Changed standards for a bonus

- o 1 Not clearly conveying expectations or processes

- o 1 Providing inaccurate work facts or materials

- o Added the following item: Changed the standards of an incentive program

  to avoid having to pay employee bonuses.

- **Organizationally Sanctioned Abuse and Bullying**

  - o 27 Unusable, Blank, or Non-Applicable Scores

  - o 7 No discipline for verbal abuse or bullying

  - o 2 Supervisor favoritism

  - o 2 Supervisor bullied subordinates

  - o No item added.

- **Talent Mismanagement:**

  - o 22 Unusable, Blank, or Non-Applicable Scores

  - o 1 Incidents that fit with another SOS theme (i.e. Inequity)

  - o 7 People were unjustly passed over for promotions

  - o 4 Assigned to work outside of role or skill

  - o 3 Not providing resources to perform work/hindering performance

  - o 2 Not giving credit for ideas or performance

- o Added the following item: Failed to recognize employees for hard work and significant contributions to the organization.

- **Unsafe Culture, Climate, Conditions:**

  - o 27 Unusable, Blank, or Non-Applicable Scores

  - o 1 Incidents describing Sexual Harassment

  - o 2 Safety hazards in the environment

  - o 2 Uncleanliness Issues

  - o 1 Drug Use in the Workplace

  - o 1 Not enforcing safety policies

  - o 2 Inclement weather issues that were safety concerns

  - o 1 Client populations posed working risks

  - o Added the following item: Required employees to work in unsafe weather conditions.

- **Scheduling Assignment Irregularity and Inflexibility:**

  - o 25 Unusable, Blank, or Non-Applicable Scores

  - o 1 Incidents related to individual bad behavior (CWB)

  - o 4 Unable to use Paid Vacation Time

  - o 2 No allowing for breaks during work hours/mandated overtime

  - o 3 Scheduling inflexibility/no control of when you will work

  - o 4 Delays in posting schedule

  - o Added the following item: Delayed posting schedules until shortly before employees must work.

Appendix B

Free Item-Sort Exercise

Free sort data was collected to ensure that the 8 proposed themes or factors adequately fit

the items constructed for the measure. For the free sort activity, 6 Subject Matter Experts

(SME) were recruited to participate in the sorting task. The SME's were all doctoral

level students in an I/O University program. For the sorting task, the individuals were

provided with all 102 items of the SOS Measure cut into individual strips of paper along

with directions instructing participants to rationally group the items into 5-12 categories

and then provide a label for the group of items.

Upon receiving the free sort data from the SMEs, their rationally grouped items

were compared to the 8 proposed scales and corresponding items. Common sorting

differences included splitting Misuse of Information into two separate categories,

splitting Organizationally Sanctioned Abuse and Bullying into two separate categories,

and not identifying Inequity Issues items into a unique category. A summary of the

overlap was created for each SME. Free sort summaries are provided below:

Table A1

Summary of Proposed SOS Categories and Items

Original Category	Category Label	Original Number of Items
Employee Integrity Compromise	EIC	6
Inequity Issues	II	12
Misuse of Employee Resources	MER	14
Misuse of Information	MI	14
Organizationally Sanctioned Abuse and Bullying	OSAB	13
Scheduling Issues	SI	17
Talent Mismanagement	TM	11
Unsafe Culture Climate Conditions	UCCC	11

Table A2

SME 1 Free sort Summary

Proposed Category Name	Org. Category	# Proposed Items	Overlap with Original Items	# Unique Items
Employee Autonomy/Control	EIC	10	6	4
Compensation	MER	27	14	13
Privacy	MI	8	8	0
Bias	OSAB	5	4	1
Rule Enforcement	OSAB	8	8	0
Job/Role Information	SI	16	7	9
Performance Development and Recognition	TM	16	7	9
Health and Safety	UCCC	12	11	1

Table A3

SME 2 Free sort Summary

Proposed Category Name	Org. Category	# Proposed Items	Overlap with Original Items	# Unique Items
Encouraging employee dishonesty (organizational)	EIC	5	5	0
Abuse of Employee personal resources	MER	15	13	2
Mismanagement of protected employee information	MI	7	7	0
Lying to employees	MI	6	6	0
Bias/Favoritism in Management	OSAB	8	5	3
Mismanagement of Employee Work Time	SI	20	12	8
Constrained Employee job performance	TM	11	9	2
Mismanagement in employee safety	UCCC	18	11	7

Table A4

SME 3 Free sort Summary

Proposed Category Name	Org. Category	# Proposed Items	Overlap with Original Items	# Unique Items
Lack of Rewards/Benefits	II	14	8	6
Personal Resources/Time	MER	17	13	4
Misinformation	MI	7	6	1
Privacy	MI	8	8	0
Abuse	OSAB	8	8	0
Bias	OSAB	7	4	3
Scheduling	SI	9	8	1
Lack of Resources	TM	6	6	0
Sabotage	TM	15	8	7
Safety	UCCC	7	7	0
Substance use	UCCC	4	4	0

Table A5

SME 4 Free sort Summary

Proposed Category Name	Org. Category	# Proposed Items	Overlap with Original Items	# Unique Items
Ethics Violation	EIC	5	5	0
Differential Treatment	II	9	6	3
Abuse of Employee Personal Resources	MER	10	9	1
misrepresenting information	MI	6	6	0
Privacy Violation	MI	7	7	0
Ignorance of workplace violence	OSAB	8	8	0
Discrimination	OSAB	5	4	1
Work Schedules Abuse	SI	23	13	10
Undermining Employee Performance or Development	TM	18	14	4
Poor Safety Climate	UCCC	7	7	0
Substance Abuse	UCCC	4	4	0

Table A6

SME 5 Free sort Summary

Proposed Category Name	Org. Category	# Proposed Items	Overlap with Original Items	# Unique Items
Compromising Employee Ethics	EIC	5	5	0
Under compensation	II	7	7	0
Misuse of Personal Information	MER	15	13	2
Misuse of Personal Information	MI	8	8	0
Deception	MI	5	5	0
Differential Treatment	OSAB	8	5	3
Scheduling and Leave	SI	12	11	1
Scapegoating	TM	4	3	1
Hindering employee performance/motivation	TM	9	6	3
Rewards Recognition and Advancement	TM	10	7	3
Physical/Psychological Safety	UCCC	19	11	8

Table A7

SME 6 Free sort Summary

Proposed Category Name	Org. Category	# Proposed Items	Overlap with Original Items	# Unique Items
Forced Employees to take an Active Role in Misrepresenting Information	EIC	5	5	0
Failure to compensate employees	MER	21	14	7
Misrepresenting Information/Failing to meet industry standards to "benefit" organization	MI	9	5	4
Violation of protected information	MI	7	7	0
Encouraged/failed to address bias of protected groups	OSAB	5	5	0
Failed to address/enforce consequences for alcohol/drug violations and verbal/physical harassment	OSAB	12	8	4
Failed to provide adequate notice/scheduling flexibility	SI	9	9	0
Poor Organizational policies regarding motivation	TM	11	7	4
Unfair (non-standardized) performance standards and expectations	TM	12	7	5
Safety violations	UCCC	7	7	0
Unnecessary Inflexibility	--	4	0	4

Appendix C

Figures
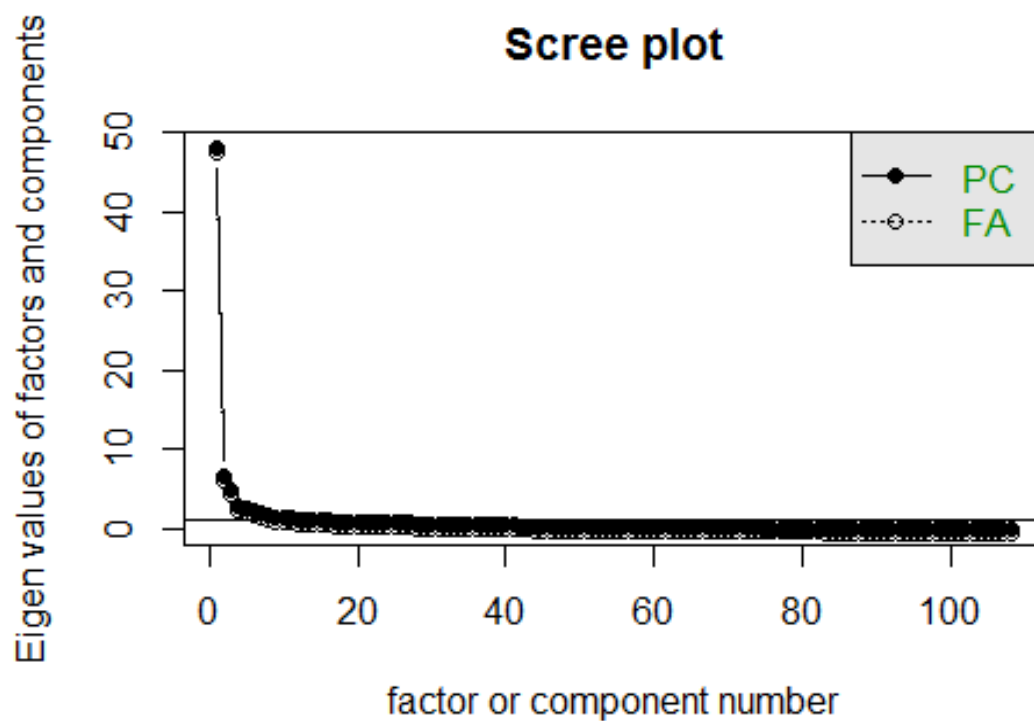
Figure 1. Study 1 Scree Plot from Factor Analysis
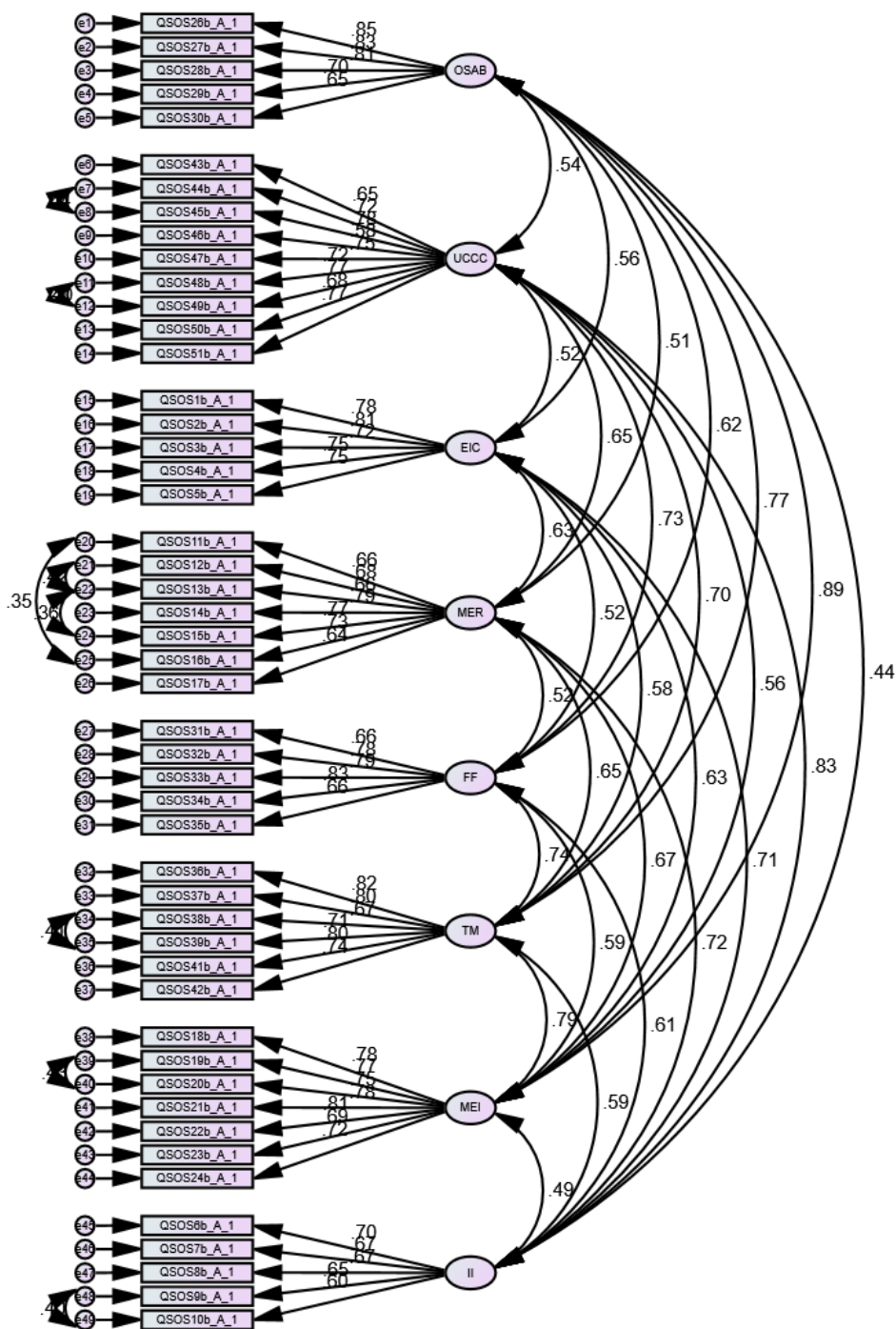
Figure 2. *SOS Eight-Factor Confirmatory Factor Path Diagram*
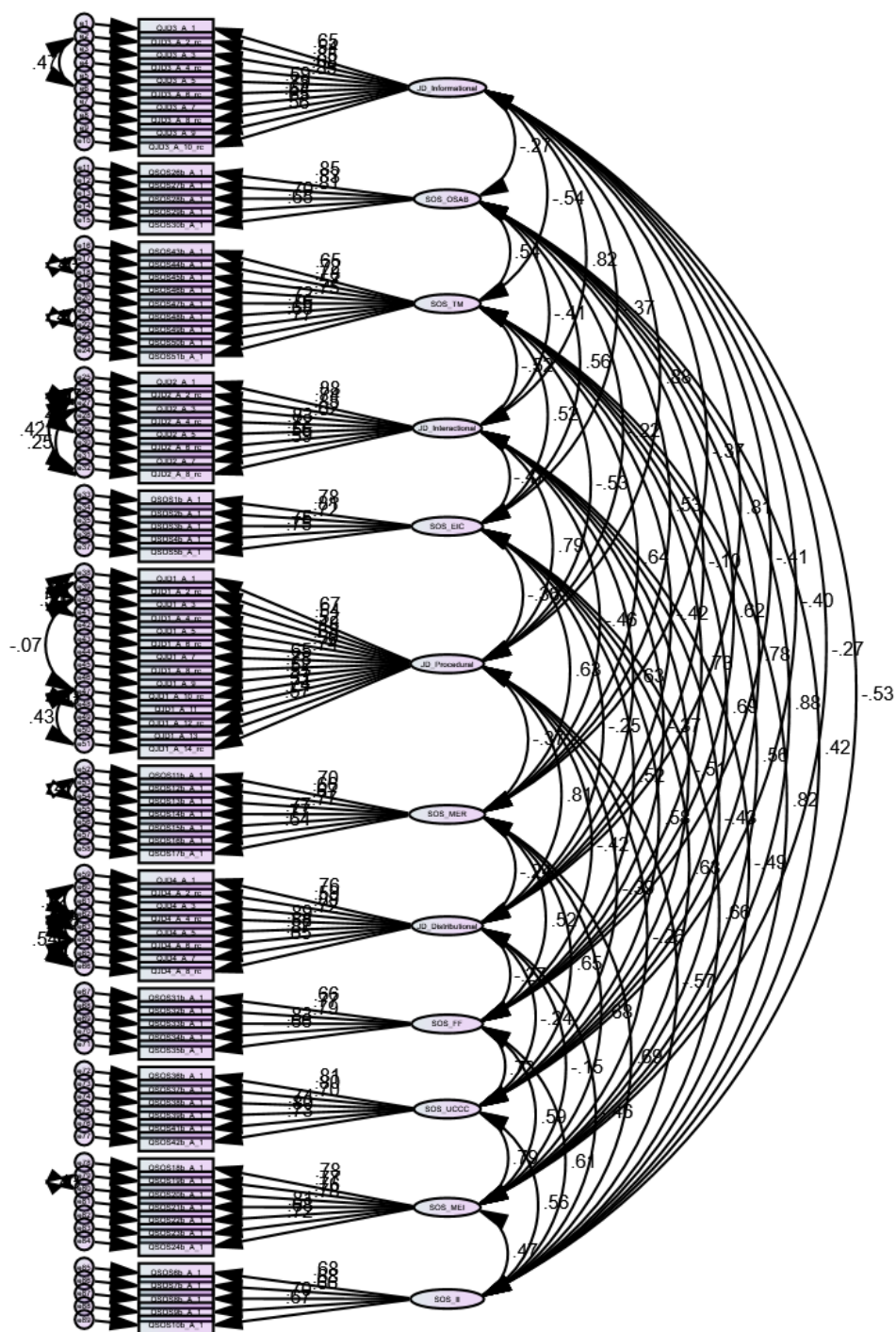
Figure 3. SOS and Justice Dimensions Confirmatory Factor Path Diagram
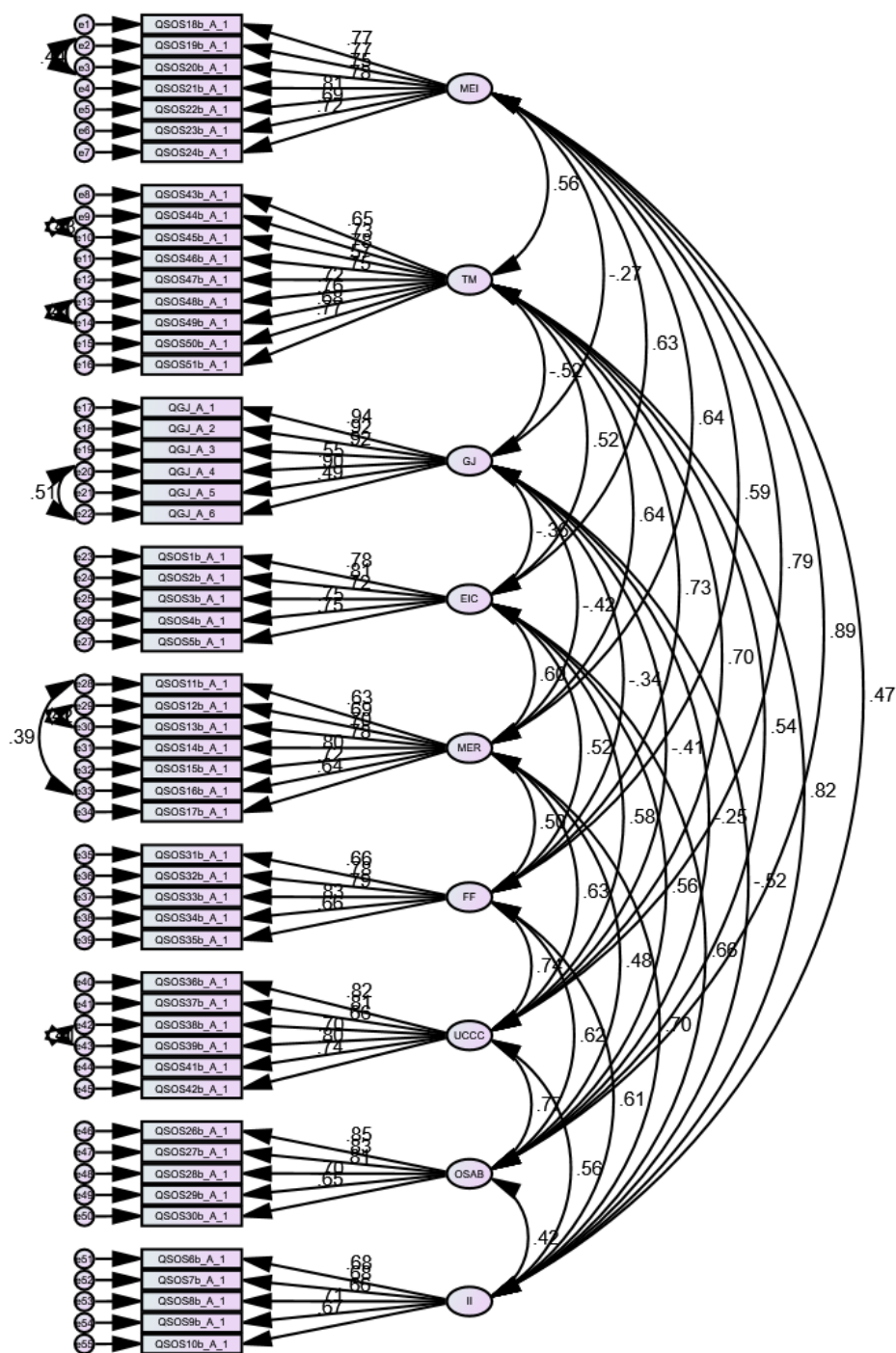
Figure 4. SOS and General Justice Confirmatory Factor Path Diagram
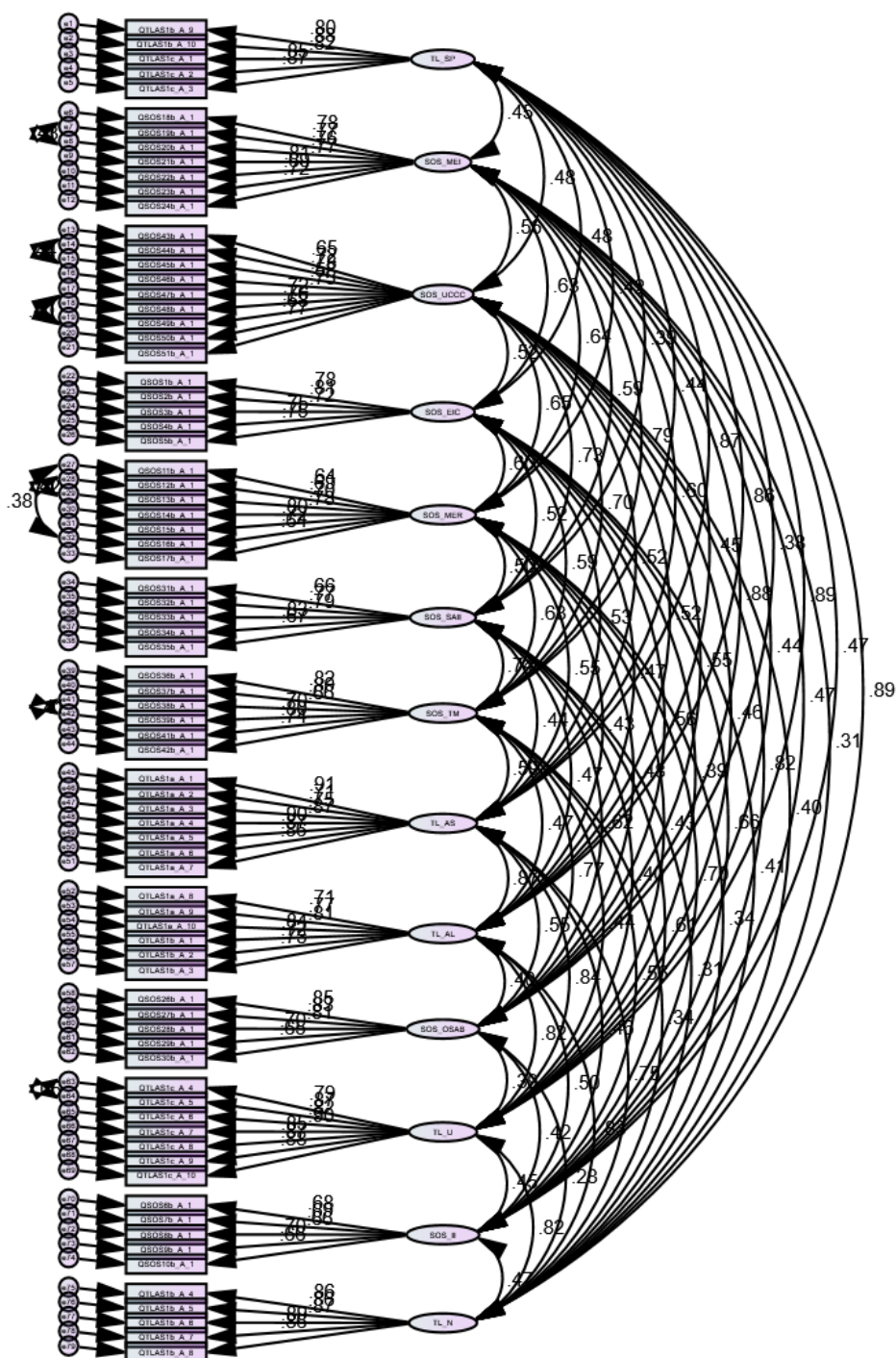
Figure 5. SOS and Toxic Leadership Confirmatory Factor Path Diagram
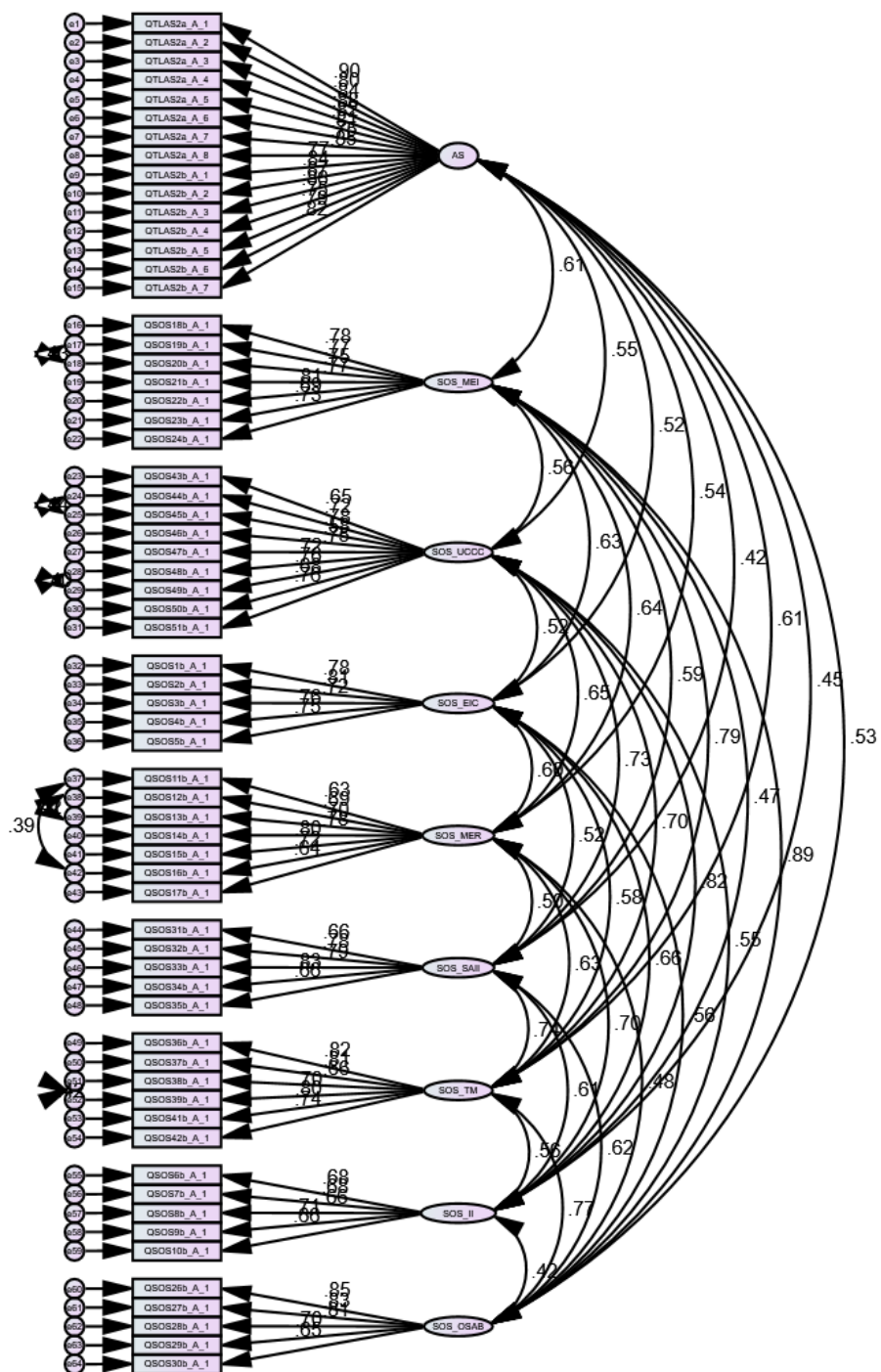
Figure 6. SOS and Abusive Supervision Confirmatory Factor Path Diagram
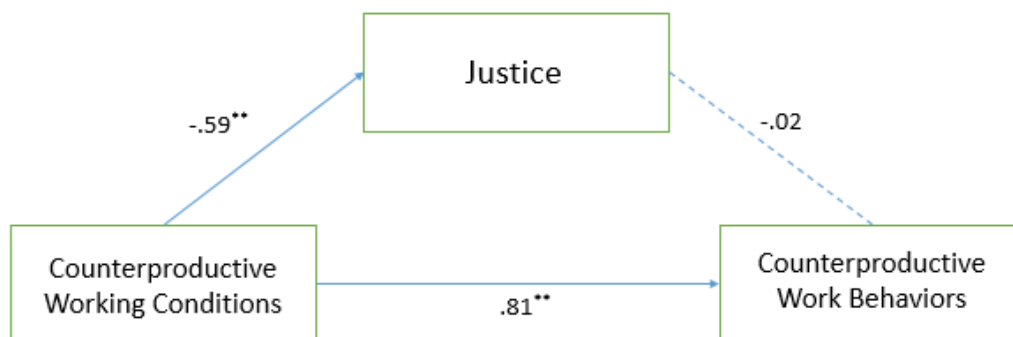
Figure 7. Standardized regression coefficients for the relationship between Counterproductive Working Conditions and Counterproductive Work Behaviors as mediated by Dimensional Justice.
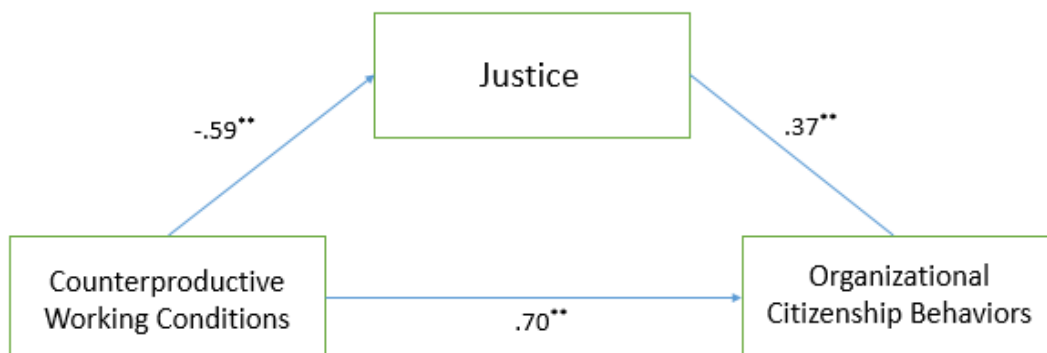
Figure 8. Standardized regression coefficients for the relationship between Counterproductive Working Conditions and Organizational Citizenship Behaviors with no mediation effect of Dimensional Justice.

Appendix D

Tables

Table 1.

Proposed SOS Scale Items 82-Item SOS Scale

Employee Integrity Compromise

Ask employees to misrepresent information in work or personal records.

Establish rules that are impossible for employees to uphold, given the resources available.

Require employee to break rules to complete work tasks.

Require employees to not disclose or misrepresent negative organizational information that may impact customers or other stakeholders.

Ask employees to knowingly compromise work quality in order to meet a deadline or quota.

Expect an employee to comply with something against their personal code of conduct, or else risk losing their job.

Inequity Issues

Compensate employees at rates lower than established by the industry or government for services and resources (e.g. mileage, per diem, etc.).

Get paid for fewer hours than the employee worked.

Require additional work with no additional compensation.

Hold different standards/follow different standards for compensation.

Undercompensate for amount of skill/education required.

Failure to provide benefits/wages at a comparable level to other similar organizations in the industry.

Hold different performance expectations for employees in a similar position and at a similar compensation level.

Ask employees to cover multiple jobs with no additional compensation.

Ask employees to cover for turnover for extended periods of time with no additional compensation.

Fail to provide resources or compensation as promised at hire.

Misuse of Employee Resources

Require employee make work related calls on a personal telephone line without providing compensation.

Require employee to mail work related packages or correspondence during unscheduled or uncompensated time.

Require printing or copying of work documents on employee's personal equipment without providing compensation.

Require employee to respond to work related emails during unscheduled or uncompensated time.

Require employee to work unscheduled hours.

Use employee resources (e.g. vehicle, supplies, tools, instruments, etc.) without providing compensation.

Require the employee to complete work tasks during unscheduled or uncompensated time.

Implicitly require employees to spend personal money to provide resources for job tasks.

Explicitly require employees to spend personal money to provide resources for job tasks.

Use or damage employee property (e.g. vehicle, supplies, tools, instruments, etc.) without compensation.

Require personal or home internet access be used for work related tasks without providing compensation.

Require employee supplies or services for free.

Misuse of Information

Solicit private information on the employee that is not relevant to the employee's role or organizational involvement.

Share confidential employee information with unauthorized individuals.

Provide the employee with false information about the role or job.

Consider irrelevant information or protected status information during an important employment decision.

Share employee's personal information with a third party without informing the employee.

Disclose disability accommodations or personal health information concerning an employee with others.

Provide inaccurate information during an employee authorized referral or background check.

Provide the employee with false information to get them to agree to an undesired change or situation.

Misrepresent the timing and availability of wage increases, bonuses, and promotions.

Organizationally Sanctioned Abuse and Bullying

Blame an individual employee to cover up an organizationally sanctioned decision.

Fail to enforce consequences after reports of supervisors that yell or shout at subordinates on the job.

Fail to enforce consequences after reports of supervisors that physically attack a subordinate on the job.

Fail to enforce consequences after reports of coworkers that yell or shout at subordinates on the job.

Fail to enforce consequences after reports of coworkers that physically attack a subordinate on the job.

Fail to enforce consequences after reports of unwanted sexual advances toward employees in the workplace.

Fail to enforce consequences after reports of use of sexually explicit language in the workplace.

Fail to enforce consequences after reports of verbal abuse on the job.

Fail to enforce consequences or reprimand an employee or boss for treating someone rudely at work.

Encourage bias of protected groups (e.g. race, sex, age, etc.) in the workplace.

Failure to address existing explicit bias of protected groups (e.g. race, sex, age, etc.) in the workplace.

Encourage bias of a protected status (e.g. religion, pregnancy, disability, etc.) in the workplace.

Failure to address existing explicit bias of a protected status (e.g. religion, pregnancy, disability, etc.) in the workplace.

Forced Flexibility

Ask employee to repeat work in different places when there is no clear or expressed purpose for the repetition.

Require employee to stay late without advance notice.

Not allow sick leave when employee is sick.

Not allow employee absence for a legitimate excuse (i.e. medical necessity, family issues, and planned vacation).

Send employee home early during scheduled work hours.

Change employee schedule without advance notice.

Require an employee to relocate, travel, or make other living accommodations without reasonable compensation.

Talent Mismanagement

Not supply sufficient resources to employee to complete a task or job.

Intentionally fail to provide employee necessary information to complete job tasks.

Sabotage the productivity of the employee

Require employee to work on tasks unrelated to his or her job role.

Intentionally limit opportunities for development or advancement.

Pass over a qualified employee for a promotion without justifying the decision.

Leaders or managers lack motivation or skills to promote employee development.

Give praise to an employee for another employee's work.

Leaders or managers lack industry or job knowledge and are unable or provide guidance on work tasks.

Failure to provide assistance, training, or instruction to an employee that had a reasonable request for help.

Reprimand an employee for failure to complete task accurately after vague or insufficient instructions from a supervisor.

Reprimand an employee for negative outcomes that result from following an established policy.

Organizationally recognized performance metrics for rewards and compensation do not accurately reflect actual work tasks.

Restrict employee's ability to engage in formally recognized or formally rewarded work tasks.

Unsafe Culture, Climate, Conditions

Endanger employee by not having adequate procedures to resolve safety issues.

Endanger employee by not following organizationally established safety procedures.

Endanger employee by not following industry standard or federal safety procedures.

Fail to provide adequate resources for safe operation in the workplace.

Fail to enforce safety policies or procedures.

Failure to enforce alcohol polices in the workplace.

Failure to enforce drug policies in the workplace.

Failure to monitor and address alcohol issues in the workplace.

Failure to monitor and address drug issues in the workplace.

Failure to address a legitimate problem or issue raised by concerned employee.

Failure to address a legitimate problem or issue that decision makers should have been aware of but intentionally ignored.

Table 2.

Item-sort Justice Dimension Definitions

Justice Dimension	Definition
Distributive Justice	Includes the following expectations regarding work outcomes: outcomes reflect the effort exerted to complete work; outcome is appropriate for the work; outcome reflects one's contribution; outcome is justified given one's performance.
Procedural Justice	Includes the following expectations regarding policies and procedures: ability to influence relevant outcomes; consistency in application; bias free; based on accurate information; ability to appeal the outcome; upholds ethical and moral standards.
Interactional Justice	Includes the following expectations regarding interpersonal interactions: treated politely; treated with dignity and respect; actors refrain from improper remarks.
Informational Justice	Includes the following expectations regarding communication: candid communication; thoroughly explained procedures; reasonable explanations; communication that is timely and includes necessary details; communication that is tailored to specific needs of the actors/situation.
None	Statement does not fit into any of the other listed categories.

Table 3.

Item-sort Proposed SOS Scale Dimension Definitions

Study Dimension	Definition
Employee Integrity Compromise	Includes situations where the organization asks or expects the employee to engage in behavior that violates common ethical norms of fair and just behavior.
Inequity Issues	Includes situations where the organizational compensation is inequitable with employee work and contributions.
Misuse of Employee Resources	Includes situations where the organization requires use of personal resources (money, tools, vehicle, supplies, etc.)without compensation from the organization.
Misuse of Information	Includes situations where the organization misuses employee personal information or presents inaccurate information to employees.
Organizationally Sanctioned Abuse and Bullying	Includes situations where organizational structure or organizational representatives neglect to address abuse, bullying, or bias in the workplace.
Talent Mismanagement	Includes situations where organizational structure or organizational representatives hinder employee development, hinder work progress, or prevent recognition of good performance.
Unsafe Culture, Climate, Conditions	Includes situations where the organizational structure or organizational representative fails to address safety issues or establish and enforce safety policies and procedures.
Forced Flexibility	Includes situations where the organization expects the employee to flexibly adjust to changing work arrangements such as scheduling, staffing, and work.
None	Statement does not fit into any of the other listed categories.

Table 4.

SME Item-sort Results by Justice Dimension 82-Item SOS Measure

Item No.	Employee Integrity Compromise	Inequity Issues	Misuse of Employee Resources	Misuse of Information	Organizationally Sanctioned Abuse & Bullying	Talent Mismanagement	Unsafe Culture Climate Conditions	Forced Flexibility	None
1.	80%			20%					
2.						80%			20%
3.	80%						20%		
4.	60%			40%					
5.	20%					60%		20%	
6.	100%								
7.		60%	40%						
8.		100%							
9.		80%	20%						
10.		100%							
11.		100%							
12.		100%							
13.		100%							
14.		60%	20%					20%	
15.		60%	20%					20%	
16.		40%	20%	40%					
17.			100%						
18.		60%	20%					20%	
19.		20%	80%						
20.		60%						40%	
21.		40%						60%	
22.			100%						
23.		40%	20%					40%	

Item No.	Employee Integrity Compromise	Inequity Issues	Misuse of Employee Resources	Misuse of Information	Organizationally Sanctioned Abuse & Bullying	Talent Mismanagement	Unsafe Culture Climate Conditions	Forced Flexibility	None
24.			100%						
25.			100%						
26.			100%						
27.			80%					20%	
28.			100%						
29.				80%					20%
30.			20%	80%					
31.				100%					
32.				100%					
33.				100%					
34.				100%					
35.				100%					
36.				100%					
37.				100%					
38.				40%	40%				
39.					100%				
40.					100%				
41.					100%				
42.					100%				
43.					100%				
44.					100%				
45.					100%				
46.					100%				
47.		20%			80%				
48.		20%			80%				
49.		20%			80%				

Item No.	Employee Integrity Compromise	Inequity Issues	Misuse of Employee Resources	Misuse of Information	Organizationally Sanctioned Abuse & Bullying	Talent Mismanagement	Unsafe Culture Climate Conditions	Forced Flexibility	None
50.		20%			80%				
51.						40%		40%	20%
52.						20%		80%	
53.						20%	20%	40%	20%
54.						20%		60%	20%
55.						20%		60%	20%
56.						20%		80%	
57.			20%					80%	
58.			20%			80%			
59.				60%		40%			
60.						100%			
61.						80%		20%	
62.						100%			
63.						80%			20%
64.						100%			
65.						100%			
66.						100%			
67.						100%			
68.						100%			
69.	20%					80%			
70.						100%			
71.						100%			
72.							100%		
73.							100%		
74.							100%		
75.							100%		

Item No.	Employee Integrity Compromise	Inequity Issues	Misuse of Employee Resources	Misuse of Information	Organizationally Sanctioned Abuse & Bullying	Talent Mismanagement	Unsafe Culture Climate Conditions	Forced Flexibility	None
76.							100%		
77.							100%		
78.							100%		
79.							100%		
80.							100%		
81.						20%			80%
82.						20%			80%

Table 5. *SME Item-sort Results by Justice Dimension 82-Item SOS Measure*

Item No.	Distributional	Procedural	Interactional	Informational	None
1.		60%		40%	
2.		100%			
3.		100%			
4.		20%		80%	
5.		100%			
6.		80%	20%		
7.	100%				
8.	100%				
9.	100%				
10.	60%	40%			
11.	100%				
12.	100%				
13.	40%	60%			
14.	100%				
15.	100%				
16.	60%			40%	
17.	80%	20%			
18.	80%	20%			
19.	80%	20%			
20.	80%	20%			
21.	40%	40%		20%	
22.	80%	20%			
23.	100%				
24.	80%	20%			
25.	80%	20%			
26.	80%	20%			
27.	80%	20%			
28.	80%	20%			
29.		40%		40%	20%
30.		60%		20%	20%
31.				100%	
32.	20%	60%		20%	
33.		60%		40%	
34.		60%		40%	
35.		20%		80%	
36.				100%	
37.				100%	
38.	20%	40%	20%	20%	

Item No.	Distributional	Procedural	Interactional	Informational	None
39.		20%	80%		
40.		20%	80%		
41.		20%	80%		
42.		20%	80%		
43.		20%	80%		
44.		20%	80%		
45.		20%	80%		
46.		20%	80%		
47.		60%	40%		
48.		60%	40%		
49.		60%	40%		
50.		60%	40%		
51.		40%		20%	40%
52.		40%		40%	20%
53.		100%			
54.	20%	80%			
55.	20%	60%			20%
56.		60%		40%	
57.	80%	20%			
58.	20%	60%			20%
59.	20%			80%	
60.	20%	80%			
61.	20%	60%			20%
62.	80%	20%			
63.	60%	40%			
64.	40%	40%			20%
65.	80%	20%			
66.		40%		20%	40%
67.	20%	60%		20%	
68.	20%	40%		40%	
69.		80%		20%	
70.	60%	40%			
71.	60%	40%			
72.		100%			
73.		100%			
74.		100%			
75.	20%	80%			
76.		100%			
77.		100%			
78.		100%			
79.		80%		20%	

Item No.	Distributional	Procedural	Interactional	Informational	None
80.		80%		20%	
81.		60%		40%	
82.		60%		40%	

Table 6.

Proposed Refined SOS Scale Items 96-Item SOS Scale

Employee Integrity Compromise

Employees asked to misrepresent information in work or personal records.

Rules established were impossible for employees to uphold, given the resources available.

Employees required to break rules to complete tasks

Employees required to knowingly misrepresent negative organizational information that may impact customers or other stakeholders.

Employees asked to knowingly submit substandard work in order to meet a deadline or quota.

Employees expected to comply with something against their personal code of conduct, or else risk losing their job.

Inequity Issues

Employees compensated at rates lower than established by the industry or government for services and resources (e.g. mileage, per diem, etc.).

Additional effort required with no additional compensation.

Different standards held for compensation of employees with similar qualifications.

Different standards followed for compensation of employees with similar qualifications.

Employees undercompensated for the amount of skill/education required.

Employer failed to provide benefits/wages at a comparable level to other similar organizations in the industry.

Different performance expectations held for employees in a similar position and at a similar compensation level.

Employees asked to cover multiple roles for extended periods of time (e.g. greater than one month) with no additional compensation.

Employees asked to cover for turnover or leave for extended periods of time (e.g. greater than one month) with no additional compensation.

Employer failed to provide the resources or compensation as promised at hire and refused to negotiate the employment terms.

Employees paid for fewer hours than the employee worked.

Misuse of Employee Resources

Employees required to make work related calls on a personal telephone line without providing compensation.

Employees required to mail work related packages or correspondence during uncompensated time (for salaried employees, time beyond agreed work hours).

Employees required to print or copy work documents on employee's personal equipment without providing compensation.

Employees required to respond to work related emails during uncompensated time (for salaried employees, time beyond agreed work hours).

Employees required to work unscheduled hours.

Employees required to take work home and complete work "off-the-clock".

Employees required to complete work related training "off-the-clock".

Employees required to use personal resources (e.g. vehicle, supplies, tools, instruments, etc.) without compensation.

Employees required to complete work tasks during uncompensated time (i.e. before or after a shift or during "off-the-clock" time).

Implicitly required employees to spend personal money to provide resources for job tasks.

Explicitly required employees to spend personal money to provide resources for job tasks.

Damaged or caused premature wear on employee property (e.g. vehicle, supplies, tools, instruments, etc.) used for work related tasks without providing compensation.

Employer required personal or home internet access be used for work related tasks without providing compensation.

Employer required employee supplies or services for free.

Misuse of Information

Employer solicited private information on an employee that was not relevant to the employee's role or organizational involvement.

Confidential employee information shared with unauthorized individuals.

Employee provided with false information about the role or job.

Irrelevant information or protected status information considered during an important employment decision.

Employee personal information shared with a third party without informing the employee.

Disability accommodations or personal health information concerning an employee disclosed with others.

Inaccurate information provided during an employee authorized referral or background check.

Employee provided with false information to get them to agree to an undesired change or situation.

Employer misrepresented the timing and availability of wage increases, bonuses, and promotions.

Organizationally Sanctioned Abuse and Bullying

Employer scapegoated an individual employee to lessen negative reactions to organizationally sanctioned decision.

Employer failed to enforce consequences after reports of supervisors that yell or shout at subordinates on the job.

Employer failed to enforce consequences after reports of supervisors that physically attack a subordinate on the job.

Employer failed to enforce consequences after reports of coworkers that yell or shout at others on the job.

Employer failed to enforce consequences after reports of coworkers that physically attack others on the job.

Employer failed to enforce consequences after reports of unwanted sexual advances toward employees in the workplace.

Employer failed to enforce consequences after reports of use of sexually explicit language in the workplace.

Employer failed to enforce consequences after reports of verbal abuse on the job.

Employer failed to enforce consequences or reprimand an employee or supervisor for treating someone rudely at work.

Employer encouraged bias of protected groups (e.g. race, sex, age, etc.) in the workplace.

Employer failed to address existing bias of protected groups (e.g. race, sex, age, etc.) in the workplace.

Employer encouraged bias of a protected status (e.g. religion, pregnancy, disability, etc.) in the workplace.

Employer failed to address existing bias of a protected status (e.g. religion, pregnancy, disability, etc.) in the workplace.

Forced Flexibility

Employees asked to repeat work when there was no clear purpose for the repetition.

Employees required to stay late without advance notice.

Employer failed to allow sick leave when an employee is sick.

Employer failed to allow employee absence for a legitimate excuse (i.e. medical necessity, family issues, and planned vacation).

Employees sent home early during scheduled work hours.

Employer increased employee work hours without advance notice.

Employer decreased employee work hours without advanced notice.

Employer changed employee scheduled workdays with limited advanced notice.

Employer changed employee scheduled work times with limited advanced notice.

Employees required to be "on call" for work duties beyond regular work hours without providing additional compensation.

Employer failed to make appropriate scheduling modifications to accommodate for work related travel during the work week.

Employer failed to provide coverage for regular work responsibilities when work related travel is required during the work week.

Employer failed to acknowledge good performance while addressing negative performance.

Employer failed to permit employee to take scheduled work breaks (i.e. lunch, 15 minutes).

Employer required an employee to relocate, travel, or make other living accommodations without reasonable compensation.

Talent Mismanagement

Employer failed to supply sufficient time or resources to employees to complete a task or job.

Employer knowingly failed to provide employees with necessary information or resources to complete job tasks.

The productivity of employees was sabotaged or intentionally hindered.

Employees required to work on tasks unrelated to their job role.

Employer intentionally limited opportunities for development or advancement.

Qualified employee was passed over for a promotion without justifying the decision.

Leaders or managers failed to promote employee development.

Praise given to an employee for another employee's work.

Organization culture or policies did not support the delivery of timely and constructive feedback for employee development.

Employer blamed employee for situations or outcomes that were outside of the employee's control.

Employer failed to provide positive feedback or recognition for successful employee performance.

Leaders or supervisors lacked job knowledge and were unable to provide adequate guidance on work tasks.

Employer failed to provide assistance, training, or instruction to an employee that had a reasonable request for help.

Employer reprimanded an employee for failure to complete a task accurately after vague or insufficient instructions from a supervisor.

Employer reprimanded an employee for negative outcomes that resulted from following an established policy.

Organizationally recognized performance metrics for rewards and compensation did not accurately reflect actual work tasks.

Employer restricted employee's ability to engage in formally recognized or formally rewarded work tasks.

Unsafe Culture, Climate, Conditions

Employees endangered by not having adequate procedures to resolve safety issues.

Employees endangered by not following organizationally established safety procedures.

Employees endangered by not following industry standard or federal safety procedures.

Employer failed to provide adequate resources for safe operation in the workplace.

Employer failed to enforce safety policies or procedures.

Employer failed to enforce alcohol polices in the workplace.

Employer failed to enforce drug policies in the workplace.

Employer failed to monitor and address alcohol issues in the workplace.

Employer failed to monitor and address drug issues in the workplace.

Employer failed to address a legitimate safety concern raised by an employee.

Employer failed to address a legitimate safety concern that decision makers should have been aware of but ignored.

Table 7.

Descriptive Statistics and Correlations for Study 1 SOS Scale

	N	M	SD	1.	2.	3.	4.	5.	6.	7.	8.
Organization											
1. Employee Integrity Compromise	270	3.50	1.66	(.95)							
2. Inequity Issues	270	3.34	1.37	.72**	(.95)						
3. Misuse of Employee Resources	270	3.73	1.40	.64**	.73**	(.96)					
4. Misuse of Employee Information	270	4.10	1.24	.59**	.68**	.78**	(.96)				
5. Org. Sanctioned Abuse and Bullying	270	4.03	1.32	.50**	.59**	.69**	.80**	(.95)			
6. Talent Mismanagement	268	3.87	1.21	.49**	.71**	.68**	.76**	.73**	(.96)		
7. Scheduling Assignment Irregularity and Inflexibility	268	4.08	1.19	.48**	.62**	.71**	.74**	.74**	.84**	(.94)	
8. Unsafe Culture, Climate, Conditions	268	4.20	1.21	.40**	.53**	.56**	.69**	.68**	.77**	.74**	(.96)

Note. Internal reliability coefficients (alphas) appear in parentheses along the main diagonal.

Table 8.

Factor Loadings for the SOS Scale

Items	Factor							
	1	2	3	4	5	6	7	8
Employee Integrity Compromise								
1. Asked employees to misrepresent information in work or personal records.	0.12	0.23	0.21	0.09	0.10	0.75	0.12	0.23
2. Enforced rules that were impossible for employees to uphold, given the resources available.	0.20	0.17	0.20	0.12	0.04	0.68	0.20	0.17
3. Required employees to break rules to complete organizational initiatives or performance goals.	0.10	0.17	0.19	0.12	0.03	**<u>0.79</u>**	0.10	0.17
4. Required employees to knowingly misrepresent negative organizational information that may impact customers or other stakeholders.	0.18	0.15	0.15	0.15	0.09	**<u>0.80</u>**	0.18	0.15
5. Asked employees to knowingly submit substandard work in order to meet a deadline or quota.	0.11	0.24	0.03	0.13	0.11	**<u>0.72</u>**	0.11	0.24
6. Expected employees to comply with something against their personal code of conduct, or else risk losing their job.	0.12	0.27	0.18	0.11	0.14	**<u>0.76</u>**	0.12	0.27
7. Required employees to misrepresent services to customers.	0.17	0.21	0.13	0.08	0.11	**<u>0.77</u>**	0.17	0.21
Inequity Issues								
8. Compensated at rates lower than those established by the industry or government for services and resources (e.g. mileage, per diem, etc.).	0.17	0.23	0.18	0.15	0.16	0.55	0.17	0.23
9. Required additional effort be exerted in one's job role with no additional compensation.	0.26	0.22	0.13	0.00	0.07	0.28	0.26	0.22
10. Held different standards for formal or informal rewards given to employees with similar qualifications.	0.20	0.18	0.07	0.13	0.14	0.46	0.20	**<u>0.18</u>**
11. Followed different standards for formal or informal rewards given to employees with similar qualifications.	0.22	0.20	0.09	0.17	0.11	0.48	0.22	0.20

Items	1	2	3	4	5	6	7	8
12. Undercompensated employees, relative to the amount of skill/education required to perform their duties.	0.22	0.25	0.11	0.09	0.21	0.34	0.22	**0.25**
13. Failed to provide formal or informal rewards at a comparable level to other similar organizations in the industry.	0.24	0.27	0.18	0.23	0.08	0.35	0.24	0.27
14. Held different performance expectations for employees in a similar position and at a similar compensation level.	0.33	0.26	0.12	0.14	-0.04	0.32	0.33	**0.26**
15. Required employees to cover multiple roles for extended periods of time (e.g. greater than one month) with no additional rewards or benefits.	0.31	0.20	0.05	0.12	0.08	0.21	0.31	**0.20**
16. Required employees to cover for turnover or leave for extended periods of time (e.g. greater than one month) with no additional rewards or benefits.	0.23	0.21	0.05	0.11	0.04	0.28	0.23	**0.21**
17. Failed to provide the resources or rewards as promised.	0.25	0.28	0.18	0.10	0.14	0.28	0.25	0.28
18. Refused to negotiate the employment terms, rewards, or benefits after a change in responsibilities or qualifications.	0.18	0.34	0.22	0.28	0.15	0.28	0.18	0.34
19. Paid employees for fewer hours than the employee worked.	0.13	0.42	0.20	0.25	0.23	0.23	0.13	0.42
20. Provided incentives to managers, but not subordinates, for organizational success that was a result of lower level employee contributions.	0.34	0.29	0.15	0.27	0.00	0.25	0.34	0.29
Misuse of Employee Resources								
21. Required employees to make work related calls on a personal telephone line without providing compensation.	0.19	0.55	0.23	0.16	0.10	0.25	0.19	0.55
22. Required employees to mail work related packages or correspondence during uncompensated time (for salaried employees, time beyond agreed work hours).	0.16	0.64	0.22	0.19	0.13	0.29	0.16	0.64
23. Required employees to print or copy work documents on employee's personal equipment without providing compensation.	0.14	**0.75**	0.18	0.15	0.14	0.23	0.14	0.75

Items	1	2	3	4	5	6	7	8
24. Required employees to respond to work related emails during uncompensated time (for salaried employees, time beyond agreed work hours).	0.24	**0.65**	0.15	0.13	-0.03	0.14	0.24	0.65
25. Required employees to work unscheduled hours.	0.34	0.54	0.11	0.11	0.06	0.17	0.34	0.54
26. Required employees to take work home and complete work "off-the-clock".	0.22	**0.69**	0.20	0.12	0.08	0.19	0.22	0.69
27. Required employees to complete work related training "off-the-clock".	0.19	**0.64**	0.30	0.25	0.15	0.28	0.19	0.64
28. Required employees to use personal resources (e.g. vehicle, supplies, tools, instruments, etc.) without compensation.	0.22	**0.61**	0.11	0.14	0.16	0.22	0.22	0.61
29. Required employees to complete work tasks during uncompensated time (i.e. before or after a shift or during "off-the-clock" time).	0.31	**0.62**	0.24	0.14	0.05	0.28	0.31	0.62
30. Implicitly required employees to spend personal money to provide resources for job tasks.	0.25	0.61	0.34	0.28	0.15	0.24	0.25	0.61
31. Explicitly required employees to spend personal money to provide resources for job tasks.	0.21	0.65	0.40	0.26	0.15	0.22	0.21	0.65
32. Failed to provide compensation for damage or premature wear to employee's personal property (e.g. vehicle, supplies, tools, instruments, etc.) that resulted from their use for work-related tasks.	0.27	**0.45**	0.32	0.16	0.20	0.09	0.27	0.45
33. Required personal or home internet access be used for work related tasks without providing compensation.	0.25	0.56	0.28	0.18	0.03	0.07	0.25	0.56
34. Required employee supplies or services for free.	0.19	0.64	0.30	0.25	0.15	0.28	0.19	0.64
Misuse of Information								
35. Solicited private employee information that was not relevant to the employee's role or organizational involvement.	0.29	0.59	0.43	0.20	0.17	0.19	0.29	0.59
36. Shared confidential employee information with unauthorized individuals.	0.25	0.40	0.47	0.31	0.17	0.24	0.25	0.40

Items	1	2	3	4	5	6	7	8
37. Disclosed disability accommodations or personal health information concerning an employee with unauthorized individuals.	0.28	0.30	**<u>0.66</u>**	0.12	0.14	0.25	0.28	0.30
38. Included irrelevant information or protected status information as part of important employment decision.	0.24	0.34	0.65	0.22	0.21	0.27	0.24	0.34
39. Shared employee personal information with a third party without informing the employee.	0.30	0.38	**<u>0.61</u>**	0.21	0.13	0.29	0.30	0.38
40. Failed to adequately protect employee personal information that was retained by the organization	0.20	0.30	**<u>0.70</u>**	0.25	0.21	0.23	0.20	0.30
41. Disclosed background check information with unauthorized individuals.	0.22	0.31	**<u>0.68</u>**	0.21	0.17	0.21	0.22	0.31
42. Monitored and restricted personal social media account usage and expression of employees (when use was not relevant to the organization or employee's role).	0.17	0.35	0.70	0.22	0.23	0.20	0.17	0.35
43. Provided employee with false information about the role or job.	0.16	0.27	0.39	0.19	0.19	0.26	0.16	0.27
44. Provided inaccurate information during an employee authorized referral or background check.	0.46	0.31	**<u>0.51</u>**	0.11	0.18	0.16	0.46	0.31
45. Provided employee with false information to encourage them to agree to an undesired change or situation.	0.19	0.23	**<u>0.62</u>**	0.31	0.31	0.05	0.19	0.23
46. Misrepresented the timing and availability of formal rewards such as wage increases, bonuses, and promotions.	0.40	0.19	0.59	0.28	0.28	0.10	0.40	0.19
47. Misrepresented the performance expectations and requirements of the role.	0.38	0.16	0.41	0.21	0.21	0.05	0.38	0.16
48. Misrepresented organizational planned changes and the impact they would have on employees.	0.49	0.21	0.40	0.13	0.13	0.05	0.49	0.21
49. Encouraged employees to use proprietary information from a former job to benefit the current organization.	0.50	0.27	**<u>0.30</u>**	0.21	0.18	0.09	0.50	0.27
Organizationally Sanctioned Abuse and Bullying								
50. Scapegoated individual employees or groups of employees to lessen negative reactions to organizationally sanctioned decision.	0.25	0.25	0.41	0.39	0.20	0.19	0.25	0.25

Items	1	2	3	4	5	6	7	8
51. Failed to enforce consequences after reports of supervisors that yell or shout at subordinates on the job.	0.43	0.33	0.41	0.16	0.18	0.24	0.43	0.33
52. Failed to enforce consequences after reports of supervisors that physically attack a subordinate on the job.	0.32	0.11	0.17	**0.61**	0.13	0.13	0.32	0.11
53. Failed to enforce consequences after reports of coworkers that yell or shout at others on the job.	0.15	0.17	0.13	0.72	0.10	0.16	0.15	0.17
54. Failed to enforce consequences after reports of coworkers that physically attack others on the job.	0.22	0.13	0.27	**0.66**	0.15	0.07	0.22	0.13
55. Failed to enforce consequences after reports of unwanted sexual advances toward employees in the workplace.	0.14	0.22	0.16	**0.80**	0.13	0.11	0.14	0.22
56. Failed to enforce consequences after reports of use of sexually explicit language in the workplace.	0.13	0.21	0.16	<u>**0.77**</u>	0.21	0.13	0.13	0.21
57. Failed to enforce consequences after reports of verbal abuse on the job.	0.21	0.21	0.17	<u>**0.74**</u>	0.16	0.14	0.21	0.21
58. Failed to enforce consequences or reprimand an employee or supervisor for treating someone rudely at work.	0.24	0.23	0.19	0.71	0.16	0.11	0.24	0.23
59. Encouraged bias of protected groups (e.g. race, sex, age, etc.) in the workplace.	0.41	0.04	0.27	0.56	0.16	0.07	0.41	0.04
60. Failed to address existing bias of protected groups (e.g. race, sex, age, etc.) in the workplace.	0.35	0.20	0.41	0.37	0.39	0.12	0.35	0.20
61. Encouraged bias of a protected status (e.g. religion, pregnancy, disability, etc.) in the workplace.	0.39	0.20	0.34	0.45	0.39	0.08	0.39	0.20
62. Failed to address existing bias of a protected status (e.g. religion, pregnancy, disability, etc.) in the workplace.	0.39	0.24	0.42	0.38	0.37	0.08	0.39	0.24
Scheduling and Assignment Irregularity and Inflexibility								
63. Expected employees to repeat work activities or tasks when there was no clear purpose for the repetition.	0.37	0.18	0.39	0.38	0.38	0.08	0.37	0.18
64. Required employees to stay late without advance notice.	0.55	0.29	0.30	0.12	0.10	0.25	0.55	0.29
65. Failed to allow sick leave when an employee is sick.	0.47	0.25	0.13	0.04	0.18	0.14	0.47	0.25

Items	1	2	3	4	5	6	7	8
66. Failed to allow employee absences for legitimate excuses (i.e. medical necessity, family issues, and planned vacation).	0.52	0.23	0.25	0.19	0.27	0.11	0.52	0.23
67. Enforced a practice of sending employees home early during scheduled work hours when it benefited the organization.	**<u>0.50</u>**	0.23	0.30	0.20	0.34	0.13	0.50	0.23
68. Increased employee work hours without advance notice.	**<u>0.43</u>**	0.16	0.19	0.32	0.30	0.15	0.43	0.16
69. Decreased employee work hours without advanced notice.	**<u>0.56</u>**	0.16	0.15	0.27	0.21	0.12	0.56	0.16
70. Changed employee scheduled workdays and holidays with limited advanced notice.	**<u>0.40</u>**	0.21	0.11	0.36	0.37	0.13	0.40	0.21
71. Changed employee scheduled work times with limited advanced notice.	0.37	0.18	0.39	0.38	0.38	0.08	0.37	0.18
72. Required employees to be "on call" for work duties beyond regular work hours without providing additional compensation.	0.51	0.10	0.23	0.27	0.28	0.09	0.51	0.10
73. Failed to make appropriate scheduling modifications to accommodate employees for work related travel during the work week.	0.51	0.25	0.08	0.22	0.17	0.18	0.51	0.25
74. Failed to provide coverage for regular work responsibilities when work related travel was required during the work week.	0.61	0.26	0.10	0.20	0.07	0.03	0.61	0.26
75. Failed to acknowledge good performance and performance strengths in formal and informal reviews of employee performance.	0.59	0.23	0.20	0.27	0.19	0.16	0.59	0.23
76. Failed to ensure employee schedules accommodated scheduled work breaks (i.e. lunch, 15 minutes).	**<u>0.54</u>**	0.24	0.26	0.35	0.13	0.15	0.54	0.24
77. Required an employee to relocate, travel, or make other living accommodations at their own expense and without reasonable compensation.	0.62	0.10	0.20	0.22	0.14	0.14	0.62	0.10
Talent Mismanagement								
78. Failed to supply sufficient time or resources to employees to complete a task or job.	0.59	0.18	0.12	0.17	0.23	0.09	**<u>0.59</u>**	0.18
79. Knowingly failed to provide employees with necessary information or resources to complete job tasks.	0.47	0.26	0.20	0.35	0.20	0.17	0.47	0.26
80. Intentionally hindered the productivity of employees to benefit the organization in some way (e.g. avoid paying raises or promotions).	0.67	0.16	0.11	0.08	0.05	0.08	0.67	0.16

Items	1	2	3	4	5	6	7	8
81. Required employees to work on tasks unrelated to their formal, specified job role.	0.62	0.26	0.26	0.11	0.18	0.07	0.62	0.26
82. Intentionally limited opportunities for development or advancement.	0.52	0.16	0.23	0.27	0.32	0.11	**<u>0.52</u>**	0.16
83. Passed over qualified employees for promotions without justifying the decision.	0.56	0.20	0.11	0.02	0.16	0.15	0.56	0.20
84. Failed to promote employee development in the organization.	0.66	0.15	0.09	0.12	0.32	0.16	**<u>0.66</u>**	0.15
85. Provided formal or informal, organizational recognition and/or rewards to an employee for another employee's work.	0.59	0.18	0.12	0.17	0.23	0.09	**<u>0.59</u>**	0.18
86. Organization policies did not support the delivery of timely and constructive feedback for employee development.	0.63	0.12	0.21	0.16	0.19	0.14	0.63	0.12
87. Blamed employees for situations or outcomes that were outside of the employee's control.	0.69	0.15	0.14	0.09	0.18	0.14	0.69	0.15
88. Failed to provide opportunities for positive feedback or recognition for successful employee performance.	0.61	0.29	0.17	0.25	0.18	0.16	**<u>0.61</u>**	0.29
89. Failed to ensure that leaders or supervisors were knowledgeable and able to provide adequate guidance on work tasks.	0.63	0.16	0.20	0.19	0.19	0.07	**<u>0.63</u>**	0.16
90. Failed to provide assistance, training, or instruction to an employee that had a reasonable request for help.	0.69	0.01	0.14	0.13	0.17	0.04	0.69	0.01
91. Enforced formal, organizational consequences for a lower level employee following instructions from a supervisor.	0.72	0.12	0.13	0.05	0.10	0.11	0.72	0.12
92. Reprimanded an employee for negative outcomes that resulted from following an established policy.	0.66	0.06	0.14	0.21	0.13	0.13	0.66	0.06
93. Organizationally recognized performance metrics for formal rewards and compensation did not accurately reflect actual work tasks.	0.72	0.12	0.14	0.07	0.20	0.06	**<u>0.72</u>**	0.12
94. Restricted employee's ability to engage in formally recognized or formally rewarded work tasks.	0.44	0.15	0.08	0.38	0.23	0.19	0.44	0.15
95. Changed the standards of an incentive program to avoid having to pay employees bonuses.	0.54	0.22	0.14	0.23	0.20	0.21	0.54	0.22
96. Failed to recognize employees for hard work and significant contributions to the organization.	0.59	0.14	0.17	0.23	0.21	0.09	**<u>0.59</u>**	0.14

Items	1	2	3	4	5	6	7	8
Unsafe Culture, Climate, Conditions								
97. Endangered employees by not having adequate procedures to resolve safety issues.	0.58	0.16	0.24	0.24	0.29	0.11	0.58	0.16
98. Endangered employees by not following organizationally established safety procedures.	0.53	0.22	0.10	0.29	0.28	0.11	0.53	0.22
99. Endangered employees by not following industry standard or federal safety procedures.	0.70	0.05	0.01	0.04	0.05	0.07	0.70	0.05
100. Failed to provide adequate resources for safe operation in the workplace.	0.59	0.15	0.07	0.05	**0.56**	0.22	0.59	0.15
101. Failed to enforce safety policies or procedures.	0.55	0.21	0.20	0.06	**0.59**	0.22	0.55	0.21
102. Failed to enforce alcohol polices in the workplace.	0.48	0.19	0.11	0.04	0.65	0.24	0.48	0.19
103. Failed to enforce drug policies in the workplace.	0.50	0.16	0.13	0.11	0.65	0.17	0.50	0.16
104. Failed to monitor and address alcohol issues in the workplace.	0.52	0.18	0.16	0.08	**0.61**	0.18	0.52	0.18
105. Failed to monitor and address drug issues in the workplace.	0.32	0.01	0.28	0.24	**0.68**	0.07	0.32	0.01
106. Failed to address a legitimate safety concern raised by an employee.	0.22	0.01	0.26	0.22	**0.68**	0.02	0.22	0.01
107. Failed to address a legitimate safety concern that decision makers should have been aware of but ignored.	0.24	0.05	0.25	0.36	0.63	0.03	0.24	0.05
108. Required employees to work in unsafe weather conditions.	0.18	0.06	0.19	0.32	**0.67**	0.02	0.18	0.06
Percent Explained	.21	.15	.14	.14	.12	.11	.11	.03

Note. Bolded items were retained in the final, refined measure.

Table 9.

Perceived Organizational Justice Measure

Ambrose & Schminke (2009) Items
1. Overall, I'm treated fairly by my organization
2. In general, I can count on this organization to be fair.
3. In general, the treatment I receive around here is fair.
4. Usually, the way thing work in the organization are not fair.
5. For the most part, the organization treats its employees fairly.
6. Most of the people who work here would say they are often treated unfairly.

Note. Items 4 and 6 are reverse scored; 1="Strongly Disagree", 7="Strongly Agree".

Table 10.

Measure of Dimensional Justice

Procedural Justice

The questions below refer to the procedures your organization uses to make decisions about pay, rewards, evaluations, promotions, and so forth. To what extent:

1. Are you able to express your views during those procedures?
2. Do your views go unheard during those procedures?
3. Can you Influence the decisions arrived at by those procedures?
4. Do the decisions arrived at by those procedures lack your input?
5. Are those procedures applied consistently?
6. Are those procedures applied unevenly?
7. Are those procedures free of bias?
8. Are those procedures one-sided
9. Are those procedures based on accurate information?
10. Are those procedures based on faulty information?
11. Are you able to appeal the decisions arrived at by those procedures?
12. Are the decisions arrived at by those procedures 'set in stone'?
13. Do those procedures uphold ethical and moral standards?
14. Are those procedures unprincipled or wrong?

Interactional Justice

The questions below refer to the interactions you have with upper-level management or organizational agents as decision-making procedures (about pay, rewards, evaluations, promotions, and so forth) are implemented. To what extent:

1. Do they treat you in a polite manner?
2. Do they treat you in a rude manner?
3. Do they treat you with dignity?
4. Do they treat you in a derogatory manner?
5. Do they treat you with respect?
6. Do they treat you with disregard?
7. Do they refrain from improper remarks or comments?
8. Do they use insulting remarks or comments?

Informational Justice

The questions below refer to the explanations your organization offers as decision-making procedures (about pay, rewards, evaluations, promotions, and so forth) are implemented. To what extent:

1. Are they candid when communicating with you?
2. Are they dishonest when communicating with you?
3. Do they explain decision-making procedures thoroughly?
4. Are they secretive about decision-making procedures?
5. Are their explanations regarding procedures reasonable?
6. Are their explanations regarding procedures unreasonable?
7. Do they communicate details in a timely manner?
8. Do they communicate details too slowly?
9. Do they tailor communication to meet individuals' needs?
10. Are their communications 'generic' or 'canned'?

Table 10. Measure of Interpersonal Justice Cont.

Distributional Justice

The questions below refer to the outcomes you receive from your organization, such as pay, rewards, evaluations, promotions, and so forth. To what extent:

1. Do those outcomes reflect the effort you have put into your work?
2. Are those outcomes inconsistent with the effort you have put into your work?
3. Are those outcomes appropriate for the work you have completed?
4. Are those outcomes insufficient, given the work you have completed?
5. Do those outcomes reflect what you have contributed to your work?
6. Do those outcomes contradict what you have contributed to your work?
7. Are those outcomes justified, given your performance?
8. Are those outcomes inappropriate, given your performance?

Note. (Colquitt, 2001). Even items reverse scored; 1="To a very small extent", 5="To a very large extent".

Table 11.

Unethical Pro-Organizational Behavior

Umphress, Bingham, & Mitchell 2010
1. If it would help my organization, I would misrepresent the truth to make my organization look good.
2. If it would help my organization, I would exaggerate the truth about my company's products or services to customers and clients.
3. If it would benefit my organization, I would withhold negative information about my company or its products from customers and clients.
4. If my organization needed me to, I would give a good recommendation on the behalf of an incompetent employee in the hope that person will become another organization's problem instead of my own.
5. If my organization needed me to, I would withhold issuing a refund to a customer or client accidentally overcharged.
6. If needed, I would conceal information from the public that would be damaging to my organization.

Note. 1="Strongly disagree" 5="Strongly agree".

Table 12.

Social Desirability Scale Short

Reynolds 1982

1. It is sometimes hard for me to go on with my work if I am not encouraged.
2. I sometimes feel resentful when I don't get my way.
3. On a few occasions, I have given up doing something because I thought too little of my ability.
4. There have been times when I felt like rebelling against people in authority even though I knew they were right.
5. No matter who I'm talking to, I'm always a good listener.
6. There have been occasions when I took advantage of someone.
7. I'm always willing to admit it when I make a mistake.
8. I sometimes try to get even rather than forgive and forget.
9. I am always courteous, even to people who are disagreeable.
10. I have never been irked when people expressed ideas very different from my own.
11. There have been times when I was quite jealous of the good fortune of others.
12. I am sometimes irritated by people who ask favors of me.
13. I have never deliberately said something that hurt someone's feelings.

Note. Items 1, 2, 3, 4, 6, 8, 11, 12 are reverse scored. 1="True" 0="False". Based off the Crown and Marlowe Social Desirability Scale.

Table 13.

Social Contract Scale

Edwards & Karau 2007

1. The ideal company should expect that employees will switch jobs frequently.
2. The ideal company should provide long-term security for its employees.
3. The ideal company could be trusted to take care of its employees.
4. Workers should be trusted to fulfill their work responsibilities.
5. My company realizes that I may switch jobs frequently.
6. My company provides me with long-term job security.
7. I trust my company to take care of me.
8. I will leave my job if I get a better offer.

Note. Items 2, 3, 4, 6, and 7 are reverse scored; 1="Strongly Disagree, 5="Strongly Agree".

Table 14.

Equity Sensitivity Scale

King & Edwards (1994)

In any organization I might work for:
1. It would be more important for me to
   A. Get from the organization
   B. Give to the organization
2. It would be more important for me to:
   A. Help others
   B. Watch out for my own good
3. I would be more concerned about:
   A. What I received from the organization
   B. What I contributed to the organization
4. The hard work I would do should:
   A. Benefit the organization
   B. Benefit me
5. My personal philosophy in dealing with the organization would be:
   A. If I don't look out for myself, nobody else will
   B. It's better for me to give than to receive

Note. Respondents asked to allocate 10 points between A and B for each item. Score range 0-50. Scored by summing benevolent responses (e.g. 1B, 2A, 3B, 4A, 5B).

Table 15.

Psychological Contract Breach Scale

Kickul 2001

Autonomy and Growth
1.   Meaningful work
2.   Challenging and interesting work
3.   Participation in decision-making
4.   Freedom to be creative
5.   Opportunity to develop new skills
6.   Increasing responsibilities
7.   A job that provides autonomy and control
8.   Recognition of my accomplishments
9.   Career guidance and mentoring

Job Security and Work Responsibilities
10.   Job security
11.   Well-defined job responsibilities
12.   A reasonable workload

Benefits
13.   Health care benefits
14.   Retirement benefits
15.   Vacation benefits
16.   Tuitions reimbursement

Rewards and Opportunities
17.   Opportunities for promotion and advancement
18.   Opportunities for personal growth
19.   Pay and bonuses tied to performance
20.   Continual professional training

Work facilitation
21.   Adequate equipment to perform job
22.   Enough resources to do the job

Note. 0="Not Promised" 1="Promised, but not at all fulfilled", 2="Promised, but mostly not fulfilled", 3="Promised and mostly fulfilled", 5="Promised and completely fulfilled".

Table 16.

Workplace Safety Scale 1

Hoffman & Stetzer 1996

1. How important do you think the workers' safety practices are to the management of your company?
2. How much do supervisors and other top management seem to care about your safety?
3. How much emphasis does the team leader place on safety practices on the job?
4. When you were hired by your present employer, were you given instructions on the safety policy requirements of the company?
5. Are there regular job safety meetings at your present job site?
6. Is the proper equipment for your tasks available at your job site?
7. How much control do you feel you have yourself over what happens to your safety on the job?
8. Is taking risks part of the job?
9. How likely do you think it is that you might be injured on the job in the next 12 month period?

Note. 1="Not at All", 5= "To a Great Extent".

Table 17.

Workplace Safety Scale 2

Prussia, Brown, & Willis 2003

1. Top management believes work place safety and health are very important.
2. The company is effective in improving workplace safety
3. The company is concerned about the safety and health of employees when they are away from work.
4. Overall, this is a safe place to work.

Note. 1= "Strongly Disagree", 5= "Strongly Agree".

Table 18.

Toxic Leadership Scale

Schmidt 2008

Abusive Supervision
1. Ridicules subordinates
2. Holds subordinates responsible for things outside their job descriptions
3. Is not considerate about subordinates' commitments outside of work
4. Speaks poorly about subordinates to other people in the workplace
5. Publicly belittles subordinates
6. Reminds subordinates of their past mistakes and failures
7. Tells subordinates they are incompetent

Authoritarian Leadership
8. Controls how subordinates complete their tasks
9. Invades the privacy of subordinates
10. Does not permit subordinates to approach goals in new ways
11. Will ignore ideas that are contrary to his/her own
12. Is inflexible when it comes to organizational policies, even in special circumstances
13. Determines all decisions in the unit whether they are important or not

Narcissism
14. Has a sense of personal entitlement
15. Assumes that he/she is destined to enter the highest ranks of the organization
16. Thinks that he/she is more capable than others
17. Believes that he/she is an extraordinary person
18. Thrives on compliments and personal accolades

Self-Promotion
19. Drastically changes his/her demeanor when his/her supervisor is present
20. Denies responsibility for mistakes made in his/her unit
21. Will only offer assistance to people who can help him/her get ahead
22. Accepts credit for successes that do not belong to him/her
23. Acts only in the best interest of his/her next promotion

Unpredictability
24. Has explosive outbursts
25. Allows his/her current mood to define the climate of the workplace
26. Expresses anger at subordinates for unknown reasons
27. Allows his/her mood to affect his/her vocal tone and volume
28. Varies in his/her degree of approachability
29. Causes subordinates to try to "read" his/her mood
30. Affects the emotions of subordinates when impassioned

Note. 1="Not at all" 5="Frequently, if not Always".

Table 19.

Abusive Supervision Scale

Tepper 2000

My boss…

1. Ridicules me
2. Tells me my thoughts or feelings are stupid
3. Gives me the silent treatment
4. Puts me down in front of others
5. Invades my privacy
6. Reminds me of my past mistakes and failures
7. Doesn't give met credit for jobs requiring a lot of effort
8. Blames me to save himself/herself embarrassment
9. Breaks promises he/she makes
10. Expresses anger at me when he/she is mad for another reason
11. Makes negative comments about me to others
12. Is rude to me
13. Does not allow me to interact with my coworkers
14. Tells me I'm incompetent
15. Lies to me

Note. 1="I cannot remember him/her ever using this behavior with me" 5="He/she uses this behavior very often with me".

Table 20.

Descriptive Statistics and Correlations for Study 2 SOS Scale.

	N	M	SD	1.	2.	3.	4.	5.	6.	7.	8.	9.
Organization												
1. Employee Integrity Compromise	311	1.57	0.98	(.91)								
2. Inequity Issues	311	2.18	1.13	.56**	(.85)							
3. Misuse of Employee Resources	311	1.74	1.00	.53**	.58**	(.92)						
4. Misuse of Employee Information	311	1.27	.74	.56**	.41**	.59**	(.95)					
5. Org. Sanctioned Abuse and Bullying	311	1.23	.83	.50**	.39**	.45**	.77**	(.92)				
6. Talent Mismanagement	311	1.36	.82	.46**	.52**	.43**	.54**	.57**	(.94)			
7. Scheduling Assignment Irregularity and Inflexibility	311	1.72	.99	.51**	.47**	.54**	.72**	.71**	.64**	(.90)		
8. Unsafe Culture, Climate, Conditions	311	1.85	.95	.47**	.70**	.57**	.54**	.55**	.66**	.63**	(.93)	
9. Overall SOS	311	1.62	.73	.72**	.76**	.77**	.80**	.76**	.76**	.82**	.85**	(.98)

Note. Internal reliability coefficients (alphas) appear in parentheses along the main diagonal.

Table 21.

Descriptive Statistics and Correlations for Convergent/Divergent Measures

	N	M	SD	1.	2.	3.	4.	5.	6.	7.	8.	9.
Contracts												
Social Contract	311	1.14	.67	.23**	.02	.17**	.35**	.30**	.04	.18**	.01	.19**
Psychological Contract	311	2.44	.79	.28**	.39**	.35**	.19**	.15**	.23**	.28**	.36**	.37**
Justice												
Procedural	311	2.77	.79	-.35**	-.49**	-.34**	-.29**	-.27**	-.37**	-.37**	-.50**	-.49**
Interactional	311	3.48	.90	-.44**	-.40**	-.42**	-.46**	-.45**	-.33**	-.50**	-.49**	-.56**
Informational	311	2.91	.90	-.40**	-.49**	-.38**	-.32**	-.35**	-.39**	-.41**	-.54**	-.53**
Distributional	311	2.86	1.05	-.32**	-.49**	-.32**	-.28**	-.24**	-.32**	-.32**	-.48**	-.46**
General Justice Measure	311	4.05	.59	-.25**	-.35**	-.29**	-.20**	-.21**	-.25**	-.33**	-.33**	-.36**
Psychological Contract Breach												
Autonomy and Growth	311	2.70	1.28	-.07	-.27**	-.09	-.04	-.02	-.14*	-.18**	-.27**	-.19**
Job Security	311	3.02	1.31	-.19**	-.42**	-.28**	-.17**	-.18**	-.23**	-.29**	-.38**	-.35**
Benefits	311	2.68	1.67	-.02	-.10	-.10	-.02	.02	-.11*	-.13*	-.10	-.10
Rewards	311	2.55	1.53	-.06	-.33**	-.13*	-.01	-.00	-.10	-.10	-.29**	-.19**
Work Facilitation	311	3.42	1.54	-.17**	-.27**	-.24**	-.16**	-.14*	-.25**	-.29**	-.30**	-.30**
Full Scale	311	2.78	1.15	-.10	-.33**	-.17**	-.07	-.05	-.18**	-.22**	-.31**	-.25**
Equity Sensitivity												
Full Scale	311	22.56	7.66	-.08	-.16**	-.10	-.04	-.02	-.06	-.09	-.15	-.12*
Workplace Safety												
Workplace Safety Scale 1	311	5.40	1.37	-.33**	-.33**	-.31**	-.28**	-.28**	-.26**	-.43**	-.39**	-.42**
Workplace Safety 2 Manager	311	3.58	.97	-.20**	-.25**	-.27**	-.16**	-.17**	-.13*	-.30**	-.28**	-.29**
Workplace Safety 2 Worker	311	2.96	.61	.18**	.04	.11	.17**	.17**	.13*	.11	.04	.14*

Note. Columns 1-9 represent SOS dimensions. 1. Employee Integrity Compromise, 2. Inequity Issues, 3. Misuse Employee Resources, 4. Misuse Employee Information, 5. Organizationally Sanctioned Abuse and Bullying, 6. Scheduling and Assignment Irregularity and Inflexibility, 7. Talent Mismanagement, 8. Unsafe Culture, Climate, Conditions, 9. Overall SOS Score.

Table 21.

Descriptive Statistics and Correlations for Convergent/Divergent Measures Continued

	N	M	SD	1.	2.	3.	4.	5.	6.	7.	8.	9.
Toxic Leadership												
Abusive Supervision	311	1.89	1.03	.50**	.43**	.51**	.56**	.51**	.41**	.52**	.51**	.63**
Authoritarian Leadership	311	2.20	1.03	.41**	.42**	.36**	.40**	.36**	.40**	.39**	.46**	.52**
Narcissism	311	2.43	1.25	.38**	.41**	.31**	.30**	.27**	.28**	.29**	.37**	.42**
Self-Promotion	311	2.08	1.16	.44**	.41**	.37**	.42**	.35**	.35**	.38**	.44**	.51**
Unpredictability	311	2.06	1.11	.37**	.39**	.39**	.43**	.38**	.36**	.40**	.44**	.51**
Full Scale	311	2.11	1.01	.46**	.45**	.43**	.47**	.42**	.40**	.44**	.49**	.57**
Abusive Supervision												
Full Scale	311	1.64	.90	.48**	.41**	.50**	.57**	.49**	.39**	.55**	.53**	.63**
Unethical Pro-Organizational Behavior												
Full Scale	311	2.71	1.45	.33**	.17**	.27**	.44**	.38**	.23**	.32**	.25**	.37**
Social Desirability												
Full Scale	311	6.55	3.38	.16**	.15**	.14**	.08	.03	.09	.11	.18**	.16**

Note. Columns 1-9 represent SOS dimensions. 1. Employee Integrity Compromise, 2. Inequity Issues, 3. Misuse Employee Resources, 4. Misuse Employee Information, 5. Organizationally Sanctioned Abuse and Bullying, 6. Scheduling and Assignment Irregularity and Inflexibility, 7. Talent Mismanagement, 8. Unsafe Culture, Climate, Conditions, 9. Overall SOS Score.

Table 22.

Study 2 Confirmatory Factor Analysis Results

	χ^2	p	CFI	GFI	AGFI	RMSEA	PCLOSE
SOS Scale							
1 Factor Model	2.92	0	.80	.66	.62	.079	0
2 Factor Model	2.87	0	.80	.69	.65	.078	0
6 Factor Model A	2.54	0	.84	.73	.70	.070	0
6 Factor Model B	2.62	0	.83	.71	.68	.072	0
7 Factor Model A	2.55	0	.84	.72	.68	.071	0
7 Factor Model B	2.46	0	.85	.74	.71	.069	0
8 Factor Model	2.35	0	.86	.75	.72	.066	0
SOS and Justice Dimensions							
1 Factor Model	2.77	0	.69	.48	.44	.076	0
2 Factor Model	2.42	0	.75	.55	.52	.068	0
12 Factor Model	2.31	0	.77	.56	.52	.065	0
SOS and General Justice							
1 Factor Model	2.83	0	.80	.65	.61	.077	0
2 Factor Model	2.74	0	.81	.65	.61	.075	0
9 Factor Model	2.33	0	.85	.72	.69	.066	0
SOS and Abusive Supervision							
1 Factor Model	2.71	0	.80	.63	.58	.074	0
2 Factor Model	2.61	0	.81	.62	.59	.072	0
9 Factor Model	2.33	0	,84	.68	.65	.068	0
SOS and Toxic Leadership							
1 Factor Model	2.57	0	.79	.54	.49	.071	0
2 Factor Model	2.42	0	.80	.60	.57	.068	0
3 Factor Model	2.17	0	.84	.65	.63	.061	0

Note. SOS 6 Factor Model A collapses Misuse of Employee Information and Organizationally Sanctioned Abuse and Bullying and Inequity Issues and Talent Mismanagement; SOS 6 Factor Model B collapses Misuse of Employee Information and Organizationally Sanctioned Abuse and Bullying and Inequity Issues and Employee Integrity Compromise; SOS 7 Factor Model A collapses Employee Integrity Compromise and Inequity Issues; SOS 7 Factor Model B collapses Talent Mismanagement and Inequity Issues.

Table 23.

Convergent and Divergent Validity of SOS and Justice Dimensions

	CR	AVE	MSV	MaxR (H)	SOS MEI	JD Info	SOS OSAB	SOS TM	JD Inter	SOS EIC	JD Proc	SOS MER	JD Dist	SOS SAII	SOS UCCC	SOS II
SOS_MEI	.90	.57	.78	.91	**.76**											
JD_Info	.90	.47	.78	.92	-.27	**.69**										
SOS_OSAB	.88	.60	.78	.89	.89	-.27	**.77**									
SOS_TM	.90	.51	.68	.91	.56	-.54	.54	**.72**								
JD_Inter	.90	.54	.67	.93	-.43	.82	-.41	-.52	**.73**							
SOS_EIC	.88	.58	.44	.88	.63	-.37	.56	.52	-.47	**.76**						
JD_Pro	.88	.36	.78	.90	-.26	.88	-.22	-.53	.79	-.36	**.60**					
SOS_MER	.88	.51	.48	.88	.68	-.37	.53	.64	-.46	.63	-.37	**.71**				
JD_Dis	.91	.57	.66	.94	-.15	.81	-.10	-.42	.63	-.25	.81	-.25	**.75**			
SOS_SAII	.86	.56	.53	.87	.59	-.41	.62	.73	-.37	.52	-.42	.52	-.27	**.75**		
SOS_UCCC	.89	.58	.62	.90	.79	-.40	.78	.69	-.51	.58	-.39	.66	-.24	.73	**.76**	
SOS_II	.81	.46	.68	.81	.47	-.53	.42	.82	-.49	.67	-.57	.69	-.46	.61	.56	**.68**

Note. EIC=Employee Integrity Compromise, II=Inequity Issues, MER=Misuse of Employee Resources, MEI=Misuse of Employee Information, OSAB=Organizationally Sanctioned Abuse and Bullying, SAII=Scheduling and Assignment Irregularity and Inflexibility, TM=Talent Mismanagement, UCCC=Unsafe Culture, Climate Conditions; JD=Justice Dimensions, Info=Informational Justice, Inter=Interactional Justice, Proc=Procedural Justice, Dist=Distributional Justice.

Table 24.

Convergent and Divergent Validity of SOS and General Justice

	CR	AVE	MSV	MaxR (H)	OSAB	MEI	TM	GJ	EIC	MER	FF	UCCC	II
OSAB	.88	.60	.78	.89	**.77**								
MEI	.90	.57	.78	.91	.89	**.76**							
TM	.90	.51	.68	.91	.54	.56	**.72**						
GJ	.92	.66	.28	.96	-.25	-.27	-.52	**.81**					
EIC	.88	.58	.44	.88	.56	.63	.52	-.36	**.76**				
MER	.88	.51	.49	.89	.48	.64	.64	-.42	.60	**.71**			
FF	.86	.56	.55	.87	.62	.59	.73	-.34	.52	.50	**.75**		
UCCC	.89	.57	.62	.90	.77	.79	.70	-.41	.59	.63	.74	**.76**	
II	.81	.46	.68	.81	.42	.47	.82	-.52	.66	.70	.61	.56	**.68**

Note. EIC=Employee Integrity Compromise, II=Inequity Issues, MER=Misuse of Employee Resources, MEI=Misuse of Employee Information, OSAB=Organizationally Sanctioned Abuse and Bullying, SAII=Scheduling and Assignment Irregularity and Inflexibility, TM=Talent Mismanagement, UCCC=Unsafe Culture, Climate Conditions; GJ=General Justice.

Table 25.

Convergent and Divergent Validity of SOS and Toxic Leadership

	CR	AVE	MSV	MaxR (H)	SOS II	TL SP	SOS MEI	SOS UCCC	SOS EIC	SOS MER	SOS SAII	SOS TM	TL AS	TL AL	SOS OSAB	TL U	TL N
SOS_II	.81	.46	.68	.81	**.68**												
TL_SP	.92	.71	.80	.93	.47	**.84**											
SOS_MEI	.90	.57	.78	.91	.47	.45	**.76**										
SOS_UCCC	.90	.51	.68	.91	.82	.48	.56	**.72**									
SOS_EIC	.88	.58	.44	.88	.67	.48	.63	.52	**.76**								
SOS_MER	.88	.51	.49	.88	.70	.42	.64	.65	.60	**.71**							
SOS_SAII	.86	.56	.55	.87	.61	.39	.59	.73	.52	.50	**.75**						
SOS_TM	.89	.57	.62	.90	.56	.44	.79	.70	.59	.63	.74	**.76**					
TL_AS	.95	.71	.75	.96	.46	.87	.60	.52	.53	.55	.44	.59	**.84**				
TL_AL	.89	.58	.75	.90	.50	.87	.45	.52	.47	.43	.47	.47	.87	**.76**			
SOS_OSAB	.88	.60	.78	.89	.42	.38	.88	.55	.56	.48	.62	.77	.55	.40	**.77**		
TL_U	.95	.73	.79	.95	.45	.89	.44	.46	.39	.43	.40	.44	.84	.82	.40	**.86**	
TL_N	.94	.76	.80	.94	.47	.89	.31	.40	.41	.34	.31	.34	.75	.83	.28	.82	**.87**

Note. SOS=SOS Scale, EIC=Employee Integrity Compromise, II=Inequity Issues, MER=Misuse of Employee Resources, MEI=Misuse of Employee Information, OSAB=Organizationally Sanctioned Abuse and Bullying, SAII=Scheduling and Assignment Irregularity and Inflexibility, TM=Talent Mismanagement, UCCC=Unsafe Culture, Climate Conditions; TL=Toxic Leadership Scale, SP=Self-Promotion, AS=Abusive Supervision, AL=Authoritarian Leadership, U=Unpredictability, N=Narcissism.

Table 26.

Convergent and Divergent Validity of SOS and Abusive Supervision

	CR	AVE	MSV	MaxR (H)	SOS II	AS	SOS MEI	SOS UCCC	SOS EIC	SOS MER	SOS SAII	SOS TM	SOS OSAB
SOS_II	.81	.46	.68	.81	**.68**								
AS	.97	.68	.37	.97	.45	**.82**							
SOS_MEI	.90	.57	.78	.91	.47	.61	**.76**						
SOS_UCCC	.90	.51	.68	.91	.82	.55	.56	**.72**					
SOS_EIC	.88	.58	.44	.88	.66	.52	.63	.52	**.76**				
SOS_MER	.88	.51	.49	.89	.70	.54	.64	.65	.60	**.71**			
SOS_SAII	.86	.56	.55	.87	.61	.42	.59	.73	.52	.50	**.75**		
SOS_TM	.89	.57	.62	.90	.56	.61	.79	.70	.59	.63	.74	**.76**	
SOS_OSAB	.88	.60	.78	.89	.42	.53	.89	.55	.56	.48	.62	.77	**.77**

Note. SOS=SOS Scale, EIC=Employee Integrity Compromise, II=Inequity Issues, MER=Misuse of Employee Resources, MEI=Misuse of Employee Information, OSAB=Organizationally Sanctioned Abuse and Bullying, SAII=Scheduling and Assignment Irregularity and Inflexibility, TM=Talent Mismanagement, UCCC=Unsafe Culture, Climate Conditions; AS=Abusive Supervision Scale. CR=Composite reliability, AVE=Average Variance Extracted, MSV=Maximum Shared Variance, Square root of the AVE are on the diagonal.

Table 27.

Counterproductive Work Behaviors Checklist

Gruys & Sackett (2003)

Theft and Related Behavior

   Help another person or advise them how to take company property or merchandise.
   Take cash or property belonging to the company.
   Misuse business expense account.
   Take case or property belonging to a co-worker.
   Take office supplies from the company.
   Take petty cash from the company.
   Take away goods or services for free.
   Provide goods or services at less than the price established by the company.
   Misuse employee discount privileges.

Destruction of Property

   Deface, damage, or destroy property, belonging to a co-worker.
   Deface, damage, or destroy property, belonging to a customer.
   Deface, damage, or destroy property, equipment, or product belonging to the company.
   Deliberately sabotage the production of product in the company.

Misuse of Information

   Destroy or falsify company records or documents.
   Discuss confidential matters with unauthorized personnel within or outside the organization.
   Intentionally fail to give a supervisor or co-worker necessary information.
   Provide the organization with false information to obtain a job (i.e. regarding education or experience.
   Lie to employer or supervisor to cover up a mistake.

Misuse of Time and Resources

   Conduct personal business during work time.
   Spend time on the internet for reasons not related to work.
   Take a long lunch or coffee break without approval.
   Waste time on the job.
   Waste company resources.
   Use company resources you aren't authorized to use.
   Make personal long distance calls at work.
   Mail personal packages at work.
   Make personal photocopies at work.
   Use email for personal purposes.
   Play computer games during work time.
   Alter time card to get paid for more hours that you worked.
   Work unnecessary overtime.

Table 27.

Counterproductive Work Behaviors Checklist Cont.

Unsafe Behavior

Endanger yourself by not following safety procedures.

Endanger coworkers by not following safety procedures.

Endanger customers by not following safety procedures.

Fail to read the manual outlining safety procedures.

Poor Attendance

Be absent from work without a legitimate excuse.

Intentionally come to work late.

Use sick leave when not really sick.

Leave work early without permission.

Miss work without calling in.

Poor Quality Work

Intentionally perform your job below acceptable standards.

Intentionally do work badly or incorrectly.

Intentionally do slow or sloppy work.

Alcohol Use

Come to work under the influence of alcohol.

Have your performance affected due to a hangover from alcohol.

Engage in alcohol consumption on the job.

Drug Use

Engage in drug use on the job.

Come to work under the influence of drugs.

Possess or sell drugs on company property.

Have your performance affected due to a hangover from drugs.

Inappropriate Verbal Actions

Argue or fight with a co-worker.

Yell or shout on the job.

Verbally abuse a customer.

Verbally abuse a co-worker.

Verbally abuse a supervisor.

Use sexually explicit language in the workplace.

Argue or fight with a supervisor.

Argue or fight with a customer.

Table 27.

Counterproductive Work Behaviors Scale Cont.

Inappropriate Physical Actions

Physically attack (e.g. pushing, shoving, hitting) a co-worker.

Physically attack (e.g. pushing, shoving, hitting) a customer.

Physically attack (e.g. pushing, shoving, hitting) a supervisor.

Make unwanted sexual advances toward a subordinate.

Make unwanted sexual advances toward a supervisor.

Make unwanted sexual advances toward a co-worker.

Make unwanted sexual advances toward a customer.

Note. 1="No matter what the circumstances, I would not engage in this behavior"

7="In a wide variety of circumstances, I would engage in this behavior".

Table 28.

Organizational Citizenship Behavior Checklist

Fox & Spector 2011
Picked up a meal for others at work.
Took time to advise, coach, or mentor a co-worker.
Helped co-worker learn new skills or shared job knowledge.
Helped new employees get oriented to the job.
Lent a compassionate ear when someone had a work problem.
Lent a compassionate ear when someone had a personal problem.
Changed vacation schedule, work days, or shifts to accommodate co-worker's needs.
Offered suggestions to improve how work is done.
Offered suggestions for improving the work environment.
Finished something for a co-worker who had to leave early.
Helped a less capable co-worker lift a heavy box or other object.
Helped a co-worker who had too much to do.
Volunteered for extra work assignments.
Took phone messages for absent or busy co-worker.
Said good things about your employer in front of others.
Gave up meal and other breaks to complete work.
Volunteered to help a co-worker deal with a difficult customer, vendor or coworker.
Went out of the way to give co-worker encouragement or express appreciation.
Decorated, straightened up, or otherwise beautified common work space.
Defended a co-worker who was being "put-down" or spoken ill of by other co-workers or supervisor.

Note. 1="Never", 2="Once or twice", 3="Once or twice per month", 4="Once or twice per week", 5="Everyday".

Table 29.

Descriptive Statistics and Correlations for Study 3 SOS Scale

	N	M	SD	1.	2.	3.	4.	5.	6.	7.	8.	9.
Organization												
1. Employee Integrity Compromise	250	2.09	1.10	*(.93)*								
2. Inequity Issues	250	2.65	1.07	.66**	*(.89)*							
3. Misuse of Employee Resources	250	2.27	1.03	.76**	.70**	*(.91)*						
4. Misuse of Employee Information	250	3.46	0.85	-.15*	-.07	-.08	*(.82)*					
5. Org. Sanctioned Abuse and Bullying	250	2.27	0.74	.71**	.48**	.67**	.17**	*(.66)*				
6. Talent Mismanagement	250	1.75	0.94	.78**	.59**	.71**	.00	.81**	*(.88)*			
7. Scheduling Assignment Irregularity and Inflexibility	250	2.10	0.97	.73**	.62**	.69**	-.06	.71**	.81**	*(.94)*		
8. Unsafe Culture, Climate, Conditions	250	2.19	0.94	.70**	.68**	.66**	.00	.69**	.77**	.75**	*(.92)*	
9. Overall SOS	250	2.37	0.72	.85**	.77**	.85**	.13*	.84**	.89**	.85**	.87**	*(.96)*

Note. Internal reliability coefficients (alphas) appear in parentheses along the main diagonal.

Table 30. *Descriptive Statistics and Correlations for Study 3 Measures*

	M	SD	1.	2.	3.	4.	5.	6.	7.	8.	9.
Justice Dimensions											
Procedural	2.79	.71	-.40**	-.46**	-.26**	-.20**	-.27**	-.32**	-.26**	-.49**	-.39**
Interactional	3.52	.79	-.70**	-.53**	-.60**	-.67**	-.70**	-.69**	-.74**	-.67**	-.76**
Informational	2.62	.27	.04	.15*	-.05**	-.10	-.09	-.02	-.10	.08	-.01
Distributional	2.86	.96	-.38**	-.51**	-.31**	-.26**	-.30**	-.37**	-.31**	-.54**	-.43**
Dimensional Justice Total	2.91	.49	-.57**	-.58**	-.45**	.43**	-.48**	-.50**	-.53**	-.67**	-.61**
Overall Justice											
Full Scale	4.03	.54	-.32**	-.38**	-.21**	-.18**	-.20**	-.34**	-.26**	-.38**	-.32**
Counterproductive Work Behaviors											
Theft & Related	2.20	1.65	.81**	.51**	.73**	.86**	.80**	.64**	.78**	.62**	.83**
Destruction of Property	1.87	1.60	.77**	.50**	.70**	.86**	.80**	.63**	.78**	.60**	.81**
Misuse of Information	2.11	1.50	.79**	.56**	.71**	.84**	.81**	.67**	.78**	.64**	.83**
Misuse of time and Resources	2.72	1.44	.71**	.56**	.68**	.73**	.73**	.61**	.68**	.60**	.76**
Unsafe Behavior	2.06	1.61	.76**	.53**	.70**	.87**	.83**	.68**	.82**	.66**	.84**
Poor Attendance	2.53	1.45	.71**	.57**	.62**	.74**	.75**	.65**	.73**	.66**	.78**
Poor Quality Work	2.08	1.57	.75**	.53**	.66**	.83**	.79**	.67**	.79**	.63**	.81**
Alcohol Use	1.96	1.57	.69**	.44**	.63**	.78**	.76**	.60**	.71**	.54**	.74**
Drug Use	1.88	1.63	.67**	.45**	.59**	.81**	.78**	.64**	.72**	.57**	.75**
Inappropriate Verbal Behavior	1.96	1.39	.71**	.49**	.64**	.79**	.83**	.68**	.78**	.63**	.75**
Inappropriate Physical Behavior	1.74	1.37	.73**	.46*	.64**	.81**	.82**	.66**	.77**	.58**	.71**
CWB-I	1.90	1.42	.76**	.50**	.68**	.86**	.85**	.69**	.81**	.63**	.72**
CWB-O	2.41	1.42	.81**	.58**	.74**	.85**	.82**	.68**	.79**	.66**	.77**
CWB Total	2.18	1.40	.80**	.56**	.72**	.87**	.85**	.79**	.81**	.66**	.85**
Organizational Citizenship Behaviors											
OCB-O	2.98	.78	.35**	.30**	.44**	.49**	.38**	.31**	.38**	.29**	.45**
OCB-P	2.87	.77	.37**	.32**	.43**	.46**	.44**	.35**	.46**	.35**	.41**
OCB Total	2.90	.71	.41**	.34**	.47**	.43**	.45**	.36**	.46**	.36**	.48**

Note. Columns 1-9 represent SOS dimensions. 1. Employee Integrity Compromise, 2. Inequity Issues, 3. Misuse Employee Resources, 4. Misuse Employee Information, 5. Organizationally Sanctioned Abuse and Bullying, 6. Scheduling and Assignment Irregularity and Inflexibility, 7. Talent Mismanagement, 8. Unsafe Culture, Climate, Conditions, 9. Overall SOS Score.

Table 31. *Correlations between Justice and OCB/CWB scales*

	OCB	OCB-O	OCB-P	CWB	CWB-O	CWB-I.
Justice Dimensions						
Procedural	.11	-.13*	-.09	-.29**	-.33**	-.23**
Interactional	-.24**	-.16**	-.28**	-.68**	-.68**	-.65**
Informational	-.15*	-.15*	-.16*	-.11	-.09	-.13*
Distributional	.00	.02	-.03	-.29**	-.32**	-.24**
Dimensional Justice Total	-.04	-.00	-.08	-.49**	-.52**	-.43**
Overall Justice						
Full Scale	.12	.11	.10	-.12	-.17**	-.15*

Table 32.

Regression Models Predicting Overall CWB

	B	SE B	β	t	p
Model 1a					
SOS Scale	1.191	.046	.853	25.79	.00**
R²	.728				
Model 2a					
Justice Dimension Overall	-.675	.076	-.490	-8.86	.00**
R²	.241				
Model 3a					
SOS Scale	1.231	.058	.882	21.15	.00**
Justice Dimension Overall	.064	.057	.047	1.122	.26
R²	.730				
Model 4a					
SOS Scale	1.153	.062	.826	18.72	.00**
Justice Dimension Overall	-.085	.072	-.062	-1.186	.03
SOS*Justice Dimension Overall	-.255	.076	-.139	-3.35	.00**
R²	.742				
Model 5a					
Employee Integrity Compromise	.187	.074	.147	2.533	.01*
Inequity Issues	.014	.059	.011	.243	.81
Misuse of Employee Resources	.048	.071	.035	.675	.50
Misuse Employee Information	.712	.110	.427	6.459	.00**
Organizationally Sanctioned Abuse and Bullying	.488	.101	.335	4.851	.00**
Scheduling and Assignment Irregularity and Inflexibility	.058	.077	-.040	-.743	.46
Talent Mismanagement	.076	.109	.052	.701	.48
Unsafe Culture, Climate, Conditions	-.025	.076	-.017	-.335	.74
R²	.807				

Table 33.

Regression Models Predicting Overall OCB

	B	SE B	β	t	p
Model 1b					
SOS Scale	.337	.040	.475	8.51	.00**
R²	.226				
Model 2b					
Justice Dimension Overall	-.028	.044	-.040	-.64	.53
R²	.002				
Model 3b					
SOS Scale	.508	.047	.716	10.87	.00**
Justice Dimension Overall	.277	.046	.396	6.01	.00**
R²	.324				
Model 4b					
SOS Scale	.495	.051	.698	9.79	.00**
Justice Dimension Overall	.252	.059	.360	4.27	.00**
SOS*Justice Dimension Overall	-.043	.062	-.046	-.69	.49
R²	.326				
Model 5b					
Employee Integrity Compromise	-.065	.073	.101	-.901	.37
Inequity Issues	.022	.059	.034	.382	.70
Misuse of Employee Resources	.177	.070	.258	2.546	.01*
Misuse Employee Information	.216	.109	.256	1.991	.05*
Organizationally Sanctioned Abuse and Bullying	.055	.099	.074	.553	.58
Scheduling and Assignment Irregularity and Inflexibility	-.086	.076	-.117	-1.125	.26
Talent Mismanagement	.127	.107	.169	1.183	.24
Unsafe Culture, Climate, Conditions	-.027	.075	-.036	-.367	.71
R²	271				

Table 34.

Mediation Analysis of Justice on the SOS scale and OCB

	B	SE B	β	t	p
Model 6					
SOS→Dimensional Justice	-.618	.051	-.609	-12.10	00**
R²	.371				
Mediation Statistics					
SOS→Justice→OCB Relationship			Test Statistic	SE	P
Sobel test			-6.917	.030	.000
Aroian test			-6.902	.030	.000
Goodman test			-6.933	.030	.000
SOS→Justice →CWB Relationship					
Sobel test			-1.621	.454	.105
Aroian test			-1.616	.456	.106
Goodman test			-1.627	.452	.104

Note. DV of Model 6 is Dimensional Justice scale score.

Table 35.

Descriptive Statistics and Correlations for Study 3 Emotional Reactions to SOS

	N	M	SD	1.	2.	3.	4.	5.	6.	7.	8.	9.
Organization												
1. Employee Integrity Compromise	250	3.52	.85	(.82)								
2. Inequity Issues	250	3.46	.88	.49**	(.86)							
3. Misuse of Employee Resources	250	3.23	.89	.46**	.68**	(.85)						
4. Misuse of Employee Information	250	3.77	1.01	.59**	.45**	.53**	(.91)					
5. Org. Sanctioned Abuse and Bullying	250	3.70	1.04	.51**	.39**	.40**	.77**	(.88)				
6. Talent Mismanagement	250	3.32	.94	.43**	.51**	.56**	.58**	.61**	(.81)			
7. Scheduling Assignment Irregularity and Inflexibility	250	3.54	.99	.53**	.36**	.40**	.74**	.75**	.59**	(.89)		
8. Unsafe Culture, Climate, Conditions	250	3.44	.85	.46**	.49**	.46**	.63**	.67**	.69**	.69**	(.89)	
9. Overall SOS	250	3.49	.73	.70**	.68**	.72**	.86**	.82**	.79**	.82**	.83**	(.89)

Note. Internal reliability coefficients (alphas) appear in parentheses along the main diagonal.

Table 36. *Correlations between Emotional Reactions to SOS and Study 3 Measures*

	1.	2.	3.	4.	5.	6.	7.	8.	9.
Justice Dimensions									
Procedural	.26**	-.07	.00	.23**	.23**	.02	.25**	.14*	.18**
Interactional	.17**	-.07	-.10	.26**	.25**	-.06	.21**	.07	.12
Informational	-.09	.05	-.09	-.07	-.10	-.06	-.12*	-.05	-.09
Distributional	.17**	-.13*	-.07	.16*	.20**	.00	.21**	.07	.11
Dimensional Justice Total	.24**	-.10	-.07	.25**	.26**	-.02	.26**	.11	.16*
Overall Justice									
Full Scale	.14*	-.09	-.08	.13*	.18**	-.05	.17**	.02	.07
Counterproductive Work Behaviors									
Theft & Related	-.10	.02	.12	-.22**	-.24**	-.06	-.25**	-.16	-.15*
Destruction of Property	-.05	-.06	.16*	-.14*	-.16*	-.01	-.18**	-.09	-.07
Misuse of Information	-.07	.07	.16*	-.14*	-.17**	.01	-.20**	-.11	-.08
Misuse of time and Resources	-.09	.02	.13*	-.11	-.13*	.02	-.18**	-.07	-.07
Unsafe Behavior	-.09	.04	.16*	-.15*	-.14*	.02	-.18**	-.08	-.07
Poor Attendance	-.09	.07	.17**	-.10	-.13*	.07	-.15*	-.06	-.04
Poor Quality Work	-.13*	.05	.19**	-.11	-.12	.06	-.18**	-.09	-.06
Alcohol Use	-.01	.07	.18**	-.08	-.14*	.02	-.15*	-.05	-.03
Drug Use	-.02	.12	.24**	-.06	-.10	.09	-.12	.02	.02
Inappropriate Verbal Behavior	-.04	.05	.17**	-.09	-.10	.06	-.11	.01	-.01
Inappropriate Physical Behavior	-.03	.05	.16*	-.12	-.11	.04	-.13*	-.01	-.03
CWB-I	-.04	.06	.19**	-.11	-.13*	.04	-.15*	-.03	-.03
CWB-O	-.10	.04	.15*	-.16*	-.18**	.00	-.21**	-.11	-.10
CWB Total	-.07	.05	.17**	-.14*	-.16*	.02	-.19**	-.07	-.07
Organizational Citizenship Behaviors									
OCB-O	.23**	.09	.09	.02	.04	.05	-,02	.08	.08
OCB-P	.16**	.08	.07	.01	-.01	.04	-.05	.02	.04
OCB Total	.21**	.09	.07	.01	.02	.03	-.04	.05	.06

Note. Columns 1-9 represent emotional reactions to SOS dimensions. 1. Employee Integrity Compromise, 2. Inequity Issues, 3. Misuse Employee Resources, 4. Misuse Employee Information, 5. Organizationally Sanctioned Abuse and Bullying, 6. Scheduling and Assignment Irregularity and Inflexibility, 7. Talent Mismanagement, 8. Unsafe Culture, Climate, Conditions, 9. Overall Emotional Score.

Table 37.

Correlations between Emotional Reaction to SOS items and reported SOS Occurrence

	1.	2.	3.	4.	5.	6.	7.	8.	9.
SOS Occurrence									
Employee Integrity Compromise	-.16*	.06	.10	-.28**	-.30**	-.30**	-.07	-.16*	-.19*
Inequity Issues	-.07	.12	.07	-.16*	-.20**	-.26**	.01	-.05	-.10
Misuse of Employee Resources	-.05	.04	.04	-.21**	-.20**	-.22**	-.07	-.11	-.14*
Misuse of Employee Information	.03	.15*	.26**	-.04	-.09	-.10	.14*	.00	.05
Organizationally Sanctioned Abuse and Bullying	-.06	.04	.15*	.18*	.16*	.17*	.04	-.07	-.07
Scheduling and Assignment Irregularity and Inflexibility	-.06	.17**	.16**	-.17**	-.14*	-.13*	.11	.04	-.01
Talent Mismanagement	-.08	-.09	.17**	-.14*	-.12	-.11	.10	.00	-.02
Unsafe Culture, Climate, Conditions	-.08	.18**	.18**	-.10	-.10	-.10	.16*	.07	.03
Overall Score	-.02	.20**	.25**	-.01	-.04	-.06	.17**	.08	.09

Table 38.

Final SOS Scale 48-Item Measure

Items

Employee Integrity Compromise

1. Required employees to break rules to complete organizational initiatives or performance goals.
2. Required employees to knowingly misrepresent negative organizational information that may impact customers or other stakeholders.
3. Asked employees to knowingly submit substandard work in order to meet a deadline or quota.
4. Expected employees to comply with something against their personal code of conduct, or else risk losing their job.
5. Required employees to misrepresent services to customers.

Inequity Issues

6. Required additional effort be exerted in one's job role with not additional compensation.
7. Provided no additional compensation to employees who were required to have skills outside of the general role.
8. For employees in similar positions, expected some employees to work longer or harder than other employees for no additional compensation.
9. Required employees to cover multiple roles for extended periods of time (e.g. greater than one month) with no additional rewards or benefits.
10. Required employees to cover for turnover or leave for extended periods of time (e.g. greater than one month) with no additional rewards or benefits.

Table 33. *Final SOS Scale 48-Item Measure Cont.*

Misuse of Employee Resources

11. Required employees to print or copy work documents on employee's personal equipment without providing compensation.

12. Required employees to respond to work related emails during uncompensated time (for salaried employees, time beyond agreed work hours).

13. Required employees to take work home and complete work "off-the-clock".

14. Required employees to complete some training "off-the-clock".

15. Required employees to use personal resources (e.g. vehicle, supplies, tools, instruments, etc.) without compensation.

16. Required employees to complete work tasks during uncompensated time (i.e. before or after a shift or during "off-the-clock" time).

17. Failed to provide compensation for damage or premature wear to employee's personal property (e.g. vehicle, supplies, tools, instruments, etc.) that resulted from their use for work-related tasks.

Misuse of Information

18. Disclosed disability accommodations or personal health information concerning an employee with unauthorized individuals.

19. Shared employee personal information with a third party without informing the employee.

20. Failed to adequately protect employee personal information that was retained by the organization

21. Disclosed background check information with unauthorized individuals.

22. Provided inaccurate information during an employee authorized referral or background check.

23. Provided employee with false information to encourage them to agree to an undesired change or situation.

24. Encouraged employees to use proprietary information from a former job to benefit the current organization.

Organizationally Sanctioned Abuse and Bullying

25. Failed to enforce consequences after reports of physical abuse or violence in the workplace.

26. Failed to enforce consequences after reports of an employee treating someone rudely at work.

27. Failed to enforce consequences after reports of unwanted sexual advances in the workplace.

28. Failed to enforce consequences after reports of use of sexually explicit language in the workplace.

29. Failed to enforce consequences after reports of verbal abuse on the job.

Table 33. *Final SOS Scale 48-Item Measure Cont.*

Scheduling and Assignment Irregularity and Inflexibility

30. Enforced a practice of sending employees home early during scheduled work hours when it benefited the organization.

31. Increased employee work hours without advance notice.

32. Decreased employee work hours without advanced notice.

33. Changed employee scheduled workdays and holidays with limited advanced notice.

34. Failed to ensure employee schedules accommodated scheduled work breaks (i.e. lunch, 15 minutes).

Talent Mismanagement

35. Failed to supply adequate resources to employees to complete a task or job.

36. Intentionally limited opportunities for development or advancement.

37. Failed to promote employee development in the organization.

38. Provided formal or informal, organizational recognition and/or rewards to an employee for another employee's work.

39. Failed to provide opportunities for positive feedback or recognition for successful employee performance.

40. Failed to ensure that leaders or supervisors were knowledgeable and able to provide adequate guidance on work tasks.

41. Failed to provide assistance, training, or instruction to an employee that had a reasonable request for help.

42. Failed to recognize employees for hard work and significant contributions to the organization.

Unsafe Culture, Climate, Conditions

43. Failed to provide adequate resources for safe operation in the workplace.

44. Failed to enforce safety policies or procedures.

45. Failed to monitor and address alcohol issues in the workplace.

46. Failed to monitor and address drug issues in the workplace.

47. Failed to address a legitimate safety concern raised by an employee.

48. Required employees to work in unsafe weather conditions.