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Bachelor Thesis

Does Perceived Organizational Justice Influence Ethics Programs Effectiveness? – An Analysis of Perceived Organizational Justice Dimensions as Mediators Between Ethics Programs and Work Behaviors

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Abstract

The paper investigates the importance of different perceived organizational justice (POJ) constructs for the effectiveness of ethics programs. It proposes that the effect of compliance / integrity strategies on deviant workplace behavior (DWB) / organizational citizenship behavior (OCB) is mediated by distributional, procedural, interpersonal, informational and / or overall POJ. Those hypotheses were developed based on existing theoretical and empirical findings and tested by the causal-step and the bootstrapping interval method. A sample of German employees from different organizational settings (*N* = 319) was used. Results revealed strong support for the following: 1) The positive effect of compliance strategies on DWB is mediated by distributive, interpersonal and overall POJ, 2) the negative effect of integrity strategies on DWB is mediated by all five POJ constructs and 3) the positive effect of integrity strategies on OCB is mediated by procedural and interpersonal POJ. Further, implications and limitations are discussed.

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1. Introduction

The financial crisis as well as corporate ethical scandals like the Volkswagen-Diesel incident have raised questions on how unethical behavior emerges. Various stakeholders like policymakers, regulators or researchers developed great interest in how ethical behavior can be encouraged and unethical behavior reduced (Tanner et al., 2019). In general, it is widely accepted that misconduct such as stealing, fraud or harming others does not result from some "bad apples" but also from the organizational context ("bad barrels"; Askew et al., 2015; Kish-Gephart et al., 2010; Tanner et al., 2019; Treviño & Youngblood, 1990). To manage ethics successfully, it is necessary to shape the organizational context (including ethical cultures) by implementing an effective ethics program – an organizational control system that fosters rule adherence and consists of different instruments like codes of ethics or monitoring systems (Greenberg, 2002; Kaptein, 2011; Treviño et al., 1999; Treviño & Weaver, 1999, 2003). Towards this end, it is required to know which factors influence the effectiveness of and employees behavioral reaction to those programs.

Research in the field of organizational ethics found that various factors impact the effectiveness of ethics programs (Kaptein, 2009; Treviño et al., 1999). Key factors include individual difference, e.g., locus of control, and contextual factors, e.g., ethical climate (Kish-Gephart et al., 2010; Treviño & Weaver, 2001b). Another determinant of ethics programs effectiveness could be Perceived Organizational Justice (POJ). A few scholars have suggested that POJ could be a key factor in managing ethics. For instance, Treviño and Weaver (2001b) applied social cognition terms to connect fairness and ethics management. According to this theory, people store information in categories and use those categories to process new information. They suggested that information about ethics and justice are stored in one category. Thus, when an ethics program is implemented it might raise attention to justice related issues. This would also explain why many people call ethics hotlines when having concerns about hiring issues or layoffs (Treviño et al., 1999; Treviño & Weaver, 2001b). Furthermore, Treviño et al. (1999) found that fair treatment is critical for ethics-related outcomes and concluded that "if a company passes the "fair treatment test", employees are more likely to be open to ethics and legal compliance initiatives and to cooperate in making them successful" (p. 143). Also,

Treviño and Weaver (2001a) as well as Treviño et al. (2006) emphasize the importance of fairness for ethics related outcomes and suggest the inclusion of POJ in ethics research. However, concrete empirical evidence on how POJ influences the effectiveness of ethics programs was missing until recently. Schombach (2021) investigated if overall POJ acts as a mediator and / or moderator in the effect of ethics programs (compliance and integrity strategies) on two work behaviors: deviant workplace behavior (DWB) and organizational citizenship behavior (OCB). Her results indicate that overall POJ fully mediates the relationship of ethics programs on DWB, but not OCB. A moderating effect was not supported.

Based on these findings, this paper aims to examine the role of POJ for the effectiveness of ethics programs in more depth by including different POJ dimensions (procedural, distributional, interpersonal and informational justice) as mediating variables. Also, the mediating effect of an overall POJ construct that results from aggregating those dimensions will be analyzed. The effectiveness of an ethics program will be addressed by considering its effect on DWB and OCB as those programs primarily aim to prevent unethical and increase ethical behavior. Ethics programs will be considered as a two-dimensional factor that consists either of an integrity- or a compliance-based approach.

This paper contributes to the existing ethics and justice literature in several ways. First, the major contribution is to connect ethics programs and specific POJ dimensions. While there have been a few theoretical approaches to link ethics programs and general perceived fairness, there has neither been a theoretical nor an empirical approach that considered different justice dimensions in regard to ethics programs. This paper aims to close this research gap by developing theoretical links between ethics strategies and POJ dimension and by testing those empirically. Second, the present study seeks to explore if POJ dimensions affect ethics programs effectiveness differently. Empirical evidence will be provided on which specific POJ dimensions act as mediator between compliance / integrity strategies and different work behaviors. Third, in regard to justice research, there is in general a lack of knowledge about attendance of justice dimensions. It was noticed that especially in regard to aspects of organizational practices not enough data exists (Cohen-Charash & Spector, 2001). This paper aims to provide more clarity on what organizational practices – namely ethics programs – influence POJ dimensions.

In addition, the present study is an approach to replicate Schombach's (2021) findings. Similar empirical findings would strengthen her results which would suggest investigating justice in the context of ethics management more closely in the future. While Schombach

(2021) considered overall POJ as a separate, higher-order construct, the present study assesses fairness by examining POJ dimensions and overall POJ that results from aggregating the four dimensions. Both of these approaches to assess overall POJ have advantages and disadvantages as discussed by various scholars (Ambrose & Schminke, 2009; Colquitt & Rodell, 2015; Colquitt & Shaw, 2005; Lind, 2001). Investigating all justice approaches (dimensions, latent overall fairness model and earlier overall fairness as a separate construct) will help to clarify potential differences between those approaches and might provide valuable implications for measuring justice. Also, it is the first attempt to discover which justice approach and measure is most suitable in the field of applied ethics in organizations.

Considering POJ dimensions instead of overall POJ could provide valuable information for management. In general, treating POJ as a multidimensions construct has the main benefit that scholars can provide managers and other organizational members four distinct strategies for improving the existing justice perceptions in their organization (Colquitt, 2012). By identifying which concrete POJ dimension has an influence on ethics programs effectiveness, organizations can ensure that those programs are designed accordingly. For instance, if the effect of a compliance-based measure on DWB strongly depends on interpersonal justice, management should consider interpersonal aspects in particular when creating and implementing a compliance program. Also, different ethics programs – namely compliance- and integrity-based strategies – might depend on different POJ dimensions which would help management to address solely the specific dimensions that are most critical for their chosen ethics program orientation. In conclusion, examining POJ dimensions more closely in this regard, enables management to design ethics programs more targeted and as a result more effectively.

This paper is structured as follows. First, the theoretical model will be introduced. Building on that, each link of this model will be examined in more detail by defining the relevant concepts and connecting those based on pre-existing theoretical and empirical findings. Hypotheses will be derived. After that, methods and results of the empirical analysis will be presented. It concludes by discussing its main findings and pointing out limitations as well as future research suggestions.

2. Theoretical Background

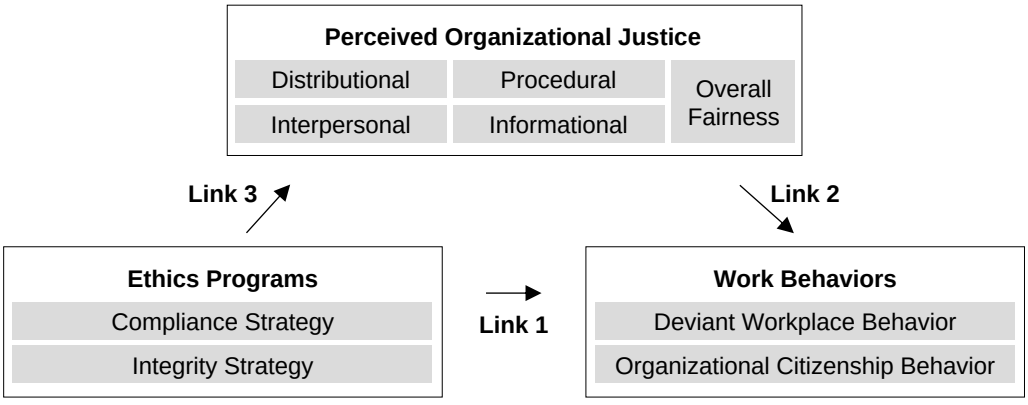
This paper proposes that the effectiveness of ethics programs depends on different POJ dimensions. More specifically, it suggests that POJ dimensions act as mediating factors

between ethics programs (compliance and integrity strategies) and work behaviors (DWB and OCB) as depicted in Figure 1. The theoretical model consists of three links that have been derived from existing theoretical and empirical evidence. First, the model includes a direct causal relationship between ethics strategies and work behaviors. While compliance strategies solely influence DWB, integrity strategies are successful in shaping DWB and OCB. As this link has already been examined by Schombach (2021) it will only be repeated briefly. The second link suggests that POJ dimensions affect DWB and OCB. All POJ constructs are proposed to influence DWB and OCB. Finally, a third link connects ethics programs and POJ. It is proposed that each ethics strategy has a unique effect on POJ dimensions. While it will be argued that compliance-strategies influence solely distributional and interpersonal justice, integrity-strategies are linked to all four dimensions and overall POJ. To the authors present knowledge, the third link has not been derived theoretically before. Thus, it is perhaps the most insightful part of this paper and will be analyzed in detail.

In the following sections, the theoretical model will be supported by describing each link separately. After deriving all three links, hypotheses will be formulated.

Figure 1

Theoretical Model: POJ Dimensions as Mediator Variables Between Ethics Programms (Independent Variables) and Work Behaviors (Dependent Variables)



2.1. Ethics Programs and Work Behaviors

To start with, the first link will be analyzed. As it has already been examined in detail by Schombach (2021) it will be repeated briefly. After a short definition of ethics programs, two work behaviors will be introduced – namely DWB and OCB. Finally, the connection between ethics programs and those work behaviors will be derived briefly.

2.1.1. Ethics Programs: Compliance and Integrity Strategy

Ethics programs or ethics strategies are systems implemented in organizations to influence the behavior of organizational members in accordance with ethical standards

and legal rules (Kaptein, 2009; Stimmler & Tanner, 2019; Treviño & Weaver, 1999; Weaver et al., 1999). It includes several measures like a code of ethics, an ethics office(r), ethics training, mechanisms for reporting and investigating misconduct or control measures (Kaptein, 2009, 2015; Paine, 1994). Ethics programs are often treated as a two-dimensional construct that can be either based on compliance or integrity (Paine, 1994; Stimmler & Tanner, 2019; Tanner et al., 2019). Compliance strategies are also called control-and-command programs which indicates its main features: To prevent misconduct and uphold legal standards external rules and control systems are implemented (Paine, 1994; Stimmler & Tanner, 2019; Tanner et al., 2019; Weaver & Treviño, 1999). It assumes that individuals are indifferent to morality, not trustworthy and incompetent (Paine, 1994; Tanner et al., 2019). Common means are rule clarity, monitoring or (threats of) punishment of unlawful behavior (Paine, 1994; Stimmler & Tanner, 2019; Tanner et al., 2019; Weaver & Treviño, 1999). An integrity strategy is referred to as values orientation as it primarily focuses on strengthening ethical values and commitment to organizational values (Paine, 1994; Weaver & Treviño, 1999). Contrary to a compliance strategy, people are perceived as social beings with values or ideals and thus as intrinsically motivated to follow rules, behave ethically and be trustworthy (Tanner et al., 2019). Common means are to create comfort to speak up or reward ethical behavior (Paine, 1994; Stimmler & Tanner, 2019; Tanner et al., 2019).

2.1.2. Work Behaviors: Deviant Workplace and Organizational Citizenship Behavior

The present paper focuses on two types of work behavior: DWB and OCB. DWB is defined as “voluntary behavior that violates significant organizational norms and in so doing threatens the well-being of an organization, its members, or both” (Robinson & Bennett, 1995, p. 556). Thus, core elements that differentiate DWB from related constructs (e.g., counterproductive work behavior and corruption) are that a) employees commit to this behavior voluntarily, b) it goes beyond a violation of explicit standards like rules or laws as it includes harming informal norms (e.g., interests of a group) and c) it does not necessarily include harm (Kaptein, 2008; Lewis, 1985; Robinson & Bennett, 1995). OCB is described as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (Organ, 1988b, p. 4). Key characteristics are that it a) is not included in employees organizational job description but a matter of choice by an individual (extra-role behavior) and b) serves to facilitate organizational functioning and enhances organizational welfare (Moorman, 1991; Organ, 1988a,

1988b). Thus, it is an extensive version of ethical behavior. OCB subsumes behaviors like aid to coworkers and attendance beyond the acceptable norm (Organ, 1990).

2.1.3. The Effect of Ethics Programs on Work Behaviors

Compliance and integrity strategies both seek to influence employees behavior. As they are based on different assumptions and means, their effect on work behaviors also varies. Various scholars suggested that an integrity strategy is the most effective single orientation as it is more likely to cause desired and long-lasting results (Paine, 1994; Tanner et al., 2019; Treviño et al., 1999; Tyler & Blader, 2005; Weaver & Treviño, 1999).

Compliance strategies focus on preventing unethical conduct rather than encouraging ethical behavior (Tanner et al., 2019). They are no guide for exemplary behavior and thus are unlikely to affect OCB as it requires an extra-role behavior by definition (Paine, 1994). Empirical evidence supports this (Treviño et al., 1999). The present paper assumes no link between compliance strategies and OCB. In regard to DWB, scholars provided arguments and empirical evidence supporting a negative as well as positive influence of compliance strategies (Kaptein, 2014; Paine, 1994; Tanner et al., 2019; Treviño et al., 1999; Tyler & Blader, 2005; Weaver & Treviño, 1999). On the one hand, compliance strategies could “communicate a sense to employees that the organization is their adversary (and vice versa)” (Tyler & Blader, 2005, p. 1144), symbol distrust (Weaver & Treviño, 1999) and be perceived as “liability insurance for senior management” (Paine, 1994, p. 8). On the other hand, justified penalties are perceived fair and appropriate (Paine, 1994) and measures like disciplining misconduct “may signal that the organization upholds standards and as such may be valued by employees” (Weaver & Treviño, 1999, p. 323). In general, it has been suggested that the impact of compliance programs on DWB depends on the design of those measures and the social context including factors like the quality of the employee-leader relationship or the perceived fairness (Niehoff & Moorman, 1993; Podsakoff et al., 2006; Stanton 2000; Treviño, 1992; Weaver & Treviño, 1999).

Contrary to a compliance strategy, it is widely accepted that integrity strategies shape employees behavior in a positive way (Paine, 1994; Tanner et al., 2019; Treviño et al., 1999; Tyler & Blader, 2005; Weaver & Treviño, 1999). Focusing on shared values helps employees to develop norms for desired behavior and to increase their ethical role identity which affects cognitive, behavioral and attitudinal factors positively (Weaver & Treviño, 1999). This approach can be perceived as supporting organizational members which according to social exchange theory (Blau, 1964) influences employees’ social

relationship with the organization and makes them feel obligated to support the organization, for example by behaving according to existing rules. The main objective of integrity strategies is to promote responsible conduct (Paine, 1994). In short, creating shared values, a sense of shared accountability and an organizational environment that endorses ethical aspirations motivates employees to increase OCB (Paine, 1994; Treviño et al., 1999). Empirical results have supported this (Treviño et al., 1999). Considering DWB, integrity strategies have a strong negative impact – even stronger than compliance strategies. DWB would violate this salient ethical role which would a) cause serious cognitive dissonance and b) violate the social exchange relationship between the employee and the organization (Weaver & Treviño, 1999).

2.2. Perceived Organizational Justice and Work Behaviors

In this chapter, the second link will be described. In the beginning, POJ including each dimension and overall POJ will be defined. Then, each POJ dimension will be connected with both DWB and OCB separately.

2.2.1. Perceived Organizational Justice

The term organizational justice was firstly used by Greenberg (1987a, b). He defined organizational justice as people's perception of fairness in organizations. Thus, this concept describes how just an organization is perceived rather than how just it actually is (Dar, 2020). More specifically, Moorman (1991) described organizational justice as a concept that "is concerned with the ways in which employees determine if they have been treated fairly in their jobs and the ways in which those determinations influence other work-related variables" (p. 1). Over the years, POJ received great attention in the field of social science and evolved into a multidimensional concept. Today it is often considered as a four-factor model which includes distributive, procedural, interpersonal and informational justice (Ambrose & Schminke, 2009; Colquitt, 2001; Colquitt et al., 2001). Also, an aggregated fairness approach considering overall fairness became a research object (Ambrose & Schminke, 2009). In the following, POJ and its dimensions will be described in more detail by looking at its historical development.

2.2.1.1. Distributive Perceived Organizational Justice

Initially, researchers solely focused on distributive justice which is concerned with the fairness of allocations and outcomes distributed in the workplace (Adams, 1965; Deutsch, 1975; Homans, 1961; Leventhal, 1976). Distributive Justice was mainly based on Homans' (1961) social exchanges theory and Adams' (1965) equity theory. Homans (1961) described that individuals perceive fairness in a social exchange process when

profits equal investments. An unequal distribution leads employees to perceive injustice: profits exceeding investments cause outrage and investments exceeding profits result in guilt. Similarly, Adams (1965) used the ratio of input and output of employees to explain perceived distributive (un)fairness. According to this theory organizational members aim to maintain equity. To decide upon equity in an organization, the ratio of outcome (e.g., pay or recognition) and input (e.g., education or effort) of each individual is compared with the ratio of another. If one's ratio of contribution to the organization and return from the organization falls below the ratio of the other, anger arises. And if one's ratio exceeds that of the other, one will feel guilty. In addition to equity as an allocation norm in organizations, further norms have been suggested like equality and need (Deutsch, 1975; Leventhal, 1976, 1980). According to equality and need norms the distribution is perceived as fair when it causes harmony and welfare. The combination of these allocation norms was defined as multiple allocation norms (Dar, 2020). As equity is usually treated as the most appropriate allocation norm (Colquitt, 2012), the present study including its items measuring distributive justice will focus on this rule. In accordance with Colquitt (2001) study, Leventhal's (1976) definition of the equity norm will be applied to maximize generalizability. Thus, distributive POJ exists when rewards and resources are distributed according to the recipients' contribution (Leventhal, 1976).

2.2.1.2. Procedural Perceived Organizational Justice

Following distributive justice, Thibaut and Walker (1975) who studied legal procedures proposed a second POJ dimension: procedural justice. It is concerned with the fairness of the decision-making process. According to the group-value and relational models people are sensitive to the fairness of procedures because it signals information about their status in a group (Lind & Tyler, 1988; Tyler & Lind, 1992). Thibaut and Walker (1975) established two criteria for procedural justice:

1. Process Control: It is achieved when people can voice their opinion to influence the procedure deciding the outcome.
2. Decision Control: It describes the ability to influence the outcome of the decision-making procedure.

Even though Thibaut and Walker's (1975) work was groundbreaking, their studies were limited to the legal context. Leventhal (1980) and Leventhal et al. (1980) expended the concept of procedural justice and applied it to the organizational context. Following the Leventhal's (1980) argument that "an individual uses justice rules to evaluate the fairness of allocative procedures" (p. 24), six criteria of procedural POJ were introduced:

3. Consistency Rule: Allocative procedures should be consistent across people and over time. The former states to apply similar procedures to all potential recipients

of rewards and do not give some individuals advantages, which is similar to the concept of equality of opportunity. The latter dictates stable procedures, at least over a short period of time.

4. Bias-suppression Rule: Allocative procedures should not be influenced by personal self-interest and blind allegiance to narrow preconceptions.
5. Accuracy Rule: Allocative procedures have to be based on the most valid information and informed opinion as possible. Information and opinion should be collected and processed with a minimum error.
6. Correctability Rule: It should be possible to modify and reverse decisions made during the allocative procedure as “even the most well-intentioned and competent decision maker commit errors or oversights” (Leventhal, 1976, p. 29).
7. Representative Rule: Allocative processes have to reflect the basic concerns, values and outlooks of all individuals and subgroups involved.
8. Ethicality Rule: Allocative procedures have to be consistent with the fundamental moral and ethical values of the individual involved in the process.

There have been further approaches and rules to describe procedural justice (e.g., Lind & Tyler, 1988; Tyler, 1989). However, Colquitt (2001) compared those criteria and concluded that they are subsumed under procedural and interactional POJ. Also, it was argued that Leventhal’s (1980) representation rule consists of process and decision control (Colquitt, 2001; Lind & Tyler, 1988). Therefore, in the present paper procedural justice is treated as a seven-rules concept analog to Colquitt (2001): process control, decision control, consistency, bias-suppression, accuracy, correctability and ethicality.

2.2.1.3. Interpersonal and Informational Perceived Organizational Justice

Bies and Moag (1986) introduced interactional justice which focuses on the treatment people receive by organizational authorities or other third parties during decision-making processes. By observing fairness during the recruitment process, they identified four interactional POJ criteria:

1. Justification: Authority figures should provide a provision of an appropriate classifications of the outcomes resulting from the allocation procedure.
2. Truthfulness: Authority figures should communicate openly, sincerely and candidly during the decision-making process while not engaging in deception.
3. Respect: The treatment of organizational members by authorities should be sincere, dignified and not rude.
4. Propriety: Authority figures should avoid improper remarks or questions and prejudicial statements.

While interactional justice seems similar to procedural justice as it also focuses on the fairness of an allocation procedure, it has been argued that both concepts differ (Bies, 2005; Colquitt, 2001; Dar, 2020). Interpersonal treatment is considered as a major unique determinant of POJ: “In simple terms, one can argue that consistency, bias suppression, and accuracy of a formal procedure that provide voice in reality are adhered to by a supervisor who is very rude in his/her treatment of individuals” (Dar, 2020, p. 31).

Greenberg (1993) divides interactional justice into two separate dimensions: interpersonal and informational POJ. While the former includes Bies’ and Moag’s (1986) respect and propriety rules, the latter consists of their justification and truthfulness rules. Interpersonal justice describes the degree to which organizational members are treated with respect, propriety and dignity by organizational authorities involved in the allocation procedure or deciding the outcome (Colquitt et al., 2001). Informational justice “focuses on the explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion” (Colquitt et al., 2001, p. 427). Going forward, interpersonal and informational justice will be treated as separate constructs in alignment with Colquitt’s (2001) approach.

2.2.1.4. Overall Perceived Organizational Justice

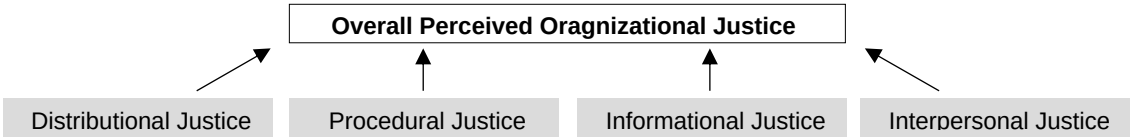
In the beginning of the 21st century an integrative wave in the field of POJ started. This wave “is one that keeps various related models and theories together in an appropriate manner to examine the effect of multiple justice dimensions” (Dar, 2020, p. 31). The concept of overall fairness is based on the argument that individuals in an organization experience justice in a more holistic and aggregated way (Ambrose et al., 2015; Ambrose & Schminke, 2009; Greenberg, 2001).

Two approaches of an overall fairness construct have been discussed. First, overall POJ could be a separate construct. In this case, the separate justice dimensions would “serve as antecedents of overall fairness, with overall fairness then serving as an antecedent of attitudinal and behavioral outcomes” (Colquitt, 2012, p. 7). This approach has two main benefits: It explains a “that’s not fair!” response and solves the problem of multicollinearity (Colquitt, 2012). Second, it could be treated as a latent second-order model, “in which the construct is viewed as a higher order, unobservable abstraction underlying the specific dimensions” (Colquitt, 2012, p. 6). POJ dimensions serve as realizations of the aggregated justice model and are highly correlated “as the latent construct is defined solely by the common variance shared by the dimensions” (Colquitt, 2012, p. 6). Various scholar have supported this aggregated second-order construct

(Ambrose & Schminke, 2009; Xue et al., 2011). As the first model of overall POJ was investigated by Schombach (2021), the present study will focus on the model illustrated in Figure 2: A latent second-order construct that consists of the four first-order constructs procedural, distributive, informational and interpersonal justice.

Figure 2

Overall POJ as Second-Order Construct of Four First-Order Constructs



2.2.2. The Effect of Perceived Organizational Justice on Work Behaviors

Scholars have shown that POJ affects various attitudinal and behavioral outcomes like job or pay satisfaction, commitment and task performance (Ambrose & Schminke, 2009; Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Konovsky et al., 1987). This paper will examine its relationship to two specific behavioral outcomes more closely: DWB and OCB. In the following this link connecting POJ dimensions as well as overall fairness with DWB / OCB will be derived based on empirical findings as well as existing theories.

2.2.2.1. The Effect on Deviant Workplace Behavior

Empirical evidence was provided that linked perceived injustice with unethical behavior including employee theft, retaliation or counterproductive work behavior (Aquino et al., 1999; Bennett & Robinson, 2000; Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Greenberg, 1987b, 1990b; Skarlicki & Folger, 1997; Treviño et al., 1999). It is supported that all four POJ dimensions have unique effects on negative reactions (Ambrose & Schminke, 2009; Colquitt et al., 2001). For instance, Ambrose and Schminke (2009) found that organizational deviance has approximately equal correlations with interactional, distributional and procedural justice. Similarly, Skarlicki and Folger (1997) provided empirical evidence that organizational retaliation behavior related to all POJ dimensions. In the following, each POJ dimension will be related to DWB separately.

The strongest effect of all POJ dimensions was reported for interactional POJ, indicating that the perceived treatment by authority is particularly important for employees when deciding to behave unethically. For instance, DeMore and colleagues (1988) showed that vandalism – which can be seen as a form of DWB – was caused by the feeling of unfair treatment by authorities.

Various scholars have argued that interpersonal justice plays a special role for shaping employees' behaviors in an organization (Aquino et al., 19999; Bies, 2005; Judge et al., 2006; Moorman, 1991; Robinson & Greenberg, 1998; Skarlicki & Folger, 1997). An explanation could be that interpersonal encounters are very frequent in organizations which makes it more relevant for employees compared to other fairness aspects (Moorman, 1991). Liu and Ding (2012) apply several theoretical frameworks to link interpersonal justice to DWB. Social exchange theory (Blau, 1964) and the norm of reciprocity (Gouldner, 1960) suggests that members of an organization reciprocate the treatment they receive. One way of doing this is by behaving according to rules or reducing deviant behavior. Similarly, social learning theory (Bandura, 1977) suggests that people pattern their behaviors according to the behavior existing in the surrounding environment. Thus, individuals who recognize unfair interpersonal treatment will be more likely to engage in harmful behavior (Liu & Ding, 2012; Mitchell & Ambrose, 2007).
Also, informational justice could be a critical factor in determining DWB. Fairness theory introduced by Folger and Cropanzano (2001) emphasizes the importance of how decisions are made in order to allocate outcomes. Employees who perceive injustice will react very negatively to the unfair outcome that resulted from "the discretionary action of another person and if there is any violation of standard behaviors during the enactment of negotiated exchanges" (Lim & Loosemore, 2017, p. 98). Similarly, Lim and Loosemore (2017) suggested that construction project participants would react to issues like lack of clarity in scopes / responsibilities and lack of information / communications by engaging in anti-citizenship behaviors. As transmitting information and engaging in communication is usually part of every job, their arguments probably apply to any organizational context. Thus, informational injustice might lead employees to behave in a deviant way.

As stated in previous chapters, distributive justice is closely related to equity theory (Adams, 1965). According to this theory employees pursue an equal distribution of inputs and outputs. When they "perceive distributive injustice, they might hurt the organization to make the outcome/input ratio less negative from their perspective" (Cohen-Charash & Spector, 2001, p. 287). Thus, DWB can be seen as a method for employees to rebalance unfair distribution processes. Empirical evidence was provided by Greenberg and Scott (1996) who found that employee theft was a result of payment inequity.

From a procedural justice perspective, perceived injustice will lead to negative feelings towards the organization which will cause employees to increase DWB. It has been argued that if "employees perceive their organization to be unfair because it uses unfair procedures for resource allocations, employees will develop negative attitudes toward

the organization (e.g., lower trust and commitment and greater anger)" (Cohen-Charash & Spector, 2001, p. 288). As a result, employees do not have incentives to work in favor of the organization. Also, Skarlicki and Folger (1997) recognized that "anger and resentment associated with perceptions of unfair procedures may energize individuals to engage in retaliation" (p. 435).

In conclusion, this paper proposes that a lower level of distributive, procedural, interpersonal as well as informational justice will be positively associated with DWB. Interpersonal justice is supposed to have the largest impact. Considering overall fairness, it should also have a negative connection with DWB as it results from adding the effects of all POJ dimensions.

2.2.2.2. The Effect on Organizational Citizenship Behavior

Various studies have supported a direct positive link between POJ and OCB (Ambrose & Schminke, 2009; Ball et al., 1994; Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Lim & Loosemore, 2017; Moorman, 1991; Skarlicki & Latham, 1996; Tansky, 1993). As mentioned in the previous chapter, employees respond to perceive injustice by behaving accordingly. Withdrawing or increasing extra-role behavior is more likely to be the first choice of reaction as "a change in OCB … would very likely be safer than trying to change behavior in line with formal role requirements and, if not safer, at least would be directly under personal control" (Moorman, 1991, p. 846). Thus, the link between POJ and OCB seems to be of great importance. In the following, a link for each POJ dimension on OCB will be derived separately.

Research has demonstrated a strong linkage between procedural justice and OCB (Ball et al., 1994; Cohen-Charash & Spector, 2001; Moorman, 1991; Niehoff & Moorman, 1993). For instance, Skarlicki and Latham (1996) showed that training supervisors on procedural justice enhanced OCB. Moorman (1991) explained the importance of procedural justice by referring to Lind and Tyler (1988) who noticed that this justice dimension is more related to general evaluations like the evaluation of organizational systems or authorities, contrary to distributional justice that evaluates a specific outcome like pay satisfaction: "One would need to believe that the decision to behave as an organizational citizen was more a result of a general positive evaluation of the organizational system, institution, and authorities evoked by procedural justice than an evaluation of the fairness of specific outcomes" (Moorman, 1991, p. 583). Furthermore, this link can be explained by following a similar reasoning as that leading to DWB. As procedural justice increases satisfaction and positive feelings it makes "individuals more

willing to subordinate their own short-term individual interests to the interests of a group or organization" (Lind & Tyler, 1988, p. 191). Thus, when employees perceive procedures as fair they will contribute more than their role description requires in order to support their colleagues or group (Moorman et al., 1993; Organ & Moorman, 1993).

Even though distributive justice is proposed to be less influential in regard to employees OCB, it could still have an impact. Applying equity theory (Adams, 1965), Organ (1988b) proposed that OCB would be an input of employees. When employees perceive inequity, they could balance the input/output ratio by engaging in OCB. As this behavior is discretionary and not included in formal role demands, changing one's level of OCB as a response to (un)fair distributions seems like the first choice.

In addition, interactional justice is one of the major justice-related predictors of OCB (Lim & Loosemore, 2017; Moorman, 1991). Moorman (1991) noticed that employees' impressions of their "interactions with their supervisors communicated more information to them regarding trust and equity than did the presence or absence of fair procedures … [as] the actions of the supervisor are probably the most effective and compelling communicator of an employee's value (e.g., actions speak louder than words)" (p. 852). Further, as OCBs are most often related to the people one engages with the most and as employees most probably interact with their supervisors very frequently, the quality of treatment by those supervisors will be deciding for employees extra-role behavior (Cohen-Charash & Spector, 2001). Furthermore, employees are less powerful than their supervisor. Thus, they will probably react to unjust treatments by engaging in indirect behaviors which are not captured in formal job demands (Skarlicki & Folger, 1997). Again, it is safer to reduce OCB than to engage in sabotage or theft.

In regard to interpersonal justice, the differentiation of social and economic exchange (Organ, 1988b, 1990) suggests that recognizing the organization as a social exchange leads employees to think they owe something to the organization and thus engage in OCBs. Treatment with politeness, respect, and dignity which refers by definition to interpersonal justice has been identified as a key factor for employees to define the exchange as social rather than economic (Lim & Loosemore, 2017). Lim and Loosemore (2017) who investigated the importance of all justice dimensions for OCB in construction projects found that solely interpersonal justice had a significant effect.

Considering the influence of informational justice on OCB, previous arguments related to fairness theory can be used. Missing clarity and information due to lack of communication could lead to negative reactions of employees including reducing OCB.

In summary, it is proposed that a higher level of distributive, procedural, interpersonal and informational POJ will increase OCB while procedural and interpersonal POJ have the largest unique effect. Thus, overall POJ should be positively related with OCB.

2.3. The Effect of Ethics Programs on Perceived Organizational Justice

The last link for the proposed mediation model requires an effect of compliance and integrity strategies on POJ. As this link did not receive much attention until now, it will be derived in detail by connecting assumptions, measures and implications of each strategy to the different POJ dimensions. In general, this paper argues that due to the differences of compliance and integrity strategies, they will also have a different influence on POJ dimensions. As it was described earlier integrity strategies were found to be the more effective single orientation. Thus, it is proposed that this strategy is also more successful in influencing employees' justice perception positively. This chapter begins by connecting compliance strategies with each POJ dimension. After that, the effect of integrity strategies will be analyzed.

2.3.1. The Effect of Compliance Strategies on Perceived Organizational Justice

In general, compliance strategies are controversial as they could influence outcomes positively as well as negatively – which also applies to its effect on justice dimensions.

2.3.1.1. The Effect on Distributional Perceived Organizational Justice

Three features of a compliance-based program are proposed to influence the extent to which employees perceive the distribution of outcomes as fair.

First, a key assumption of a compliance-based orientation is that employees aim to balance their input and output when deciding how to behave. Based on this, compliance-based measures are designed and implemented in a way that employees perceive that their inputs equal their outputs. For instance, behaving unethically (input) would be sanctioned (output). By definition distributive justice is perceived when rewards and resources are distributed according to employees contribution (Leventhal, 1976). As rewards and resources are a form of output and employees contribution can be seen as an input, compliance strategies contribute to achieve equity and thus increase distributive justice perceptions.

Second, a common compliance-based measure is monitoring. Niehoff and Moorman (1993) provided a compelling argument for a positive effect of monitoring mechanisms on distributive justice:

> If a leader is taking steps to gather information concerning a subordinate's performance, the subordinate should be more likely to perceive the subsequent reward distribution as fair and thus that distributive justice has prevailed. Conversely, if the subordinate perceives that the manager has little knowledge about his or her work, the subordinate will likely feel less confident about the fairness of the reward allocation. (p. 531)

Also, their empirical results indicate a positive significant relationship between observation as monitoring mechanism and distributive justice.

Third, a common compliance measure is punishment and ensuring that wrongdoers take responsibility for their action. Following retributive justice theory those measures restore equity as “observers of wrongdoing expect to see the wrongdoer punished, and will view such punishment as just, because the punishment served to balance the prior wrong” (Treviño & Weaver, 2001a, p. 655). Employees desire retribution because they aim to maintain a social cohesion which is formed by a system of shared norms and beliefs (Treviño, 1992; Treviño & Weaver, 2001a). Violating those norms threatens the social system. To restore social group maintenance observers, want to see violators punished and evaluate punishment as fair. To the contrary, not disciplining misconduct leaves the social order unbalanced and may be seen as degrading to anyone who was negatively affected by the wrongdoing and thus is viewed as unjust. Applying this argument to the definition of distributive POJ, punishment could be a fair outcome or measure distributed according to the recipients violating contribution to the organization. Thus, punishment could have a positive impact on equity and thus distributive justice evaluations.

In conclusion, compliance strategies could have a positive effect on distributive justice due to its approach to balance employees inputs/outputs and its measures of monitoring as well as punishment. Thereby, theoretical arguments have been presented connecting compliance strategies and DWB, distributive POJ and DWB as well as compliance strategies and distributive POJ. The following is hypothesized:

Hypothesis 1: The effect of compliance strategies on DWB is mediated by distributive POJ.

2.3.1.2. The Effect on Procedural Perceived Organizational Justice

The connection between compliance strategies and procedural POJ will be analyzed. While compliance-based measures like monitoring and follow-through seem to have a positive impact on procedural POJ, other aspects of monitoring as well as compliance strategies inconsistency with other cultural factors could reduce this justice dimension.

To start with, monitoring is likely to increase procedural justice. Niehoff and Moorman (1993) found empirical evidence that if employees perceive that their manager observes them, formal decision procedures are perceived as more just. Also, they connected monitoring procedures with three of Leventhal's (1980) rules of procedural justice theoretically. First, the accuracy rule could be positively influenced. Organizations gather information about employees' performance by monitoring mechanisms. As a result, it is more likely that employees perceive organization and leaders as making decisions based on facts and accurate information. Second, it could affect the bias suppression rule in a positive way as monitoring can provide a broad base of information whereby organizations and leaders make unbiased decisions. Third, by having more information, it is possible to decide consistently across people and over time which would fulfill the consistency rule. To the contrary, monitoring might reduce procedural POJ as it could be seen as a violation of privacy and as unethical (ethicality rule).

Closely related to punishment and ensuring that wrongdoers take responsibility for their action, is the concept of follow-through which is defined as "the extent to which a company takes action to deal with ethical issues employees raise, and with violations of the company's formal ethics policies" (Treviño & Weaver, 2001a, p. 651). Failure to follow-through could be viewed as a violation against the consistency and bias suppression rule: "Where follow-through on ethics standards is absent or inconsistent, employees may suspect that the organization does not apply its espoused policies in an even-handed, unbiased, predictable fashion" (Treviño & Weaver, 2001a, p. 655). To the contrary, taking action against violators is perceived as procedural just.

Last but not least, a compliance strategy risks being inconsistent with other aspects of the organizational culture (Treviño & Weaver, 2001b). For instance, expectations might be introduced that oppose other behavioral expectations like economic goals. As a result, the program may be seen as unrealistic and as a method to transfer responsibility from leaders to employees. Thus, it is a way to protect top management from blame rather than to support employees. Several procedural rules could be affected negatively. First, if expectations are inconsistent in an organization, they are most likely applied differently across people and time depending on how they are interpreted, for example by the direct supervisor (consistency rule). Second, the inconsistency might raise concerns about the fundamental moral and ethical values involved in the process (ethicality rule). For instance, protecting management from blame might be seen as a violation of values.

Third, as a result of inconsistent expectations employees might not know how they should behave to achieve their desired outcome (decision control).

In conclusion, monitoring and follow-through are proposed to influence three procedural justice rules in a positive way (accuracy, bias suppression and consistency). To the contrary, monitoring and inconsistency of compliance programs with other aspects of the organizational culture might violate three procedural justice rules (consistency, ethicality, representative). Thus, it is proposed that the effects cancel each other out and overall compliance strategies have no influence on procedural justice.

2.3.1.3. The Effect on Interpersonal Perceived Organizational Justice

In regard to interpersonal justice, different features of a compliance strategy could be influential. Most importantly, compliance strategies are based on the assumption that employees are ethically incompetent and do not have any ethical aspiration (Treviño & Weaver, 2001b). Therefore, suspicion-based measures like monitoring and control are implemented. Both, assumption and measures, could be viewed as disrespectful which increases interpersonal justice concerns. Also, they reflect distrust in employees (Treviño & Weaver, 2001b; Weaver & Treviño 1999). According to Lind and Tyler (1988) trust is a relational factor of perceived fairness that is especially important as it includes beliefs about the intentions and implications for future behaviors of authorities. Thus, distrust would raise interpersonal fairness concerns. Tyler (1989) found empirical support for this argument.

Also, Tyler and Blader (2005) refer to social costs of control-and-command systems: “Furthermore, interpersonal dynamics may often be affected, as employees that maintain surveillance systems are pitted against those being scrutinized, creating a culture of distrust among employees” (p. 1144). Authorities might be held accountable for such an organizational environment which could increase interpersonal justice concerns.

In addition, compliance programs impose behavioral expectations and cause burdens for employees (Treviño & Weaver, 2001b). At the same time, there is no assurance that employees who behave accordingly will receive something in return. This might seem like an unfair imposition on employees. Authorities behaviors and expectations might also follow this approach which could affect interpersonal POJ negatively.

On the contrary, discipline and follow-through could increase interpersonal justice perceptions. Failure to apply appropriate disciplining and sanctioning could be viewed

as disrespectful of people who behave in accordance with rules: “The organization, in this case, does not discriminate between ethical and unethical behavior, and consequently employees who behave in a consistently ethical fashion do not find their good behavior receiving the support it deserves” (Treviño & Weaver, 2001a, p. 655). As authority figures – especially direct supervisors – usually introduce disciplining and sanctioning measures, employees most probably evaluate interpersonal aspects in regard to justice. When authority figures discipline misconduct in an appropriate way subordinates recognize those authorities as respectful and valuing fairness. Therefore, these compliance measures could increase employees’ interpersonal justice perception.

All in all, it is proposed that the negative effect of compliance strategies on interpersonal justice outweighs the positive. In accordance with the previous presented connection of compliance strategies and interpersonal justice with DWB, the following is proposed:

Hypothesis 2: The effect of compliance strategies on DWB is mediated by interpersonal POJ.

2.3.1.4. The Effect on Informational Perceived Organizational Justice

In the following, compliance strategies and informational POJ will be connected by considering two aspects: rule clarity and inconsistency with other organizational factors. Rule clarity is a common measure of a compliance-based program. It is defined as “the extent to which rules and expectations, as they are often portrayed in codes of ethics or conduct, are sufficiently clear and concrete to employees” (Tanner et al., 2019, p. 4). Clear policies and transparency should support employees to understand rules of organizational allocation procedures. It can be argued that rule clarity involves justifications and truthfulness of authority figures as they are the main transmitter of rules for employees. Thus, this feature could increase informational justice.

However, as mentioned earlier compliance strategies are likely to be inconsistent with other aspects of an organizational culture (Treviño & Weaver, 2001b). This could cause confusion in regard to behavioral expectations where authority figures are held responsible. Authority figures might not be able to provide convincing justifications which would affect the justification rule negatively. Also, the requirement of truthfulness that authority figures should communicate open during the decision-making process might be violated. In turn, informational POJ could reduce.

While rule clarity seems to increase informational justice perceptions, the inconsistency of compliance-based strategy with other aspects of an organizational culture might raise informational justice concerns. Thus, the present paper proposes that compliance strategies do not affect informational justice perceptions.

2.3.1.5. The Effect on Overall Perceived Organizational Justice

Finally, compliance strategies can be related to overall POJ. Overall Justice is treated as a second-order construct and thus results by definition from the underlying justice dimensions. Thus, aggregating the unique effects of compliance strategies on each justice dimension should predict the effect compliance strategies have on overall justice. While arguments have been provided that support a positive relationship between compliance strategies and distributive POJ, its relationship to interpersonal justice is proposed to be negative. Also, it was argued that there is no link between compliance strategies and procedural nor informational justice. As one link has been predicted to be positive, one negative and two without any effect, compliance strategies are hypothesized to not have an effect on overall POJ.

2.3.2. The Effect of Integrity Strategies on Perceived Organizational Justice

Contrary to a compliance strategy, an integrity strategy does not risk negative outcomes. In general, it is proposed to be less controversial and more efficient in shaping justice perceptions. In the following, arguments will be provided supporting this statement.

2.3.2.1. The Effect on Distributional Perceived Organizational Justice

To start with, a positive connection between integrity strategies and distributional justice will be derived. Therefore, two concepts of an integrity-based approach need to be examined more closely: comfort to speak up (or voice opportunity) and empowerment. Before connecting those concepts to distributional POJ, they will be defined briefly. First, comfort to speak up is a common integrity-based measure. It aims to support employees to voice their opinions and participate in organizational decisions. Second, it can be argued that empowerment is closely related to integrity strategies by examining its features: Among others empowerment includes meaningfulness, self-determination and impact (Zhang, 2006). Meaningfulness results from values of a work goal or purpose compared to the employees own ideals and standards. As integrity strategies aim to strengthen shared values, this dimension of empowerment can be seen as part of an integrity strategy. Self-determination refers to a person’s sense of choice or autonomy in deciding one’s actions. Thus, self-determination can be linked to the self-regulative

approach of an integrity strategy. Last but not least, impact is defined as the degree to which a person can influence organizational factors which is similar to the integrity-related concept of voice opportunity.

To explain the effect of comfort to speak up and empowerment on distributional justice, the control model of organizational justice can be applied (Thibaut & Walker, 1975; Zhang, 2006). According to this model people that have the opportunity to voice their opinion or to make decisions, feel in control of the decision-making outcomes or processes and as a result perceive fairness. Participating in the allocation process also foresters assurance that employees will receive the outcomes they deserve. Zhang (2006) concludes that “empowered employees are likely to have a feeling of control over decision-making outcomes, which can enhance their sense of distributive justice” (p. 31). Also, Zhang (2006) empirical results supported a significant positive relationship between empowerment and distributional justice.

Therefore, an integrity strategy could increase distributional justice due to its support for voice as well as empowerment. Previously integrity strategies as well as distributive justice were connected to DWB and OCB. This leads to the following hypothesizes:

Hypothesis 3: The effect of integrity strategies on DWB is mediated by distributional POJ.
Hypothesis 4: The effect of integrity strategies on OCB is mediated by distributional POJ.

2.3.2.2. The Effect on Procedural Perceived Organizational Justice

Various aspects of an integrity-based program could influence how just procedures seem to employees: a) comfort to speak up and empowerment, b) the assumption that individuals are ethically motivated and measures strengthening shared values as well as c) measures supporting employees ethical aspirations.

First of all, comfort to speak up and empowerment can be connected to procedural justice as well. Those factors are likely to affect different rules of procedural POJ. Most importantly, the concept of process control might be influenced. Process control is by definition achieved when people can voice their opinion and influence organizational procedures. Thus, integrity programs that successfully create comfort to speak up will increase process control. Considering the concept of empowerment, one of its main assumptions is that individuals can have a voice and be responsible in shaping organizational activities which is also closely related to process control (Zhang, 2006). Numerous studies have supported a positive link between the opportunity to present one’s views and procedural justice (e.g., Folger, 1977; Kernan & Hanges, 2002; Lind et

al., 1990; Tyler et al., 1985). For instance, Lind et al. (1990) found that merely giving individuals voice opportunity causes them to perceive procedural fairness even when the person has no control over the ultimate decision. They call this phenomenon “voice effect”. According to this effect, people that were given an opportunity to express their views believe that they have control over their outcomes and that they might persuade the decision makers. These expectations increase procedural fairness evaluations. Similarly, Greenberg (1990b) argued that process control “could enhance procedural justice because it satisfies a desire to have one’s view considered, even if being heard fails to influence the decision maker” (p. 408). Several theories were applied to explain the link positive between voice opportunity and procedural POJ. For instance, the control model of organizational justice can be applied once more. By having the opportunity to express one’s views people feel in control over procedures and consequently perceive procedural justice. Also, it aligns with the self-interest model which suggests that individuals seek control over processes in order to influence their own outcomes (Greenberg, 1990b).

Besides process control, further rules of procedural justice might be influenced by supporting employees voice behavior and empowerment. It was stated that “employees who are allowed input will have a better opportunity to ensure that fair procedures are followed (e.g., standards applied consistently, accurate information is used)” (Kernan & Hanges, 2002, p. 918) which indicates that the procedural POJ rules of consistency, bias suppression and accuracy might be affected. Considering the consistency rule, by allowing and supporting employees to voice their opinion, they can ensure consistency across people and time. If inconsistency exists they can object and initiate change. In regard to the bias suppression rule, it can be noticed that if everyone expresses their preferences during the process, it is more unlikely that allocation procedures are influenced and guided by a single opinion and one person’s self-interest. Finally, the accuracy rule might be impacted as employees will more likely speak up which will contribute to more valid information. The procedures can be based on more accurate information and employees’ opinion.

Second, the assumption of integrity-strategies that individuals are ethically motivated as well as measures that foster shared values can be linked to procedural justice. A successful integrity program would strengthen shared values which would increase people’s sense of belonging and make them feel more valued by their group. Following the group-value model which states that procedures are evaluated in regard to its implications for group values and to their implications of how one is viewed by the group

applying the procedures, this will increase employees procedural justice perception (Lind & Tyler, 1988; Tyler & Lind, 1992; Zhang, 2006).

Third, another integrity measure is to strengthen employees ethical aspirations which could impact the ethical rule of procedural justice positively. On the one hand, organizations that support ethicality signal to value ethics and thus are expected to design processes accordingly. Therefore, employees might perceive procedures in an organization that support their ethical aspirations as more moral and ethical. On the other hand, if employees are supported to behave ethically and they are able to voice their opinion during the decision-making procedure, they will most likely raise concerns if they notice something unethical. Merely the perception that people take responsibility for ethical procedures, might increase procedural justice. Furthermore, process as well as decision control might be influenced. Weaver and Treviño (1999) argue “when ethical awareness is part of employees’ role identity, we should find a greater range of potential issues and problems being attended to in decision-making processes; decision processes should take into account a greater array of stakeholder concerns” (p. 322).

Empirical evidence was provided by Weaver and Treviño (1999) as well as Treviño et al. (1999) who found that integrity strategies strongly correlate with better perceived decision making. This indicates that employees of an organization that focuses on an integrity program feel that decision-making procedures are better.

Various arguments have been presented that support a positive effect of integrity strategies on procedural justice. As integrity strategies were linked to DWB and OCB as well as procedural POJ, the following hypothesis have been developed:

Hypothesis 5: The effect of integrity strategies on DWB is mediated by procedural POJ.
Hypothesis 6: The effect of integrity strategies on OCB is mediated by procedural POJ.

2.3.2.3. The Effect on Interpersonal Perceived Organizational Justice

In the following, it is proposed that the integrity-based assumption of trustworthy and value-driven employees and the measures of supporting comfort to speak up or empowerment will increase interpersonal POJ.

Most importantly, integrity strategies assume that employees are trustworthy and include values into their decision making. This implies that the organization and its executive force – namely supervisors – value its employees and treat them dignified and respectful.

As this refers by definition to interpersonal justice, it is expected that integrity strategies are positively associated with interpersonal justice judgments.

In regard to integrity-based measures, comfort to speak up as well as empowerment could be connected positively to interpersonal justice. These measures do not solely have an instrumental function of affecting decisions, but symbolically convey dignity and respect (Lind & Tyler, 1988; Zhang, 2006). They create more opportunities for employees to participate in decision-making procedures which has been found to increase people's sense of social group belonging. According to the social group-value model, this makes people feel more respected and increases interpersonal justice. Similarly, Kernan and Hanges (2002) suggested that allowing input "may demonstrate to employees that they are valued members of the organization and that management will treat them with respect" (p. 918). Their empirical results support a positive relationship between employee input opportunity and interpersonal justice perceptions.

In summary, this paper proposes a positive relationship between integrity strategies and interpersonal justice. Previously it has been shown that integrity strategies and interpersonal POJ are both linked to DWB and OCB:

Hypothesis 7: The effect of integrity strategies on DWB is mediated by interpersonal POJ
Hypothesis 8: The effect of integrity strategies on OCB is mediated by interpersonal POJ.

2.3.2.4. The Effect on Informational Perceived Organizational Justice

To connect integrity strategies and informational POJ, three aspects seem to be critical: strengthening values, consistent / credible communication and comfort to speak up. Most importantly, integrity strategies aim to strengthen values and value-congruent behavior. Honesty and truthfulness can be perceived as values. Thus, an organizational context that is based on an integrity approach will most likely support truthfulness which in turn increases employees informational justice perceptions.

Empirical evidence supporting a positive relationship between informational justice and integrity was provided by Skarlicki and colleagues (2008) who investigated whether employee's perception of employers integrity acts as a moderator between informational justice and retaliation among layoff victims. Their concept of integrity differed slightly from this paper's definition as they treated integrity as employees' perceptions that their organization adhere to values and act consistently with those. However, assuming that an integrity-based ethics program actually increases employees' perception that their

employer is integer, Skarlicki and colleagues (2008) results indicate that integrity correlates positively with informational justice. Theoretically, it is argued that integrity is closely related to the communication feature of informational justice.

Another connection results from the integrity-based measure to make employees feel comfortable to speak up. It can be argued that comfort to speak up will very likely increase employees' confidence to ask questions and to request explanations of allocation procedures and its outcomes. At the same time, authority figures should be willing to provide justifications as honesty is part of the organization's environment. As a result, the justification criteria of informational justice would be fulfilled.

In summary, an integrity strategy might increase informational justice perceptions. As it was predicated that integrity strategies and informational POJ impact DWB / OCB the following is hypothesized:

Hypothesis 9: The effect of integrity strategies on DWB is mediated by informational POJ.
Hypothesis 10: The effect of integrity strategies on OCB is mediated by informational POJ.

2.3.2.5. The Effect on Overall Perceived Organizational Justice

Theoretical and empirical evidence was presented that supported a positive relationship between all different justice dimensions and integrity strategies. As overall POJ results from aggregating those unique effects, it is proposed that integrity strategies increase employees overall fairness perception. In previous chapters, overall POJ as well as integrity strategies were both linked to OCB and DWB. Thus, this paper proposes:

Hypothesis 11: The effect of an integrity strategy on DWB is mediated by overall POJ.
Hypothesis 12: The effect of an integrity strategy on OCB is mediated by overall POJ.

3. Methods

In this chapter, methods of the study will be described. Therefore, information regarding the procedure and respondents will be provided. After that, scales and items will be presented in detail. It concludes by describing the analytic strategy.

3.1. Procedure and Respondents

To begin with, an overview of the sample will be presented. Key work-related characteristics of the respondents are included in Table 1. In total, the sample consisted

of 319 people after removing participants that had no variance in their responses, failed the attention check, answered in a short time period (on average less than two seconds per item) or provided different sociodemographic information in the survey parts. Overall, 161 participants (50.5%) reported to be females and 158 (49.5%) males. The mean age is 44.8 years (*SD* = 12.4 years) by ranging from 20 to 65 years. Participants were employees and managers from different economic sectors and company sizes. As the study was conducted in German language, all respondents were Germans. In addition, quotas for gender and age according to the German population were used to ensure representative data. An independent market research agency was instructed to recruit participants according to the stated characteristics and to distribute the surveys among them. The study includes two surveys which were answered online by the same group of respondents. The first survey included questions regarding the organization while the second survey, which was conducted two weeks later, focused on behaviors. This procedure ensured that the answering patterns regarding employees' experienced behaviors are independent of prior stimulated thoughts of the organization. Also, the study was carried out in accordance with the ethical standards of Zeppelin University.

Table 1

Work-Related Descriptive Statistics

Sample (*N* = 319)	*N*	%		*N*	%
Employment			**Company size**		
Part-time	66	20.7%	< 50 employees	76	23.8%
Full-time	253	79.3%	50 – 249 employees	90	28.2%
Job Position			250 – 10.000 employees	107	33.5%
Employees (non-manag.)	203	63.6%	> 10.000 employees	46	14.4%
Lower management	45	14.1%	**Economic Sector**		
Middle management	49	15.4%	Industry / Manufacturing	51	16.0%
Upper management	7	2.2%	Healthcare / Care	46	14.4%
Others	15	4.7%	Public Administration	40	12.5%
Tenure in current organization			Services	37	11.6%
1 – 2 years	41	12.9%	Logistics / Transports	23	7.2%
3 – 5 years	64	20.1%	Retail / Trade	19	6.0%
6 – 10 years	61	19.1%	Banking / Insurances	13	4.1%
> 10 years	153	48.0%	Others	90	28.3%

Note. Participants with a tenure in current organization <1 year were removed

3.2. Measures

The first survey part included items regarding ethics programs and POJ. In the second part DWB and OCB were surveyed. In total four measures and 70 items were relevant (see Supplementary Table 1). In the following, all measures will be described shortly.

Revised German Ethical Culture Scale

To measure compliance and integrity strategies of an organization, a revised version of the German Ethical Culture Scale introduced by Tanner et al. (2019) was used. It consists of 44 items whereof 13 items are relevant for the present study as they survey the strategy of an ethics program. 6 items focus on a compliance-based (e.g., "*The measures are designed to punish rule breaking and misconduct.*") and 7 on an integrity-based strategy (e.g., "*The measures are designed to develop shared values.*"). The compliance-based scale reports a Cronbach's Alpha of 0.92 and the integrity-based scale of 0.93. This reflects a very good internal consistency according to Nunnally (1978) who recommended a reliability between 0.70 and 0.95 whereby a higher level is preferred. Responses for all items were given on a 5-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). In accordance with the original scale, a *no answer is applicable* option was included.

Perceived Organizational Justice

POJ was measured by adapting a scale developed by Colquitt (2001) and translated into German by Maier et. al. (2007). Colquitt (2001) aimed to create an instrument that would standardize how scholars measure POJ and thus generate better comparability. He succeeded as many scholars have employed his instrument later on (e.g., Ambrose & Schminke, 2009; Maier et al., 2007). In addition to the wide acceptance and good psychometric properties of the scale, this measure was chosen for three further reasons. First, it can be tailored to any research context: to one event, across multiple events as well as to no event but a general environment by adapting it into an entity measure (Colquitt & Shaw, 2005). The latter is most suitable for the present research questions as it aims to discover how just an organization is perceived as a whole rather than evaluating how just an event is (Colquitt & Shaw, 2005; Cropanzano et al., 2001). The scale used to measure overall POJ by Schombach (2021) was an entity measure as well. Consistency in this regard makes it easier to compare results. Second, Colquitt's (2001) scale includes all four distinct justice dimensions. This is critical as this paper also attempts to discover if some justice dimensions are more important than others in connection with ethics strategies and behavioral outcomes. Also, Colquitt (2001) found different correlates for the four justice dimensions which suggests that his measure does

cover different justice constructs. Third, the constructs of all dimensions are closely related to their original definitions. For example, the procedural justice item "*Have those procedures been applied consistently*" is based on Leventhal's (1980) consistency rule and the interpersonal justice item "*Has (she/he) treated you with respect*" is consistent with Bies' and Moag's (1986) respect criteria. An example of a distributional justice item of this scale is "*To what extent does the recognition you receive reflect the contribution you make to the organization?*". Informational justice was measured by asking questions like "*To what extent are the explanations of procedures understandable in your organization?*". The following Cronbach's Alphas were reported for the justice subscales: Overall POJ 0.95, procedural POJ 0.87, distributive POJ 0.94, interpersonal POJ 0.86 and informational POJ 0.92. Thus, all scales have a very good internal consistency (Nunnally, 1978). In accordance with the original measure, answers were given on a 5-point Likert scale ranging from 1 (*to a small extent*) to 5 (*to a large extent*).

Deviant Workplace Behavior

Beyond these measures, DWB was covered by a German version of Katpein's (2008) scale on observed unethical behavior. 14 out of 37 items were selected in accordance with the research objective. Respondents had to report observed DWB towards employees (e.g., "*Violate the privacy of employees*"), financiers (e.g., "*Manipulate expense forms and time sheets*") and society (e.g., "*Violate international labor law or human rights*"). Results indicate a Cronbach's Alpha value of 0.92 indicating a very good internal consistency (Nunnally, 1978). A 5-point frequency scale was used (*never, rarely, sometimes, often, almost always*). Also, it was possible to provide no answer.

Organizational Citizenship Behavior

To assess OCB, 14 items of Lee and Allen's (2002) instrument were included and translated into German. While 8 items address OCB towards individuals (e.g., "*Taking time to help others who have work or non-work related problems.")*, 6 items focused on OCB towards the organization (e.g., "*Showing pride in representing the company in public.*"). The scale was found to be highly reliable (Cronbach's Alpha of 0.93). The original 7-point scale was changed to a 5-point scale (*never, rarely, sometimes, often, almost always*) to achieve consistency with the answering options for DWB. Again, a *no answer is applicable* option was included.

3.3. Analytic Strategy

The procedure applied to calculate the variables was analogues to Schombach's (2021) method. While both ethics programs and POJ were calculated by averaging the items of

each scale, DWB and OCB were assessed by dichotomizing responses (0 indicates that the specific behavior was never observed, 1 indicates that it was observed at least rarely) and aggregating those values across all items (Bocklisch et al., 2012; Tanner et al., 2019). Further information about this procedure including its benefits and disadvantages are included in Schombach's (2021) paper.

To test the mediation hypothesis, the causal-step method as well as the bootstrap confidence interval were carried out (Baron & Kenny, 1986; Bollen & Stine, 1990; Hayes & Rockwood, 2017; MacKinnon et al., 2002; Preacher & Hayes, 2004; Shrout & Bolger, 2002). The causal-step method requires different criteria that are tested via regression analysis: a) the independent variable significantly affects the dependent variable (Step 1), b) the independent variable significantly affects the mediating variable (Step 2), c) the mediating variable affects the dependent variable while holding the independent variable constant and the effect of the independent variable on the dependent variable reduced by adding the mediator variable to the regression formula (Step 3) (Baron & Kenny,1986). If the independent variable does not report a statistically significant effect after controlling for the mediator a full mediation is present. The regression analyses of the present study will include sociodemographic variables as control variables (gender, age, size of the company and position). The bootstrap confidence interval estimates the indirect effect of the independent variable on the dependent variable through the mediator (Bollen & Stine, 1990; Shrout & Bolger, 2002). It is a non-parametric method which is achieved by sampling with replacement. For the present analysis, samples will be taken 1.000 times which allows to estimate the indirect effect, a 95% confidence interval of the bootstrapped sampling distribution and a p-value. A more detailed description of both tests are included in Schombach's (2021) paper.

4. Results

In the next chapter, results will be presented. To begin with, means, correlations as well as standard deviations of the scales will be described briefly. After that, results of the hypotheses testing will be reported.

4.1. Means, Correlations and Standard Deviations

Table 2 reports means, standard deviations as well as intercorrelation among the subscales. Correlations strongly support all suggested relationships between the variables except for the negative links between compliance strategies and a) distributive, b) informational and c) overall POJ. Based on theoretical arguments and previous

empirical results it was proposed that compliance strategies have a positive relation to distributive and neither a significant correlation with informational nor overall POJ. A possible explanation could be that compliance strategies in general raise justice concerns which have a strong impact on each facet of justice (Treviño et al., 1999; Treviño & Weaver, 2001b). This would also align with the fact that distributive and informational justice correlate with compliance initiatives solely to a low extent contrary to interpersonal POJ (Cohen, 1988). As overall POJ results from aggregating the effect of all dimensions, the link between overall POJ and compliance strategies is as a consequence also negative.

Table 2

Means, Standard Deviations and Correlations

Variable	*M*	*SD*	1	2	3	4	5	6	7	8
1. Compliance	2.87	1.01								
2. Integrity	3.40	0.93	.04							
3. Overall POJ	3.24	0.75	-.22**	.53**						
4. Procedural POJ	3.11	0.77	-.10	.55**	.88**					
5. Distributive POJ	3.15	1.05	-.18**	.34**	.81**	.56**				
6. Interpersonal POJ	3.69	0.87	-.32**	.42**	.81**	.59**	.63**			
7. Informational POJ	3.13	0.90	-.19**	.46**	.88**	.75**	.60**	.63**		
8. DWB	4.42	4.50	.24**	-.17**	-.34**	-.25**	-.27**	-.43**	-.26**	
9. OCB	12.79	2.83	.02	.21**	.25**	.16*	.24**	.28**	.20**	.08

Note. N = 319. *M*, *SD* and *α* are used to represent mean and standard deviation respectively. POJ stands for Perceived Organizational Justice, DWB for Deviant Workplace Behavior and OCB for Organizational Citizenship Behavior. * indicates $p < .05$. ** indicates $p < .01$.

4.2. Hypothesis Test

In the following, hypotheses will be tested sequentially. For each hypothesis results of the causal-step method and bootstrapping confidence interval will be presented.

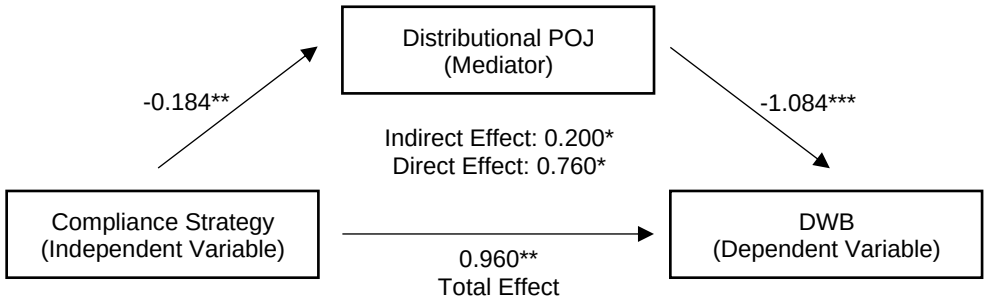
Hypothesis 1

Hypotheses 1 states that the effect of a compliance strategy on DWB is mediated by distributional POJ. Results support this hypothesis. Figure 3 summarizes the most important findings. Following the described procedure of the causal-step method, three regression analyses were conducted: DWB was regressed on compliance strategies (Step 1), distributive POJ was regressed on compliance strategies (Step 2) and DWB was regressed on compliance strategies and distributive POJ simultaneously (Step 3). The first regression model (Step 1) significantly predicts DWB ($F = 7.110$; $p < .001$). The

explained variance is 13.1%. It revealed a significant negative connection between compliance strategies and DWB (b = 0.960, p < .01). In the second model (Step 2) distributive POJ is predicted significantly (F = 3.388; p < .01) and 5.6% of its variation is explained. Further, it shows that compliance strategies have a negative relation with distributive POJ (b = -0.184, p < .01). Last but not least, the third model (Step 3) also contributes to explain DWB (F = 8.245; p < .001). In this case, 17.6% of the variance is explained. The effects of compliance strategies (b = 0.760, p < .05) as well as distributive POJ (b = -1.084, p < .001) on DWB are still statistically significant. However, the effect of compliance on DWB reduced compared to the Step 1 model. Therefore, all three conditions of Baron and Kenny's (1986) causal-step method for a partial mediation are fulfilled. The significance of the indirect effect was tested via bootstrapping. The effect of a compliance strategy on DWB that indirectly goes through distributive POJ is estimated to be 0.200 (which equals -0.184 times -1.084). By computing the indirect effects for 10.000 bootstrapped samples, a 95% confidence interval for the indirect effect was reported that ranged from 0.03 to 0.42. Therefore, the indirect effect is statistically significant (p < .05). In conclusion, the effect of a compliance strategy on DWB is partially mediated by how just the distribution is perceived.

Figure 3

Regression Coefficients for the Relationship Between Compliance Strategy and DWB Mediated by Distributive POJ



Note. * p < .05. ** p < .01. *** p < .001.

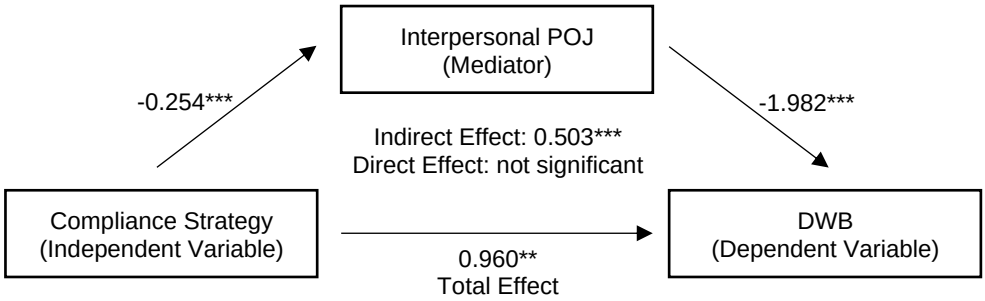
Hypothesis 2

It was proposed by hypothesis 2 that the effect of a compliance strategy on DWB is mediated by interpersonal POJ. As shown in Figure 4, results support this hypothesis. Besides the regression of DWB on compliance strategies (Step 1) already discussed, two further regression analyses were conducted: interpersonal POJ was regressed on compliance strategies (Step 2) and DWB was regressed on compliance strategies and interpersonal POJ simultaneously (Step 3). The model of Step 2 predicts interpersonal POJ significantly (F = 7.634; p < .001) while explaining 14.0% of its variation. Compliance

strategies relate in a negative way to interpersonal POJ (b = -0.254, p < .001). The third model (Step 3) also determines DWB (F = 12.271; p < .001) and the included predicting variables explain 25.0% of the variance. While interpersonal POJ (b = 1.982, p < .001) has a statistically significant effect, compliance strategies fail to relate to DWB. Thus, results indicate a full mediation as defined by Baron and Kenny's (1986) causal-step method. The effect of compliance strategies on DWB that goes indirectly through interpersonal POJ is approximately 0.503 (-0.254 times 1.982). As the bootstrapping method revealed a 95% confidence interval for the indirect effect from 0.24 to 0.81, this effect is statistically significant (p < .001). Thus, the effect of a compliance-based ethics program on DWB is fully mediated by interpersonal justice perceptions.

Figure 4

Regression Coefficients for the Relationship Between Compliance Strategy and DWB Mediated by Interpersonal POJ

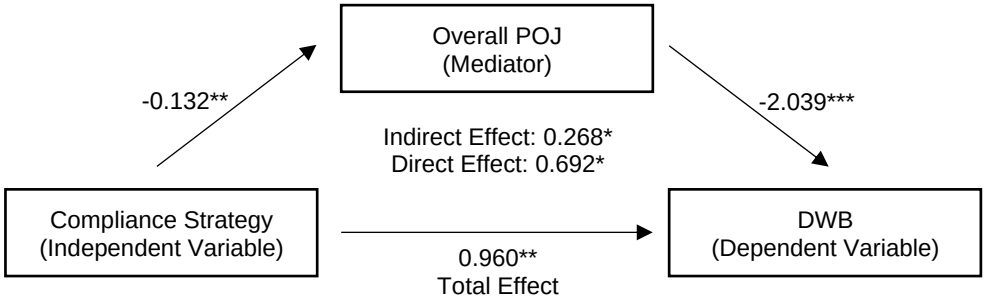


Note. * p < .05. ** p < .01. *** p < .001.

In addition, as overall POJ results from the underlying justice dimensions, aggregating the unique effects of a compliance strategy on each justice dimension should predict the effect compliance strategies have on overall POJ. As results showed a negative effect of compliance strategies on distributive an interpersonal POJ, it should also have a negative effect on overall POJ. Thus, overall POJ should mediate the relationship of compliance strategies on DWB. Results support this as shown in Figure 5. In addition to

Figure 5

Regression Coefficients for the Relationship Between Compliance Strategy and DWB Mediated by Overall POJ



Note. * p < .05. ** p < .01. *** p < .001.

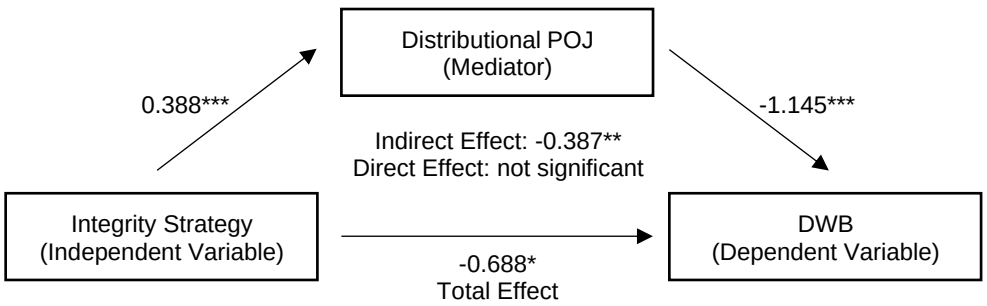
Step 1, which was already analyzed, overall POJ was regressed on compliance strategies (Step 2) and DWB on compliance strategies and overall POJ (Step 3). Step 2 shows that overall POJ is explained significantly ($F = 5.133$; $p < .01$). The model predicts 19.2% of its variation. As expected, compliance strategies have a negative relation to overall POJ ($b = -0.132$, $p < .001$). Step 3 significantly contributes to predict DWB ($F = 10.575$; $p < .001$) while explaining 22.1% of its variance. Overall POJ ($b = -2.039$, $p < .001$) and compliance strategies ($b = 0.692$, $p < .05$) have a significant impact on DWB. However, the coefficient of a compliance strategy is reduced compared to Step 1 whereby a partial mediation is supported. Results of the bootstrapping method showed a 95% confidence interval for the indirect effect of 0.02 and 0.54. The effect of estimated 0.268 is statistically significant ($p < .05$). In conclusion, overall POJ partially mediates the effect of a compliance-based ethics program on DWB.

Hypothesis 3

Hypothesis 3 states that the effect of an integrity strategy on DWB is mediated by perceived distributional justice. Results included in Figure 6 provide support for this hypothesis. Again, three regression models were calculated according to the causal-step method: DWB was regressed on integrity strategies (Step 1), distributional POJ was regressed on integrity strategies (Step 2) and DWB was regressed on integrity strategies as well as distributional POJ (Step 3). Results of the first model suggest that it supports to explain DWB ($F = .5797$; $p < .001$) with an R squared of 0.106. Integrity strategies have a significant negative link to DWB ($b = -0.688$, $p < .05$). Considering Step 2, this model significantly predicts distributional POJ ($F = 6.365$; $p < .001$) and contributes to explain its variance by 11.7%. A positive significant relationship between integrity strategies and distributional POJ exists ($b = 0.338$, $p < .001$). The third model explains DWB as well ($F = 7.126$; $p < .001$). In total, it predicts 15.3% of the variance. However, while distributive POJ reports a statistically significant negative effect ($b = -1.145$, $p < .001$), integrity strategies do not. Following Baron and Kenny (1986) all criteria for a

Figure 6

Regression Coefficients for the Relationship Between Integrity Strategy and DWB Mediated by Distributional POJ



Note. * p < .05. ** p < .01. *** p < .001.

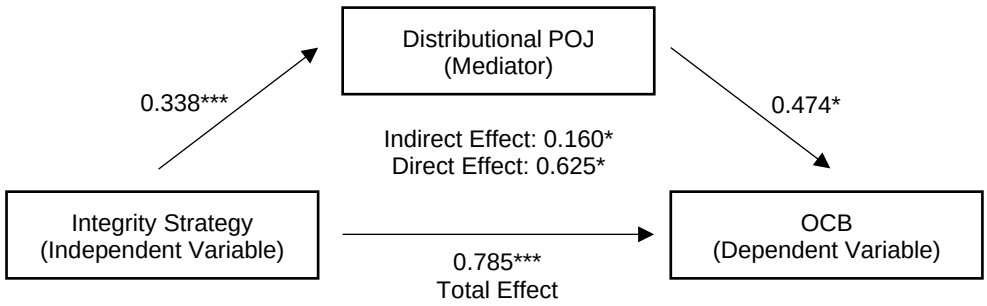
full mediation are fulfilled. Applying the bootstrapping interval method, shows an estimated 95% confidence interval for the indirect effect that ranges from -0.70 to -0.16. As the indirect effect was estimated to be -0.387 it is statistically significant ($p < .01$), contrary to the direct effect. As a result, the effect of an integrity-based program on DWB is fully mediated by distributional POJ.

Hypothesis 4

The fourth hypothesis predicts that the effect of an integrity strategy on OCB is mediated by distributional POJ. As illustrated in Figure 7, this hypothesis is accepted. The following three regression models were analyzed: OCB was regressed on integrity strategies (Step 1), distributional POJ was regressed on integrity strategies (Step 2) and OCB was regressed on both integrity strategies and distributional POJ (Step 3). The model of Step 1 predicts OCB significantly ($F = 3.552$; $p < .001$) while explaining 5.9% of its variance. It shows that integrity strategies have a direct positive relation to OCB with an estimate of 0.785 ($p < .001$). Results of Step 2 were already reported under hypothesis 3. Finally, the model of Step 3 also determines OCB significantly ($F = 3.847$; $p < .01$) while explaining 7. 8% of its variance. In this case, distributive POJ ($b = 0.474$, $p < .05$) and integrity strategies ($b = 0.625$, $p < .01$) have a unique significant positive connection to OCB. As the effect of integrity strategies on OCB is reduced in Step 3 compared to Step 1, all criteria of the causal-step method for a partial mediation are fulfilled. The estimated indirect effect in this case is 0.16 ($p < .05$). Sampling by bootstrapping revealed a 95% confidence interval between 0.03 and 0.33 for this effect. Therefore, it is supported that distributive POJ mediates the effect of an integrity strategy on OCB partially.

Figure 7

Regression Coefficients for the Relationship Between Integrity Strategy and OCB Mediated by Distributional POJ



Note. * p < .05. ** p < .01. *** p < .001.

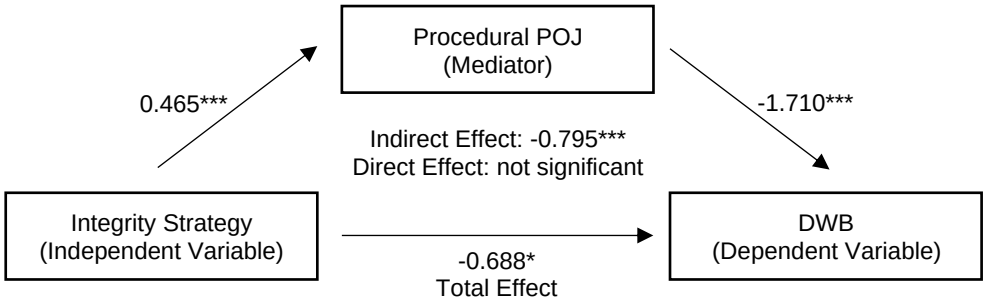
Hypothesis 5

Furthermore, the hypothesis formulated that the effect of an integrity strategy on DWB is mediated by procedural POJ. It is supported. Results are summarized in Figure 8. While

results of the regression of DWB on integrity strategies (Step 1) were already presented previously, results of the models that regressed procedural POJ on integrity strategies (Step 2) and DWB on integrity strategies as well as procedural POJ (Step 3) will be described briefly. The model of Step 2 forecasts procedural POJ significantly ($F = 24.976$; $p < .001$) while explaining 37.1% of its variance. It indicates that integrity strategies and procedural POJ have a significant positive relationship ($b = 0.465$, $p < .001$). Considering Step 3, DWB also gets explained by the model ($F = 6.943$; $p < .001$). 14.9% of the variance is predicted. The effect of procedural POJ ($b = -1.710$, $p < .001$) is statistically significant contrary to the effect of integrity strategies. Therefore, all three requirements introduced by Baron and Kenny (1986) for a full mediation are supported contrary to the direct effect. The estimated effect of integrity strategies on DWB that indirectly goes through procedural POJ equals -0.795 (0.465 times -1.710). As the conducted bootstrapped samples result in a 95% confidence interval for the indirect effect between -1.40 to -0.28, this effect is statistically significant ($p < .001$). In conclusion, the effect of integrity strategies on DWB is fully mediated by procedural POJ.

Figure 8

Regression Coefficients for the Relationship Between Integrity Strategy and DWB Mediated by Procedural POJ



Note. * p < .05. ** p < .01. *** p < .001.

Hypothesis 6

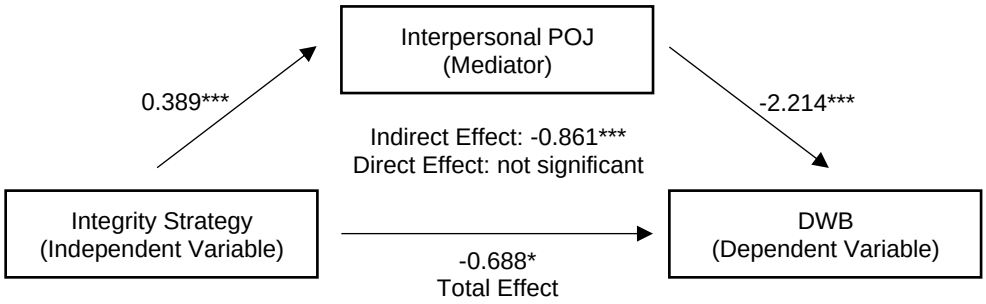
Hypothesis 6 suggests that the effect of an integrity strategy on OCB is mediated by procedural POJ. Results do not support this hypothesis. Previously Step 1 and 2 of the causal-step methods were described. While the criteria in regard to those Steps were fulfilled, when regressing OCB on integrity strategies and procedural POJ (Step 3: $F = 2.966$, $p < .01$, R squared 0.055), the effect of procedural POJ is not significant. In this case, solely integrity strategies are significantly connected to OCB ($b = 0.837$, $p < .01$). Therefore, procedural POJ did not affect OCB while holding integrity strategies constant which would be necessary for a mediating effect according to Baron and Kenny (1986).

Hypothesis 7

In addition, it was hypothesized that interpersonal POJ mediates the effect of an integrity strategy on DWB. As shown in Figure 9, results support this hypothesis. In order to test the causal-step criteria two additional regression models had to be developed besides the already described regression of DWB on integrity strategies (Step 1): Interpersonal POJ is regressed on integrity strategies (Step 2) and DWB is regressed on integrity strategies as well as interpersonal POJ (Step 3). The model of Step 2 predicts interpersonal justice significantly (F = 12.122; p < .001) and 21.5% of its variance. Integrity strategies and interpersonal POJ have a significant and positive connection (b = 0.389, p < .001). Also, the third model significantly determines the dependent variable DWB (F = 11.796; p < .001). In this case, 24.2% of its variance gets explained. While the effect of interpersonal POJ (b = -2.214, p < .001) is significant, integrity strategies do not contribute to DWB. Following Baron and Kenny's (1986) causal-step method a full mediation exists. In order to verify the significance of the estimated indirect effect of -0.861 the bootstrapping method is applied. Results indicate a 95% confidence interval for this effect ranging from -1.28 to -0.49 whereby it is statistically significant (p < .001). Thus, the effect of an integrity strategy on DWB is fully mediated by interpersonal POJ.

Figure 9

Regression Coefficients for the Relationship Between Integrity Strategy and DWB Mediated by Interpersonal POJ



Note. * p < .05. ** p < .01. *** p < .001.

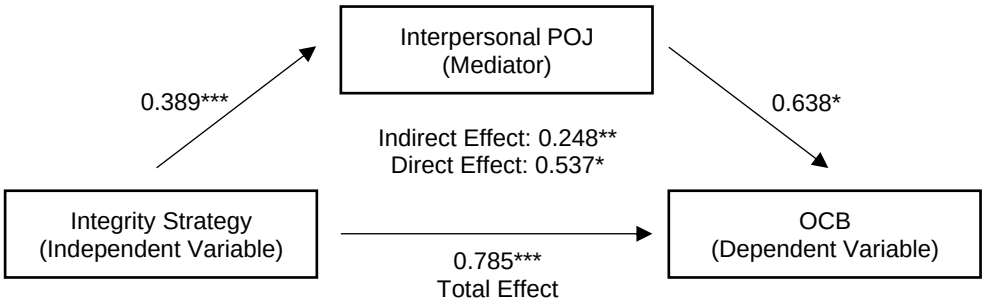
Hypothesis 8

Hypothesis 8 suggests that interpersonal POJ is a mediator between an integrity strategy on OCB. According to the test results summarized in Figure 10 it is accepted. Results of the first (regressing OCB on integrity strategies) and second Step (regressing interpersonal POJ on integrity strategies) were already reported. In addition, OCB was regressed on both integrity strategies and interpersonal POJ (Step 3). This model contributes to predict OCB significantly (F = 4.131; p < .001) while predicting 8.5% of its variance. Considering the coefficients, it can be noted that integrity strategies (b = .537, p < .05) as well as interpersonal POJ (b = .638, p < .05) have a significant positive

relationship with OCB. The effect of integrity strategies is smaller than in the first model whereby a partial mediation could exist. The estimated indirect effect of integrity strategies on OCB going through interpersonal POJ of 0.248 was tested via bootstrapping. The 95% interval of this effect ranges from 0.06 to 0.50. Thus, it is statistically significant ($p < .01$). As the direct effect of integrity strategies on OCB is also significant ($b = 0.537$, $p < .05$), a partial mediation of interpersonal POJ between integrity strategies and OCB is supported.

Figure 10

Regression Coefficients for the Relationship Between Integrity Strategy and DWB Mediated by Interpersonal POJ



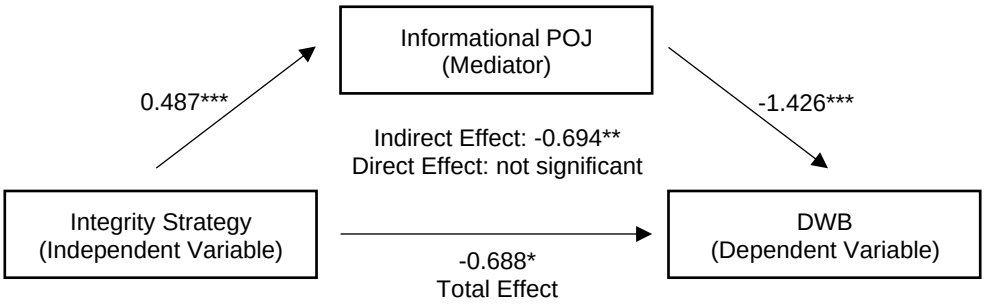
Note. * p < .05. ** p < .01. *** p < .001.

Hypothesis 9

Further, it was hypothesized that informational POJ is a mediating factor between integrity strategies and DWB. As presented in Figure 11, it is accepted. Previously a significant relationship between integrity strategies and DWB (Step 1) was shown. Two further regression models were conducted: informational POJ was regressed on integrity strategies (Step 2) and DWB was regressed on integrity strategies and informational POJ simultaneously (Step 3). The former model (Step 2) significantly predicts informational POJ ($F = 18.109$; $p < .001$) and contributes to its variance by 29.6%. There

Figure 11

Regression Coefficients for the Relationship Between Integrity Strategy and DWB Mediated by Informational POJ



Note. * p < .05. ** p < .01. *** p < .001.

is a significant and positive link between informational POJ and integrity strategies (b = .487, p < .001). The latter model (Step 3) also assesses its dependent variable DWB significantly (F = 7.134; p < .001) while reporting a R squared of 0.153. Contrary to informational POJ (b = -1.426, p < .001), an integrity strategy is not significant. According to Baron and Kenny (1986) a full mediation is supported. By computing the indirect effects for 10.000 bootstrapped samples, a 95% confidence interval between -1.16 and -0.30 was found. As the estimated indirect effect of -0.694 lies within this interval, it is statistically significant (p < .01). In conclusion, the effect of an integrity strategy on DWB is fully mediated by informational POJ.

Hypothesis 10

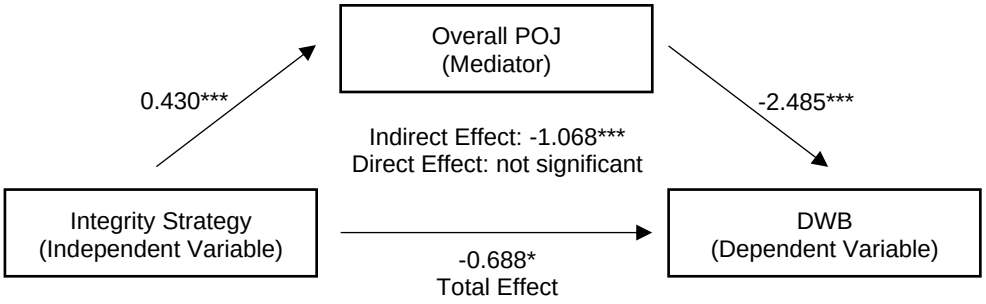
It was also hypothesized that informational POJ mediates the effect of integrity strategies and OCB. Results do not provide support for this hypothesis. As already described the first two requirements of the causal-step model were fulfilled (integrity strategies significantly affect OCB as well as informational POJ). However, examining the third model (Step 3) which regresses OCB on both integrity strategies and informational POJ reveals that informational POJ does not report a significant coefficient (p > .05). Therefore, the last two conditions formulated by Baron and Kenny (1986) do not hold and informational POJ does not act as a mediating factor in the stated relationship.

Hypothesis 11

Hypothesis 11 states that the effect of an integrity strategy on DWB is mediated by perceived overall justice. It is accepted. Findings are reported in Figure 12. In addition to the previously reported results of Step 1, the findings of regressing overall POJ on integrity strategies (Step 2) and DWB on integrity strategies and overall POJ (Step 3) will be presented. The model of Step 2 predicts overall POJ significantly (F = 22.016; p < .001) and explains its variance by 34.1%. It reports a significant positive relationship

Figure 12

Regression Coefficients for the Relationship Between Integrity Strategy and DWB Mediated by Overall POJ



Note. * p < .05. ** p < .01. *** p < .001.

between integrity strategies and overall POJ (b = 0.430, p < .001). Also, the model of Step 3 significantly describes DWB (F = 9.603; p < .001). It forecasts 20.3% of its variance. While the effect of overall POJ on DWB is significant (b = -2.485, p < .001), the influence of integrity strategies becomes irrelevant. Therefore, the necessary conditions provided by Baron and Kenny (1986) are fulfilled. In addition, the significance of the estimated indirect effect of integrity strategies on DWB via overall POJ of -1.068 was tested by the bootstrapping method. Samples report a 95% confidence interval of the indirect effect between -1.66 and -0.55. Thus, the indirect effect is significant (p < .001) and as a result the effect of integrity strategies on DWB is fully mediated by overall POJ.

Hypothesis 12

Last but not least, hypothesis 12 predicts that the effect of an integrity strategy on OCB is mediated by perceived overall justice. No support was found. The first two conditions of the causal-step method are fulfilled as reported previously. However, in the third model in which OCB is regressed on integrity strategies and overall POJ the effect of overall POJ is not statistically significant. Therefore, overall POJ failed to play a mediating role between integrity strategies and OCB.

5. Discussion

The purpose of the present study was to examine the importance of different POJ dimensions for the effectiveness of (different) ethics programs. Therefore, it was hypothesized that different POJ constructs (distributive, procedural, interpersonal, informational and overall POJ) would mediate the relationship between ethics programs (compliance and integrity strategy) and workplace behaviors (DWB and OCB). Results provide clear support for the following: 1) The effect of compliance strategies on DWB is mediated by distributive, interpersonal and overall POJ, 2) the effect of integrity strategies on DWB is mediated by all four POJ dimensions and overall POJ, 3) the effect of integrity strategies on OCB is mediated by procedural and interpersonal POJ. Contrary to the formulated hypothesis, there was no empirical evidence that procedural, informational nor overall POJ mediate the effect of an integrity strategy on OCB.

The results of this study strengthen several findings of Schombach (2021). Most importantly, it was again shown that the effect of ethics programs on work behaviors strongly depends on justice perceptions. Both ethics strategies influence POJ dimensions which in turn influence employees' behavioral reactions: Compliance strategies increase DWBs through its negative impact on distributive, interpersonal and

overall POJ while integrity strategies decrease DWBs through all justice factors and increase OCBs through procedural and interpersonal POJ. Thus, it is critical that the management of an organization focuses on POJ when managing ethics. It would be beneficial to address POJ directly by implementing measures that make employees perceive fairness. Also, results supported that an integrity strategy is the more successful ethics program orientation: Contrary to the negative impact of compliance strategies, integrity strategies have a positive link with POJ. Also, in regard to work behaviors integrity strategies reduce DWB and increase OCB contrary to a compliance strategy that caused more DWB and failed to influence OCB. Thus, management should consider implementing a compliance strategy carefully by taking potential risks into account.

The key result of this study is that it seems important to consider different POJ dimensions when designing and implementing ethics programs as their effectiveness varies between POJ constructs. In general, interpersonal POJ seems most critical: Interpersonal POJ mediated the effect of compliance strategies on DWB fully, of integrity strategies on DWB fully and on OCB partially. These results align with existing theories that noticed that interpersonal justice concerns are most important as interpersonal encounters are very frequent and important indicators for values (Aquino et al., 1999; Bies, 2005; Bies & Moag; 1986; Moorman, 1991). Thus, they are especially meaningful for employees and their behavioral responses. Similarly, distributional POJ reported a strong affect. It mediated the relationship between compliance strategies and DWB partially, between integrity strategies and DWB fully and between integrity strategies and OCB partially. Thus, distributional POJ was also influential for both ethics strategies and behavioral outcomes. This suggests that organizational members care about the fairness of allocations. Those results indicate that management should especially focus on how fair the interpersonal treatment and distribution of outcomes is perceived when implementing ethics programs. When considering solely integrity strategies, procedural and informational justice are also relevant to prevent DWB. Therefore, an integrity-based strategy depends on more justice dimensions than a compliance orientation.
Another interesting finding is that the influence of ethics programs on OCB does not depend strongly on POJ compared to its effect on DWB. While compliance strategies by nature do not support OCB, integrity strategies connection to OCB was only partially mediated by distributional and interpersonal POJ. In comparison, for the relationship between integrity strategies and DWB all investigated POJ dimensions were relevant.

Additionally, the present study examined a second-order latent variable version of overall POJ. Test results suggested that the effect of a) compliance strategies on DWB goes

partially through overall POJ, b) integrity strategies on DWB goes fully through overall POJ and c) integrity strategies on OCB is not mediated by this POJ factor. Those results are similar to the ones of Schombach (2021). The only exception is that in Schombach's (2021) paper the first effect was fully mediated by the higher-order overall POJ construct. The fact that integrity strategies effectiveness on promoting employees OCBs does not depend on overall POJ, but other dimensions – namely distributional and interpersonal – also suggests investigating different POJ dimensions. Otherwise, management would believe that OCB is independent of every form of justice which is not the case.

6. Limitations and Suggestions for Future Research

This paper presented the first approach to discover which justice approach is most suitable in the field of applied ethics in organizations. Thus, it is recommended to further investigate the role of all POJ dimensions for ethics programs as different dimensions seem to have different effects.

This paper has three key limitations that will be addressed in the following. First, this paper did not evaluate different POJ dimensions as mediating variables simultaneously. Either one single POJ dimension was included in the regression or all four dimensions in the case of the overall POJ construct. However, it would further be interesting to examine for example two POJ dimensions as mediating variables to uncover if both are relevant. For instance, the mediating effect of distributional POJ for the link between compliance strategies and DWB might be diminished if one would control for interpersonal POJ. Second, as the model involves complex, multi-facet constructs that are measured with error and as it included latent variables, a structural equation model (SEM) should have been calculated for the hypotheses testing (Kline, 2015) – which was not done due to limited time. Also, by testing a SEM different indirect variable (e.g., POJ dimensions) could have been included simultaneously. Therefore, further research should calculate SEMs and thereby clarify the importance of POJ dimensions for ethics program effectiveness further. Third, as in Schombach's (2021) study a revised version of the German Ethical Culture Scale originally developed by Tanner and colleagues (2019) was used. Even though it has been adapted and included in an unpublished study by Tanner et al. themselves, this exact scale was not included and validated in any published study before. To ensure that the scale assesses compliance / integrity strategies it would have been necessary to conduct a factor analysis before testing the mediating hypothesis.

7. Conclusion

The present paper presented the first theoretical and empirical examination on the mediating role of different POJ dimensions for the effect of ethics strategies on work behaviors. It started by presenting existing theoretical and empirical results. Relevant concepts were defined and linked to each other. Based on that it was hypothesized that (a) distributive and interpersonal POJ mediate the relationship between compliance strategies and DWB and (b) distributional, procedural, interpersonal, informational and overall POJ mediate the positive relationship between integrity strategies and DWB as well as OCB.

After that, all hypotheses were tested by applying the causal-step method including several regression models and the bootstrapping interval method. Therefore, a sample of German employees from different organizational settings was used (N = 319). Results support the following: (a) distributive (partially), interpersonal (fully) and overall POJ (partially) mediate the positive relationship of compliance strategies and DWB, (b) distributional, procedural, interpersonal, informational and overall POJ fully mediate the negative relationship between integrity strategies and DWB while (c) distributional and interpersonal POJ partially mediate the positive relationship between integrity strategies and OCB.

Finally, those findings were discussed in detail. Analyzing different POJ dimensions provides valuable information for management as they can design and implement ethics strategies more targeted. The justice perception in regard to interpersonal treatment is especially relevant when managing ethics in an organization. Compliance strategies could risk to increase interpersonal justice concerns which in turn causes DWB. To the contrary, integrity strategies might strengthen interpersonal POJ which reduces DWB and enhances OCB. Similarly, distributional POJ is an important factor as it also acts as a mediating variable between both ethics strategies and behaviors. In the case of an integrity strategy, the procedural and informational dimension of justice also play a role. Another interesting finding is that the effect of integrity strategies on OCB solely partially depend indirectly on POJ dimensions (procedural and informational).

In conclusion, organizations should carefully consider how justice perceptions are influenced by ethics programs to prevent unethical behavior. For further research it is recommended to further investigate POJ dimensions in regard to ethics programs effectiveness and applied ethics research in general. Finally, limitations were presented.

Appendix

Supplementary Table 1

Scales and Items

German Ethical Culture Scale (GECS)	
Compliance Strategy	1. Die Maßnahmen sind darauf ausgelegt, das Verhalten der Mitarbeitenden zu kontrollieren. 2. Die Maßnahmen sind darauf ausgelegt, Regelbrüche und Fehlverhalten zu bestrafen. 3. Die Maßnahmen sind darauf ausgelegt, Regelverstöße aufzudecken. 4. Die Maßnahmen sind darauf ausgelegt, das Verhalten der Mitarbeitenden zu überwachen. 5. Die Maßnahmen sind darauf ausgelegt, Mitarbeitende zu sanktionieren, wenn sie von Regeln abweichen. 6. Die Maßnahmen sind darauf ausgelegt, den Mitarbeitenden zu verdeutlichen, dass sie bei Fehlverhalten mit disziplinarischen Konsequenzen rechnen müssen.
Integrity Strategy	1. Die Maßnahmen sind darauf ausgelegt, die Fähigkeit der Mitarbeitenden zu stärken, mit Konflikten umzugehen, bei denen ethische Werte auf dem Spiel stehen. 2. Die Maßnahmen sind darauf ausgelegt, gemeinsame Werte zu entwickeln. 3. Die Maßnahmen sind darauf ausgelegt, die Mitarbeitenden bei der Umsetzung der ethischen Unternehmenswerte zu unterstützen. 4. Die Maßnahmen sind darauf ausgelegt, ehrliches und verantwortungsvolles Verhalten zu belohnen. 5. Die Maßnahmen sind darauf ausgelegt, die ethischen Unternehmenswerte zu kommunizieren. 6. Die Maßnahmen sind darauf ausgelegt, die Verfolgung ethischer Ziele als Mehrwert und Chance für das Unternehmen darzustellen. 7. Die Maßnahmen sind darauf ausgelegt, die Umsetzung ethischer Werte als Führungsaufgabe zu verankern.
Perceived Organizational Justice (POJ)	
Procedural Justice	1. Wie sehr können Sie Ihre Sichtweisen und Empfindungen während betrieblicher Vorgehensweisen ausdrücken? 2. Wie sehr haben Sie Einfluss auf die durch betriebliche Vorgehensweisen erzielten Entscheidungen? 3. Wie sehr werden betriebliche Vorgehensweisen einheitlich angewandt? 4. Wie sehr sind betriebliche Vorgehensweisen unvoreingenommen? 5. Wie sehr basieren betriebliche Vorgehensweisen auf zutreffenden Informationen? 6. Wie sehr ist es Ihnen möglich, gegen die durch betriebliche Vorgehensweisen erzielten Entscheidungen Widerspruch einzulegen? 7. Wie sehr werden während betrieblicher Vorgehensweisen ethische und moralische Standards eingehalten?
Distributional Justice	1. Wie sehr spiegelt die Ihnen entgegengebrachte Anerkennung den Aufwand wider, den Sie in die Arbeit stecken?

	2. Wie sehr ist die Ihnen entgegengebrachte Anerkennung angemessen für die Arbeit, die Sie leisten? 3. Wie sehr spiegelt die Ihnen entgegengebrachte Anerkennung den Beitrag wider, den Sie für die Organisation leisten? 4. Wie sehr ist die Ihnen entgegengebrachte Anerkennung im Verhältnis zu Ihrer Leistung gerechtfertigt?
Interpersonal Justice	1. Wie sehr werden Sie in Ihrer Organisation höflich behandelt? 2. Wie sehr werden Sie in Ihrer Organisation mit Würde behandelt? 3. Wie sehr werden Sie in Ihrer Organisation mit Respekt behandelt? 4. Wie sehr werden in Ihrer Organisation unangemessene Bemerkungen und Kommentare gemacht? (r)
Informational Justice	1. Wie sehr verhält man sich in Ihrer Organisation in Auskünften offen und ehrlich? 2. Wie sehr erklärt man in Ihrer Organisation Verfahren gründlich? 3. Wie sehr sind in Ihrer Organisation die Erklärungen zu Verfahren nachvollziehbar? 4. Wie sehr werden Ihnen in Ihrer Organisation Einzelheiten rechtzeitig mitgeteilt? 5. Wie sehr schneidet man in Ihrer Organisation Erklärungen auf Ihre persönlichen Bedürfnisse zu?
Deviant Workplace Behavior (DWB)	
Towards Employees	1. Mitarbeitende diskriminieren aufgrund des Alters, der Ethnie, des Geschlechts, der religiösen Überzeugungen, der sexuellen Orientierung usw. 2. Leute belästigen oder eine feindselige Arbeitsumgebung schaffen. 3. Gesundheits- und Sicherheitsvorschriften am Arbeitsplatz verletzen. 4. Vorschriften verletzen, die den Lohn, die Überstunden oder andere Leistungen für Mitarbeitende betreffen. 5. Die Privatsphäre von Mitarbeitenden verletzen.
Towards Financiers	1. Spesenformulare und Arbeitszeitberichte fälschen. 2. Vermögenswerte stehlen oder veruntreuen (z. B. Geld, Arbeitsgegenstände, Material). 3. Vertrauliche oder rechtlich geschützte Informationen der Organisation unangemessen benutzen oder missbrauchen. 4. Tätigkeiten ausführen, die einen Interessenskonflikt darstellen (z. B. Nebentätigkeiten, Bevorzugung von Familie/Freunden, Nutzung der Arbeitszeit für private Zwecke etc.). 5. Die Ressourcen der Organisation verschwenden, schlecht einsetzen oder missbrauchen.
Towards Society	1. Umweltschutzvorschriften nicht einhalten. 2. Die Öffentlichkeit Sicherheitsrisiken aussetzen. 3. Unwahre oder irreführende Behauptungen der Öffentlichkeit oder den Medien gegenüber machen. 4. Das internationale Arbeitsrecht oder Menschenrechte verletzen.
Organizational Citizenship Behavior (OCB)	
Individual	1. Anderen helfen, die abwesend waren. 2. Willentlich Zeit schenken, um anderen zu helfen, die arbeitsbezogene Probleme haben. 3. Den Arbeitsplan anpassen, sodass er mit den Urlaubsanfragen der anderen Mitarbeitenden zusammenpasst. 4. Sich große Mühe geben damit sich neuere Mitarbeitende in der

	Arbeitsgruppe willkommen fühlen. 5. Aufrichtiges Interesse und Entgegenkommen gegenüber Arbeitskolleginnen zeigen, auch unter schwierigsten persönlichen oder unternehmensbezogenen Umständen. 6. Sich Zeit nehmen, um anderen zu helfen, die arbeits- oder nicht-arbeitsbezogene Probleme haben. 7. Andere bei ihren Pflichten unterstützen. 8. Persönliche Dinge teilen, um anderen mit ihrer Arbeit zu helfen.
Organization	1. An Veranstaltungen teilnehmen, die nicht verpflichtend sind, die aber dem organisationalen Image helfen. 2. Sich über Entwicklungen in der Organisation auf dem Laufenden halten. 3. Sich stolz zeigen, wenn man das Unternehmen in der Öffentlichkeit vertritt. 4. Ideen einbringen, um die Abläufe der Organisation zu verbessern. 5. Aktiv werden, um das Unternehmen vor potenziellen Problemen zu schützen. 6. Sorgsamkeit über das Image des Unternehmens ausdrücken.

Note. Scales were developed by the following authors: GECS by Tanner et al. (2019), POJ by Colquitt (2001) & Maier et al. (2007), DWB by Kaptein (2008) and OCB by Lee and Allen (2002). Scales for POJ, DWB and OCB were translated from the original English version into German.

Supplementary Table 2

Results on Regression Analyses: Ethics Programs on Work Behaviors (Step 1 of the Causal-Step Method)

		DWB	OCB
Gender (female)	-1.405* (0.638)	-1.508* (0.646)	-0.418 (0.411)
Age	-0.099*** (0.024)	-0.097*** (0.025)	-0.005 (0.016)
Size of the Company	-0.689* (0.304)	-0.639* (0.308)	0.021 (0.196)
Position	-0.005 (0.335)	0.111 (0.342)	0.298 (0.218)
Compliance Strategy	**0.960** (0.307)**		
Integrity Strategy		**-0.688* (0.346)**	**0.785*** (0.220)**
Constant	8.762*** (1.920)	13.431*** (1.932)	9.660*** (1.229)
Adjusted R^2	0.131	0.106	0.059
F Statistic (df = 5; 198)	7.110***	5.797***	3.552**

Notes. *p<0.05; **p<0.01; ***p<0.001

Supplementary Table 3

Results on Regression Analyses: Compliance Strategy on Overall Fairness & Justice Dimensions (Step 2 of the Causal-Step Method)

	Overall	Procedural	Distributional	Interpersonal	Informational
Gender (female)	0.109 (0.103)	0.096 (0.107)	0.038 (0.141)	0.185 (0.121)	0.124 (0.126)
Age	0.006 (0.004)	0.005 (0.004)	0.004 (0.005)	0.014** (0.005)	0.004 (0.005)
Company Size	-0.073 (0.049)	-0.055 (0.051)	-0.112 (0.067)	0.027 (0.058)	-0.147* (0.060)
Position	0.190*** (0.054)	0.214*** (0.056)	0.173* (0.074)	0.168** (0.064)	0.186** (0.066)
Compliance Strategy	**-0.132** (0.049)**	-0.041 (0.052)	**-0.184** (0.068)**	**-0.254***(0.058)**	-0.118 (0.061)
Constant	2.984*** (0.309)	2.554*** (0.323)	3.308*** (0.424)	3.219*** (0.364)	3.137*** (0.379)
Adjusted R^2	0.092	0.061	0.056	0.140	0.068
F Statistic (df = 5; 198)	5.133***	3.655**	3.388**	7.634***	3.980**

Notes. *p<0.05; **p<0.01; ***p<0.001

Supplementary Table 4

Results on Regression Analyses: Integrity Strategy on Overall Fairness & Justice Dimensions (Step 2 of the Causal-Step Method)

	Overall	Procedural	Distributional	Interpersonal	Informational
Gender (female)	0.069 (0.087)	0.030 (0.088)	0.025 (0.136)	0.179 (0.115)	0.072 (0.109)
Age	0.002 (0.003)	0.0002 (0.003)	0.002 (0.005)	0.011* (0.004)	-0.001 (0.004)
Company Size	-0.081 (0.042)	-0.059 (0.042)	-0.122 (0.065)	0.014 (0.055)	-0.154**(0.052)
Position	0.132** (0.046)	0.155** (0.046)	0.124 (0.072)	0.112 (0.061)	0.121* (0.058)
Integrity Strategy	**0.430*** (0.047)**	**0.465*** (0.047)**	**0.338*** (0.073)**	**0.389*** (0.062)**	**0.487*** (0.058)**
Constant	1.471*** (0.261)	1.221*** (0.262)	1.876*** (0.406)	1.447*** (0.345)	1.517*** (0.327)
Adjusted R^2	0.341	0.371	0.117	0.215	0.296
F Statistic (df = 5; 198)	22.016***	24.976***	6.365***	12.112***	18.109***

Notes. *p<0.05; **p<0.01; ***p<0.001

Supplementary Table 5

Results on Regression Analyses: Compliance Strategy & POJ on DWB (Step 3 of the Causal-Step Method)

	DWB		
Gender (female)	-1.182 (0.606)	-1.363* (0.621)	-1.038 (0.596)
Age	-0.087*** (0.023)	-0.095*** (0.024)	-0.071** (0.023)
Company Size	-0.837** (0.289)	-0.810** (0.298)	-0.635* (0.282)
Position	0.381 (0.327)	0.182 (0.331)	0.328 (0.317)
Compliance Strategy	**0.692* (0.296)**	**0.760* (0.304)**	**0.457 (0.298)**
Overall Fairness	**-2.039*** (0.418)**		
Distributive		**-1.084*** (0.313)**	
Interpersonal			**-1.982*** (0.348)**
Constant	14.845*** (2.205)	12.348*** (2.137)	15.144*** (2.106)
Adjusted R^2	0.221	0.176	0.250
F Statistic (df = 6; 197)	10.575***	8.245***	12.271***

Notes. *p<0.05; **p<0.01; ***p<0.001

Supplementary Table 6

Results on Regression Analyses: Integrity Strategy & POJ on DWB (Step 3 of the Causal-Step Method)

	DWB				
Gender (fem.)	-1.337* (0.611)	-1.458* (0.630)	-1.480* (0.628)	-1.113 (0.598)	-1.406* (0.629)
Age	-0.091*** (0.024)	-0.097*** (0.024)	-0.095*** (0.024)	-0.072** (0.023)	-0.098*** (0.024)
Company Size	-0.840** (0.293)	-0.740* (0.302)	-0.779* (0.302)	-0.609* (0.283)	-0.859** (0.306)
Position	0.438 (0.330)	0.376 (0.343)	0.254 (0.336)	0.358 (0.318)	0.284 (0.337)
Integrity Strategy	**0.380 (0.390)**	**0.107 (0.412)**	**-0.301 (0.354)**	**0.173 (0.349)**	**0.006 (0.391)**
Overall Fair.	**-2.485*** (0.496)**				
Procedural		**-1.710*** (0.511)**			
Distributive			**-1.145*** (0.329)**		
Interpersonal				**-2.214*** (0.366)**	
Informational					**-1.426*** (0.409)**
Constant	17.088*** (1.964)	15.520*** (1.985)	15.579*** (1.978)	16.636*** (1.856)	15.595*** (1.979)
Adjusted R^2	0.203	0.149	0.153	0.242	0.153
F Statistic (df = 6; 197)	9.603***	6.943***	7.126***	11.796***	7.134***

Notes. *p<0.05; **p<0.01; ***p<0.001

Supplementary Table 7

Results on Regression Analyses: Integrity Strategy & POJ on OCB (Step 3 of the Causal-Step Method)

	OCB				
Gender (female)	-0.454 (0.410)	-0.414 (0.412)	-0.430 (0.407)	-0.532 (0.408)	-0.437 (0.411)
Age	-0.006 (0.016)	-0.005 (0.016)	-0.005 (0.016)	-0.012 (0.016)	-0.004 (0.016)
Company Size	0.063 (0.197)	0.015 (0.197)	0.079 (0.196)	0.012 (0.193)	0.063 (0.200)
Position	0.230 (0.222)	0.315 (0.224)	0.239 (0.217)	0.227 (0.217)	0.265 (0.220)
Integrity Strategy	0.563* (0.262)	0.837** (0.270)	**0.625** (0.229)**	**0.537* (0.238)**	0.654* (0.256)
Overall Fairness	0.518 (0.333)				
Procedural		-0.112 (0.334)			
Distributive			**0.474* (0.213)**		
Interpersonal				**0.638* (0.250)**	
Informational					0.270 (0.267)
Constant	8.898*** (1.319)	9.797*** (1.298)	8.771*** (1.281)	8.737*** (1.265)	9.251*** (1.294)
Adjusted R^2	0.066	0.055	0.078	0.085	0.059
F Statistic (df = 6; 197)	3.385**	2.966**	3.847**	4.131***	3.130**

Notes. *p<0.05; **p<0.01; ***p<0.001

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Ehrenwörtliche Erklärung

Ich erkläre hiermit ehrenwörtlich, dass ich die vorliegende Bachelorarbeit mit dem Thema: *„Does Perceived Organizational Justice Influence Ethics Programs Effectiveness? – An Analysis of Perceived Organizational Justice Dimensions as Mediators Between Ethics Programs and Work Behaviors“* selbstständig und ohne fremde Hilfe angefertigt habe und dass die Arbeit in gleicher oder ähnlicher Form noch keiner anderen Prüfungsbehörde vorgelegen hat.

Die Übernahme wörtlicher Zitate sowie die Verwendung der Gedanken anderer Autoren habe ich an den entsprechenden Stellen der Arbeit kenntlich gemacht.

Ich bin mir bewusst, dass eine falsche Erklärung rechtliche Folgen haben wird.

Berlin, 18.5.2021 

Ort, Datum Unterschrift