

Investigating the Relationship Between Affective Commitment and Unethical Pro-Organizational Behaviors: The Role of Moral Identity

Curtis F. Matherne, III
University of Louisiana at Lafayette

Shanan R. Litchfield
Mississippi State University

In this study, we investigate the relationship between affective commitment and unethical pro-organizational behaviors (UPBs), which are unethical behaviors conducted by employees meant to potentially benefit the organization (Umphress, Bingham, & Mitchell, 2010). We predicted that affective commitment would be positively related to UPBs and that moral identity would moderate and weaken this relationship. The results support our hypotheses, indicating that individuals with high levels of affective organizational commitment are more likely to engage in UPBs when they hold a lower level of moral identity. Theoretical and practical implications are discussed.

INTRODUCTION

Unethical behavior is both common and costly in work organizations (Vardi, 2001; Vardi & Weiner, 1996; Umphress & Bingham, 2010). It has been well documented that organizational members at all levels steal company property, mislead customers, cheat the government, as well as violate psychological contracts (Vardi & Weiner, 1996), indicating that unethical behaviors include a wide range of minor to major violations. Furthermore, research has demonstrated a number of reasons for why employees might engage in unethical behaviors: to benefit themselves, to retaliate against the organization, or to harm coworkers (Umphress & Bingham, 2010).

With that, it is not surprising then that scholarly research has focused to some degree on the antecedents of such potential detrimental behaviors as organizations desire to encourage positive individual behaviors directed at the organization and discourage counterproductive behaviors. However, recently, scholarly interest has increased regarding a different form of unethical behavior: acts that seek to benefit the organization, rather than cause harm (Umphress, Bingham, & Mitchell, 2010). This stream of literature is built on the idea that sometimes, people engage in unethical behaviors with the intent to help, or benefit, their organization. Unethical behavior is often associated with negative behavior; however, members of organizations can also engage in positive forms of deviant behavior for organizations (Warren, 2003). These unethical pro-organizational behaviors can be seen as positive and/or desirable and such behavior may benefit the organization even though in turn it may violate some overarching social norm (Cullinan et al., 2008; Warren, 2003). While motivating behaviors of organization-harm have been addressed extensively in the literature (e.g. Robinson & Bennett, 1995; Sackett & DeVore, 2001), the

motivating behaviors of unethical pro-organizational behaviors is an underdeveloped area of research (Cullinan et al., 2008).

Previous literature investigating such unethical behavior intended to benefit the organization have been presented in various ways and using various concepts. Vardi and Weiner (1996) defined these behaviors that are primarily intended to benefit the organization as an entity as organizational misbehavior (OMB) Type O (Vardi & Weiner, 1996), whereas Cullinan and colleagues use the term organization-gain issues (Cullinan et al., 2008). These behaviors are usually aimed at external targets, such as other organizations, customers, or any other social institutions and agencies (Vardi & Weitz, 2004). These unethical behaviors differ slightly in the literature as the focal point of benefit and detriment change depending on the type of misbehavior. In organizational settings, normative behaviors include those which are expected within the setting of the specific organization. Organizationally-benefiting misbehaviors focus on behavior that violates societal norms as opposed to organizational norms. Examples of benefiting misbehaviors include knowingly selling an inferior product, deceiving a customer in order to make a sale for the company, or falsifying reports to make the organization appear to be more financially viable than it truly is. Such behavior could be regarded as beneficial to the organization, but harm a larger function of individuals in return or violate some inherent societal code.

Unethical pro-organizational behavior (UPB) (Umphress & Bingham, 2010; Umphress, Bingham, & Mitchell, 2010) is defined as “actions that are intended to promote the effective functioning of the organization and its members (e.g., leaders) and violate core societal values, mores, laws, or standards of proper conduct” (Umphress & Bingham, 2010, p. 2). The two components of this definition are 1) that UPB is *unethical behavior*, and 2) UPB is *pro-organizational behavior*, meaning that it is intended to benefit the organization, its members, or both.

The objective of this study is to evaluate the effect of individuals’ affective commitment on unethical pro-organizational behavior. This study contributes to the literature in a number of ways. First, we empirically examine a form of unethical behavior that has not yet received enough empirical support (Umphress et al., 2010). Our study adds to the theoretical and empirical work of UPBs. Furthermore, although several studies have investigated possible antecedents to UPB, such as organizational identification (Umphress et al., 2010) and positive social exchange (Umphress and Bingham, 2010), organizational commitment has not been investigated as an antecedent. Furthermore, we extend previous work in this area by adding the component of moral identity as a moderating variable that would weaken the proposed positive relationship between affective commitment and UPB.

The next section of this paper will review the literature and introduce the hypotheses for the study. Then, the methodology will be discussed followed by the results of the study. Finally, the findings will be discussed and ideas for future research will be proposed.

LITERATURE REVIEW

Theoretical Background

Scholars have long since explored the motivations behind individual actions in organizational settings. In this paper, we focus on the foundation of relationship one has with their employing organization, briefly covered social exchanges and focusing primarily on organizational commitment.

Social exchanges are based on the norms of reciprocity and are “voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do, in fact bring from others” (Blau, 1964, p. 91). This means that one party provides a favor for another party with the expectation that a future return will be obtained. In a social exchange, each party has the ultimate desire to maximize their own interest. Based on the argument of social exchange and norms of reciprocity, an individual who is treated fairly in an outcome or procedure by the authorities of an organization, would be willing to reciprocate favors to the organization or the supervisor. Similarly, an unfavorable or unsupportive work environment may be reciprocated with work-place deviance (Bordia et al., 2008).

Organizational Commitment

Organizational commitment is a psychological state that characterizes an employees' relationship with an organization and has implications for whether or not an employee wants to stay in the organization (Meyer & Allen, 1991), and has been the focus of a significant amount of research for more than 30 years (Cullinan et al., 2008). According to Porter et al., (1974), organizational commitment is defined as "the strength of an individual's identification with and involvement in a particular organization" (p. 604). As a multidimensional construct, there are 3 components of organizational commitment: affective, continuance, and normative commitment (Allen & Meyer, 1990; Meyer & Allen, 1991; Meyer, Allen, & Smith, 1993). Affective commitment is an employees' emotional attachment to an organization (Allen & Meyer, 1990), continuance commitment is the employees' perceptions of the costs associated with leaving the organization (Allen & Meyer, 1990), and normative commitment is an employees' perception of their obligation to remain with the organization (Allen & Meyer, 1990). The current focus of the study is the extent to which workers will engage in activities that are unethical, but seen as beneficial, to the organization, therefore affective commitment is the most relevant dimension of organizational commitment. The current study does not address the cost of leaving the organization (continuance commitment), or the individual's feelings of obligation to remain with the organization (normative commitment). Therefore, only affective commitment is included in this study.

Affective organizational commitment is "the employees' emotional attachment to, identification with, and involvement in, the organization" (Allen & Meyer, 1990, p. 1). The literature has focused largely on commitment as an affective, or emotional, attachment to an organization "such that the strongly committed individual identifies with, is involved in, and enjoys membership in the organization" (Allen & Meyer, 1990, p. 2).

Individuals who have higher levels of organizational commitment generally identify more strongly with their organization (Cullinan et al., 2008). Therefore, those individuals would seek to maintain that strong identification with the organization, and would wish to avoid causing harm to the organization. It seems plausible, then, that studies generally show that individuals with higher organizational commitment are less likely to engage in behaviors which will harm their organization (Cullinan et al. 2008). However, less understood is whether or not individuals with higher levels of organizational commitment would be more, or less, likely to engage in behaviors that are ethically questionable, but are meant to benefit the organization (Cullinan et al., 2008).

Individuals who have higher levels of affective organizational commitment may react in a different way to issues in which the organization would gain from questionably unethical behavior. Cullinan et al., (2008) provide the following example to demonstrate:

"For example, an accountant in an organization may overstate the company's revenue in advance of the organization applying for the loan. The overstated revenue would increase the probability of the organization obtaining the loan. The organization benefits by obtaining the loan at more favorable terms than would have been granted if the true revenue of the organization had been known to the bank" (p. 227).

It would seem plausible that individuals with higher organizational commitment would be more likely to misstate the financial information in order to ensure that the organization would achieve its goals. Because individuals with higher levels of organizational commitment have a stronger sense of identification with the organization, they are more likely to engage in unethical behaviors that are meant to benefit the organization, as a way of maintaining their commitment to the organizations goals. Therefore, we formally hypothesize that:

H1: Affective commitment is positively related to unethical pro-organizational behaviors.

Moral Identity

Of interest to researchers studying moral behavior is the question of when and why people act in ways to benefit human welfare (Aquino & Reed, 2002). The belief is that an individual's moral reasoning is what predicts moral behavior. This is understood as moral identity, which is a self-regulatory mechanism that motivates moral action (Aquino & Reed, 2002) and can be conceptualized as the degree to which an individual defines him or herself to be a moral person. A more formal definition of moral identity is "a commitment to one's sense of self to lines of action that promote or protect the welfare of others" (Hart, Atkins, & Ford, 1998, p. 515).

Moral identity influences an individual's moral behavior as it serves as the convergence of moral ideals with an individual's personal identity (Colby & Damon, 1993). An individual will make an effort to maintain self identities that are believed to be significant, and will therefore engage in certain behaviors that are in agreement with those self-defining attributes in order to uphold certain identities. Therefore, an individual who places value on certain traits or representations of the self will act in ways to maintain that identity.

Furthermore, moral identity may influence moral action (Blasi, 1983). It is believed that when morality is a central tenet in an individual's sense of identity and self, it heightens that individual's sense of obligation and responsibility to behave in ways that are consistent with one's moral concerns.

Previous research has linked moral identity to a number of outcomes, including forms of ethical behavior. Aquino, Ray, and Reed (2003) observed moral identity to have a significant relationship with inter-group relations and a negative association with lying. Reynolds and Ceranic (2007) found that a strong moral identity positively impacts moral behavior. In one sample of their study involving students, they found that a strong moral identity positively related to charitable giving. In a second sample involving managers, Reynolds and Ceranic (2007) found that the ethical behaviors were at the highest reported levels when moral judgments interacted with an individual's strong moral identity.

The importance of an individual's own moral traits will guide subsequent moral behavior. Therefore, we argue here that an individual's moral identity will negatively relate to unethical pro-organizational behaviors, indicating that individuals who report high levels of moral identity will be less likely to engage in unethical pro-organizational behaviors. Furthermore, we argue that an individual's moral identity will in fact moderate the relationship between affective commitment and unethical pro-organizational behaviors. More specifically, an individual with high affective commitment will be more likely to engage in unethical pro-organizational behaviors; however, a strong moral identity will make this a negative relationship. Formally stated:

H2: Moral identity is negatively related to unethical pro-organizational behaviors.

H3: Moral identity moderates the relationship between affective commitment and unethical pro-organizational behaviors. Specifically, greater levels of moral identity will weaken the positive relationship.

METHODOLOGY

Sample and Data Collection

Surveys were administered to workers of a restaurant chain at 5 different locations in 3 cities in a Southeastern state. The restaurant workers were chosen as the sample of investigation as they had the opportunity and interactive abilities on a day to day basis to engage in each of the types of behavioral outcomes pertinent to this research. Previously, restaurant workers, bartenders specifically, have been studied due to their dual contact with both customers and management (Eddleston, Kidder, & Litzky, 2002). Further this specific categorization of workers has been studied in conjunction with deviant behaviors in organizations (Eddleston et al., 2002; Litzky, Eddleston, & Kidder, 2006). All survey data were gathered on site and during employee meetings and neither owners nor managers were present during the time subjects completed the survey instrument. Participants were assured of the voluntary

nature of the survey and of the confidentiality of their responses. A total of 148 employees were administered the survey. Eleven respondents' surveys were eliminated from the analysis due to acquiescence bias of responses on both positively and negatively worded items ($N = 137$).

Descriptive statistics are reported based on the 137 participants. The average age of participants was 23.26 years ($SD = 3.949$) and 52% were female. Seventy percent of all participants worked 21 hours or more per week. Participants had spent an average of 14.28 months ($SD = 15.361$) at their current location and 38.85 months ($SD = 34.977$) in the industry. Participant involvement per job title is as follows: 35.3% wait staff, 25.2% bartending, 16.8% cook, 3.4% host/hostess, 13.4% management, 1.7% dishwashing, and 4.2% other.

Measures

All scale items were tested to assess the dimensionality and reliability of each measure used for hypothesis testing. A principle component factor analysis (PCA) with varimax rotation was performed on each of the scales used in this study. Dimensionality was assessed by examining the factor loadings for each item. Items with factor loadings of greater than .50 on their hypothesized factor and without crossloadings above .40 were considered adequate indicators of each factor (Hair et. al, 2006). Items and their factor loading can be found in the Appendix. The data reduction yielded a clean 3 factor structure with no significant crossloadings.

Dependent Variable

Unethical Pro-Organizational Behavior ($M = 1.58$, $SD = .99$, $\alpha = .80$). Our measure of the dependent variable, unethical pro organizational behavior, was created for the purposes of this study. A 5-item measure was constructed to reflect how often individuals engaged in behaviors that reflected intent to serve or protect the organization while also violating some overall social norm. A caveat to these behaviors is that the underlying beneficiary of the behavior is targeted at the organization, not the individual. Respondents were asked to indicate how often they engaged in certain behaviors using a 7-point Likert format (1 = never, 7 = always).

Independent Variables

Moral Identity ($M = 6.23$, $SD = .96$, $\alpha = .76$) was assessed using Aquino and Reed's (2002) five-item subscale of moral identity internalization. The original scale includes 10 total items, five of these items assessed the subscale of internalization and 5 items assessed the subscale of symbolization. Internalization is the degree to which moral traits are deeply rooted in an individual's self concept. Symbolization is the degree to which such moral traits are evident through the individual's actions in society. This assessment listed a number of traits (honest, ethical, honorable, fair, trustworthy, principled, compassionate, caring, charitable) and the respondents were asked to evaluate the degree of importance of these characteristics by various question items using a 7-point Likert format (1 = Strongly Disagree and 7 = Strongly Agree). The internalization subscale encapsulates the degree to which a person's moral identity is ingrained fundamental to one's being and has been found to be the more robust predictor of ethics-related attitudes and behavior (Aquino & Reed, 2002; Aquino et al., 2007; Detert et al, 2008).

Affective Commitment ($M = 2.75$, $SD = 1.47$, $\alpha = .86$) was assessed using five of six items from Allen and Meyer (1990; Meyer & Allen, 1991). The first item in the scale "I would be very happy to spend the rest of my career with this organization" was dropped due to the fact that most of the workers in the organizations were college students and regardless of attachment, would spend their careers in other organizations upon graduation. All items used a 7-point Likert format (1 = Strongly Disagree and 7 = Strongly Agree).

Control Variables

Several control variables were considered in the analytic procedures. Demographic variables were included in this study as they have shown relevance in similar studies regarding morality and specifically moral identity (Detert et al, 2008; Schminke, Ambrose & Miles, 2003). Furthermore, past empirical

evidence shows that in organizations, as the employee's age and job tenure increase, so do levels of commitment (Ogilvie, 1986). In all, age, gender, tenure in the organization, tenure in the industry, hours worked per week, job title, and location were entered as controls.

RESULTS

The means, standard deviations, and zero-order correlations are shown in Table 1. The level of correlation between moral identity and affective commitment ($r = -0.30, p < .05$) is below the threshold of .50 typically associated with multicollinearity concerns (Hair, Black, Babin, Anderson, & Tatham, 2006). An investigation of the variance inflation factors (all below 1.83) also suggests no reason for concern with respect to multicollinearity (Hair, Anderson, Tatham, & Black, 1998). The levels of affective commitment ($r = 0.186, p < .05$) and moral identity ($r = -0.284, p < .001$) are both significantly correlated with unethical pro organizational behavior in their respective hypothesized direction (affective commitment – positively correlated, moral identity – negatively correlated). The hypotheses proposed in the research model were tested using hierarchical regression analysis. Results are presented in Table 2. Age, sex, time (months at location), time (months worked in restaurant industry), hours worked per week, job title, and restaurant location were entered in to Model 1 as control variables.

In order to test the direct effect hypotheses, affective commitment and moral identity were entered in the second model. A significant change in R^2 ($\Delta R^2 = .174, p < .001$) was observed. Affective commitment ($\beta = .197, p < .05$) was found to have a significant positive effect on unethical pro organizational behaviors, supporting hypothesis 1. Furthermore, Moral identity ($\beta = -.306, p < .001$) had a significant negative effect on unethical pro organizational behaviors, supporting hypothesis 2.

In order to test the hypothesized moderation effect, the interaction term was entered in Model 3. The change in R^2 was significant ($\Delta R^2 = .085, p < .001$). Hypothesis 3 indicated that moral identity would moderate the relationship between affective commitment and unethical pro organizational behaviors, which was supported ($\beta = -.257, p < .001$). To facilitate the interpretation of the moderation effect, the interaction was plotted in Figure 2.

DISCUSSION

The goal of this study was to investigate the antecedents of unethical pro organizational behaviors. As several have been theorized, the empirical evidence for such behaviors is still in the infancy stage. As hypothesized and testing in this study, both affective commitment and moral identity were found to have significant relationships with unethical pro organizational behavior. Furthermore, the interactive effect of moral identity and affective commitment had a significant relationship with unethical pro organizational behaviors. Our empirical tests supported our hypotheses in that higher levels of affective commitment contribute to higher levels of unethical pro organizational behaviors and alternatively higher levels of moral identity contribute to reduced occurrences of unethical pro organizational behaviors. Of specific interest, and as graphically represented in Figure 2, was the moderating effect of moral identity on the relationship of affective commitment and unethical pro organizational behaviors. It was observed that even at high levels of affective commitment, the effect of low versus high moral identity had a significant effect in reducing the occurrences of unethical pro organizational behaviors.

The implications of our findings are multiplicative. First, these findings extend the research into outcomes associated with individual's affective attachments, moral dispositions and unethical pro organizational behaviors. These findings generally support the proposed theoretical relationships offered by Umphress (2010) and extend the findings of Umphress et al (2010), in that a similar construct to organizational identification, affective commitment, is also positively related to unethical pro organizational behaviors. As such attachments have been generally regarded as positive occurrences in organizational settings (for review see Ricketta, 2005), these results further elucidate the potential negative ramifications. Secondly, the research domain of moral identity has been extended to include a deterrence to engage in unethical pro organizational behaviors. In that, individuals who place a greater priority on an

identity founded in moral traits are less likely to engage in said behaviors. For practitioners it is important to understand that potential negative consequences exist when individuals develop high level of emotional/social attachment to a given organization. However, individuals' behavior and decision frames are also regulated by a sense of morality which can reduce the potential negative effects of high levels of attachment. These findings introduce an interesting discussion for researchers and practitioners, which are can an organization implement certain tools to determine one's moral identity? Can an individual's moral identity change over time? Until these topics have been explored more in the literature, practitioners may use the findings of this study to demonstrate the importance of having an organizational code of ethics that is communicated to all employees.

LIMITATIONS AND FUTURE RESEARCH

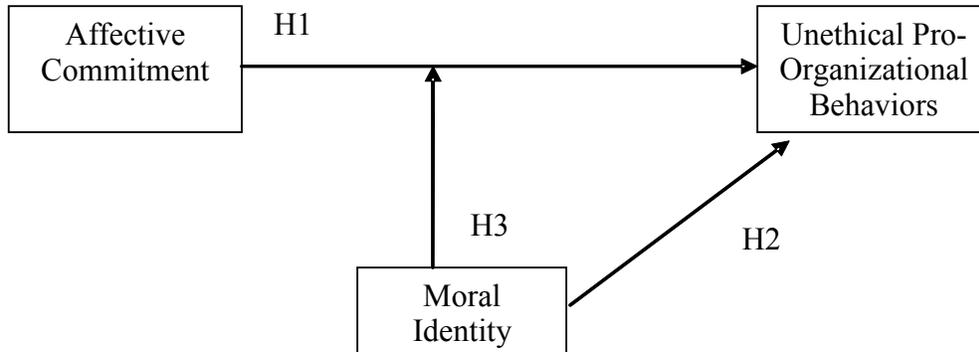
As with nearly any research endeavor, several limitations are present in the work. The empirical results of this study should be considered in light of its limitations. Some are a function of the specific research design employed, while other limitations concern the methodological approach for measurement.

The design of the study was cross-sectional in nature, not allowing for prediction of causality. Specifically, the survey instrument captured all constructs of interest at a single point-in-time. It is possible that consistency effects may have lead to significant findings that are just a function of common method bias. Significant causal effects are indirect as relationships were measured at the same time, using the same instrument. Future research should address this limitation by employing a multi-trait, multi-method methodological approach, to lessen the common method effects of the construct relationships. Further, longitudinal research on the behavioral outcomes of moral identity and affective commitment could identify specific points in time when an individual's morality and attachment to the organization directly influences subsequent behaviors and the decision making process in an organizational setting.

Although our choice of sample was supported not only by prior works, but geared specifically to the topics of investigation it may hinder generalizability. Furthermore, in the restaurant industry in a college town, most workers are students and do not plan to spend the remainder of their careers with the relevant employing organization. This may create a different dynamic and decision making framework atypical of other firms. Future research should aim to replicate these findings in a more traditional work setting.

This study focused exclusively on an individual's self importance of moral identity to reduce the effects that affective commitment may have on unethical pro organizational behaviors. As this is a major contribution to the literature, other individual characteristics should be explored. Furthermore as an individual's moral identity was shown to have basically a filter effect on the reduction of unethical pro organizational behaviors, future research should also investigate organizational influences the may moderate the relationship of affective attachments and said behaviors. As noted in the discussion, research should consider what impact organizations have on shaping an employee's moral identity as well as organizational level variables (e.g. code of ethics) that may shape members' moral perspectives on behavior.

**FIGURE 1
HYPOTHESIZED RELATIONSHIPS**



**TABLE 1
DESCRIPTIVE STATISTICS AND CORRELATIONS**

<i>Variables</i>	<i>Mean</i>	<i>SD</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>
1. UPOB	1.58	0.99									
2. Affective Commitment	2.75	1.47	.186*								
3. Moral Identity	6.23	0.96	-.284**	-.304**							
4. Age	23.26	3.95	-0.016	-0.136	-0.049						
5. Sex ^b	0.48	0.5	-0.064	.000	.284**	-0.162					
6. Time (months at location)	14.28	15.36	0.021	.237**	-0.031	.226**	-0.111				
7. Time (months in industry)	38.85	34.98	0.054	.233**	.176*	.400**	-0.124	.373**			
8. Hours worked/week ^c	2.86	0.78	0.087	.285**	0.111	.298**	-.385**	.295**	.304**		
9. Job Title ^d	2.56	1.7	0.066	-.0152	-0.149	0.074	-.423**	.262**	0.097	.358**	
10. Location	3.09	1.32	-0.056	0.021	0.021	-0.047	-0.065	.182*	-0.129	0.021	0.072

N = 137

*** *p* < .001

^a Model statistics are betas

** *p* < .01

^b Coding: 0 = Male, 1 = Female

* *p* < .05

^c Coding: 1 = 0-10hrs, 2 = 11-20hrs, 3 = 21-40hrs, 4 = 40+

† *p* < .10

^d Coding: 1 = Wait Staff, 2 = Bartending, 3 = Cook, 4 = Host/Hostess, 5 = Management, 6 = Dishwashing, 7 = Other

TABLE 2
MODERATION RESULTS FOR HIERARCHICAL REGRESSION ANALYSIS FOR
UNETHICAL PRO-ORG BEHAVIORS ^a

<i>Variable</i>	<i>Model 1</i>	<i>Model 2</i>	<i>Model 3</i>
<i>Control Variables</i>			
Age	-0.010	-0.022	-0.003
Sex ^b	-0.268	0.007	-0.031
Time (Months at location)	0.002	0.000	0.000
Time (Months in industry)	0.001	0.005 [†]	0.003
Hours worked/week ^c	0.135	0.296*	0.212 [†]
Job Title ^d	-0.028	-0.030	-0.046
Location	-0.041	-0.001	-0.024
<i>Independent Variables</i>			
Affective Commitment		0.197*	0.170*
Moral Identity		-0.306***	-0.136
<i>Interaction Effects</i>			
Affective Commitment*Moral Identity			-0.257***
<i>R</i> ²	0.044	0.218	0.303
<i>ΔR</i> ²	0.044	.174***	.085***
Adjusted <i>R</i>²	-0.018	0.151	0.236

N = 137

^a Model statistics are betas

^b Coding: 0 = Male, 1 = Female

^c Coding: 1 = 0-10hrs, 2 = 11-20hrs, 3 = 21-40hrs, 4 = 40+

^d Coding: 1 = Wait Staff, 2 = Bartending, 3 = Cook, 4 = Host/Hostess,
5 = Management, 6 = Dishwashing, 7 = Other

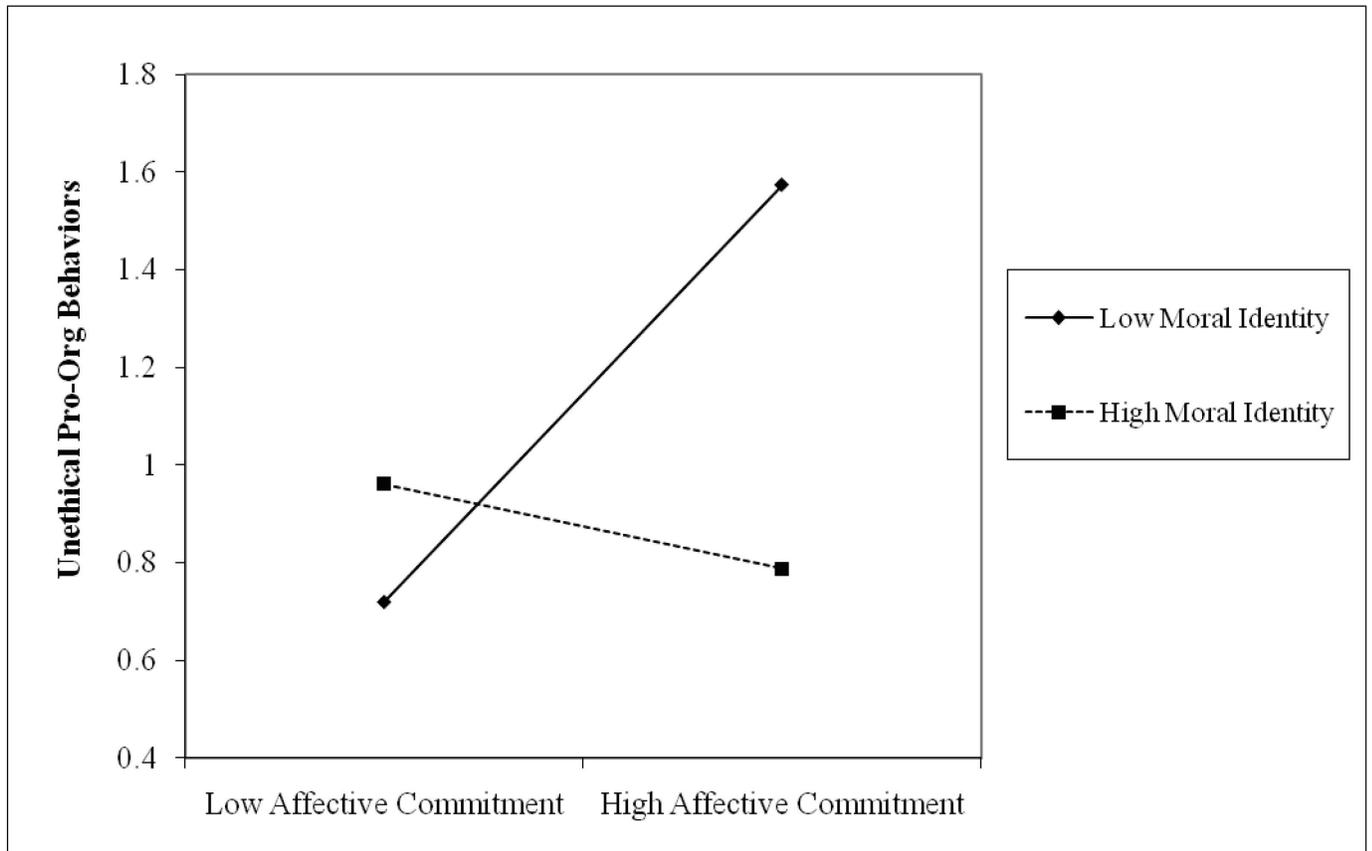
*** *p* < .001

** *p* < .01

* *p* < .05

[†] *p* < .10

FIGURE 2
INTERACTION EFFECTS OF AFFECTIVE COMMITMENT AND MORAL IDENTITY ON
UNETHICAL PRO-ORG BEHAVIOR



REFERENCES

- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1 – 18.
- Aquino, K., Ray, S., & Reed, A. (2003). Moral identity as a predictor of lying in negotiations. Paper presented at the *Academy of Management Annual Meeting*.
- Aquino, K., & Reed, A. II. (2002). The self-importance of moral identity. *Journal of Personality and Social Psychology*, 83, 1423.
- Blasi, A. (1983). Moral cognition and moral action: A theoretical perspective. *Development Review*, 26, 587-595.
- Blau, P.M. (1964). *Exchange and Power in Social Life*. New York: Wiley.
- Colby, A., & Damon, W. (1993). *The uniting of self and morality in the development of extraordinary moral commitment*. Cambridge, MA: MIT Press.

- Cullinan, C., Bline, D., Farrar, R., & Lowe, D. (2008). Organization-harm vs. organization-gain ethical issues: An exploratory examination of the effects of organizational commitment. *Journal of Business Ethics, 80*, 225-235.
- Detert, J. R., Trevino, L. K., & Sweitzer, V. L. (2008). Moral disengagement in ethical decision making: A study of antecedents and outcomes. *Journal of Applied Psychology, 93*(2), 374-391.
- Eddleston, K. A., Kidder, D. L., & Litzky, B. E. (2002). Who's the boss? Contending with competing expectations from customers and management. *Academy of Management Executive, 16*(4), 85-95.
- Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). *Multivariate Data Analysis* (5th ed.). Upper Saddle River, New Jersey: Pearson Education.
- Hair, J. F., Black, B., Babin, B., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate Data Analysis* (6th ed.): Prentice Hall.
- Hart, D., Atkins, R., & Ford, D. (1998). Urban America as a context for the development of moral identity in adolescence. *Journal of Social Issues, 54*, 513-530.
- Litzky, B. E., Eddleston, K. A., Kidder, D. L. (2006). The good, the bad, and the misguided: How managers inadvertently encourage deviant behaviors. *Academy of Management Perspectives, 20*(1), 91-103.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1*, 61-89.
- Meyer, J. P., Allen, N. J., & Smith, C. (1993). Commitment to organizations and occupations: Extensions and test of a three-component model. *Journal of Applied Psychology, 78*, 538-551.
- Ogilvie, J. R. (1986). The role of human resource management practices in predicting organizational commitment. *Group & Organization Studies, 11*(4): 335-359.
- Porter, L., Steers, R., Mowday, R., & Boulian, P. (1974). Organizational commitment, job satisfaction and turnover among psychiatric technicians. *Journal of Applied Psychology, 59*, 603-609.
- Reynolds, S. J., & Ceranic, T. L. (2007). The effects of moral judgment and moral identity on moral behavior: An empirical examination of the moral individual. *Journal of Applied Psychology, 92*, 1610-1624.
- Robinson, S. L., & Bennett, R. J. (1995). A typology of deviant workplace behaviors: A multidimensional scaling study. *Academy of Management Journal, 38*, 555-572.
- Sackett, P. R., & DeVore, C. J. (2001). *Counterproductive behaviors at work*. London: Sage.
- Schminke, M., Ambrose, M. L., & Miles, J. A. (2003). The impact of gender and setting on perceptions of others' ethics. *Sex Roles, 48*, 361-375
- 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*, 769-780.

Umphress, E. E. & Bingham, J. B. (2010). When employees do bad things for good reasons: Examining unethical pro-organizational behaviors. *Organization Science*, 1-20.

Vardi, Y. (2001). The effects of organizational and ethical climates on misconduct at work. *Journal of Business Ethics*, 29, 325-337.

Vardi, Y., & Weiner, Y. (1996). Misbehaviors in organizations: A motivational framework. *Organization Science*, 7, 151-165.

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

Warren, D. E. (2003). Constructive and destructive deviance in organizations. *Academy of Management Review*, 28, 622-632.

APPENDIX 1 SCALE ITEMS AND DATA REDUCTION RESULTS

	1	2	3
Moral Identity			
It would make me feel good to be a person who has these characteristics.	0.69		
Being someone who has these characteristics is an important part of who I am.	0.767		
I would be ashamed to be a person who has these characteristics.	0.616		
Having these characteristics is not really important to me.	0.723		
I strongly desire to have these characteristics.	0.74		
Unethical Pro-Org Behaviors			
Falsify documents to protect your organization		0.77	
Provide false or misleading information about your organization to protect it or enhance its standing		0.789	
Fail to cooperate in an investigation to protect your organization		0.837	
Fail to report unethical or illegal behaviors to protect your organization		0.78	
Overlook the interests of another party in favor of the interests of your organization		0.547	
Affective Commitment			
I really feel as if this organization's problems are my own.			0.644
I do not feel like "part of the family" at my organization.			0.798
I do not feel "emotionally attached" to this organization.			0.906
This organization has a great deal of personal meaning for me.			0.781
I do not feel a strong sense of belonging to my organization.			0.83

ABOUT THE AUTHORS

Curtis F. Matherne, III is an Assistant Professor of Management at the University of Louisiana at Lafayette. He received his Ph.D. from Mississippi State University. His research interests include identity dynamics in organizational settings, focusing primarily on family owned businesses.

Shanan R. Litchfield is a doctoral candidate at Mississippi State University. Her research has mostly focused on behavior in family firms. Her dissertation explores human resource practices and the impact on family business outcomes.