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A bad following: the big five factors of personality and follower reactions to unethical leader behavior

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The Big Five Factors of Personality and Follower Reactions to Unethical Leader Behavior

by

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Abstract

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Leadership research currently lacks significant attention to followership as an essential component of leadership. Existing literature addresses leader traits and behaviors more than those of followers, but also falls short by offering greater focus on ethical rather than unethical leadership. The current study attempts to fill this gap by examining not only followers as an overlooked yet essential influence, but also unethical leadership, particularly as it relates to follower perceptions of such behavior. The investigation uses follower personality (defined by the Big Five Factor Personality Dimensions) as a potential predictor for follower support or rejection of unethical leadership. Findings of this study indicate that extraversion, conscientiousness, agreeableness and openness in followers are significantly correlated with follower rejection of unethical leader behavior. Neuroticism was not significantly related to either acceptance or rejection of unethical leader behavior. The implications of these findings are considered.

Signature Page for Leadership Studies Honors Thesis

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Thesis presented

by

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This is to certify that the thesis prepared by *Rose Wynn* has been approved by her committee as satisfactory completion of the thesis requirement to earn honors in leadership studies.

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1: Review of Literature

When the Monica Lewinski and Bill Clinton scandal became public, U.S. citizens were forced to grapple with the reality that an accomplished and widely favored leader had engaged in morally questionable sexual misconduct. Although citizens and legislators alike supported grounds for the president's impeachment, his ultimate acquittal suggested enough members of Congress were willing to permit, tolerate or simply overlook this president's behavior as a personal ethical transgression, perhaps in light of Clinton's other leadership successes. The president received a few minor sanctions for his inappropriate conduct, but evaded conviction and other more severe formal punishments. By maintaining his position of authority, Clinton essentially "got away" with his unethical behavior to some extent.

This failure to convict Clinton was largely due to the decisions of the Senate, constituting the president's followers. These individuals reviewed the unambiguous evidence of sexual relations between the leader and a young White House intern, along with Clinton's illegal actions in attempting to cover up his indiscretions, yet still denied the necessity of impeachment. These followers had the ability and responsibility to judge the ethical severity of this leader's actions,

and therefore dictate whether his leadership would be continued or terminated. This power of appraisal attests to the agency of followers in either accepting or rejecting, and therefore allowing or condemning, unethical leader behavior. The fact that followers in this case decided to acquit the leader, despite legitimate evidence of his guilt, recognizes that follower responses to unethical behaviors may not always be intuitive, understandable, logical, consistent or otherwise predictable. Such capriciousness in the nature of follower responses to unethical leaders raises the following question: how do followers appraise the ethics of leadership? Are there particular factors or characteristics of the follower we should consider if we wish to predict their reactions?

The present study attempts to address this question. Focusing on the role of the follower in evaluating leadership ethics, the study examines not only follower responses to various instances of unethical leader behavior, but also whether other factors (in particular, the Big Five personality traits of extraversion, conscientiousness, agreeableness, openness and neuroticism) predict follower responses to unethical leadership.

This chapter will first comment on the leader-centric nature of a large quantity of existing leadership research, which tends to slight the follower perspective and neglect the follower as a powerful agent in judging and shaping leader behavior. The chapter then recognizes the importance of the current study's follower-centric approach, before presenting various conceptualizations of leadership ethics from a host of scholarly theories. In expounding these theoretical perspectives of leadership ethics, the chapter examines various theories of unethical leader behavior in particular, and how they were synthesized for the purposes of this research on follower responses to unethical leadership. The chapter then proceeds into a discussion of the Big Five Factors of Personality: the reason for their selection in this study as the best measure of follower personality and the ability of individual personality to predict follower tendencies

regarding unethical leadership. Next, the chapter explores the relationship between each of the Big Five Factors and either ethical or unethical tendencies in general, before outlining five distinct hypotheses about the relationship between the Big Five Factors in followers and their tendencies to either reject or accept unethical leader behavior. The chapter concludes with an overview of the conceptualization of the current study, including a brief description of empirical research procedures.

The Follower Difference

The majority of leadership literature has largely neglected the significance and role of the follower, judging this entity as subordinate to leaders in some degree. Although some leadership scholars have indeed recognized the critical role of followership, those who have attempted to counter the more conventional notion of the leader-follower dynamic (one that attributes the lion's share of influence to the leader) are a minority. Although it is well-established that leaders fundamentally cannot exist without followers, a significant body of research still slights the influential capacity of followers and their behaviors in facilitating, shaping and even preventing leadership. As Thoroughgood, Padilla, Hunter, and Tate (2012, p. 898) opine, "much of the previous writing on leadership is leader-centric, highlighting the main leader traits" and behaviors that create change, instead of those of the follower (Kaiser, Hogan & Craig, 2008). Carsten, Uhl-Bien, West, Patera and McGregor (2010) also acknowledge this comparative neglect of followers in leadership research, and advocate a reenergized exploration of the group by "advancing a call to more actively develop and explore a construct long overlooked in the domain of leadership research: the construct of followership" (p. 559).

A probable reason for this neglect of followership is the common assumption about followers as only passive bodies, independently incapable of motivation or direction without a leader (Kelley, 2004). The present study attempts to combat this stereotype through a follower-centric approach, focusing on follower perspectives of leadership instead of leader motivations or traits that dictate leader behavior (Carsten et al., 2010). A follower perspective affords greater constructive agency to followers by focusing on their ability to influence leadership through either endorsements or rejections of leader behavior.

Kelley (2004) and other scholars supported the notion of followers as active agents who influence leadership behaviors and decisions. Kelley's (2004) definition of followership implies an active role in affecting leadership outcomes: "followership is active engagement in helping an organization or a cause succeed while exercising independent, critical judgment of goals, tasks, potential problems, and methods" (p. 505). This description suggests followers are capable of analyzing both the means and ends of a leadership endeavor, to either support or reject it based on their own understandings, perceptions and individual characteristics. In fact, Craig and Gustafson (1998) recognized leaders' "very specification derives from their followers' perceptions," implying that leaders are "identified primarily through their perceived effect on subordinates." This acknowledges the importance of a follower-centric approach in defining the nature of leadership, and the follower's potential to impact both the behavior and granted authority of leaders.

Focusing on this often overlooked power of followers enhances our understanding of the leadership process by addressing the follower's potential to shape, reject or encourage particular leadership outcomes (Thoroughgood et al., 2012). A leader-centered perspective alternatively neglects the follower lens as a tool for understanding, and therefore cannot fully recognize the

influence of follower traits and behaviors. A consideration of follower perceptions is essential for a holistic understanding of how and why leadership behaviors are either supported or challenged. Therefore, this study's focus on follower responses to unethical leader behavior, combined with its examination of follower personality, has the potential to provide insight on whether a follower attribute might predict endorsement or rejection of unethical leadership.

The follower-centric approach of this study invokes the notion of follower agency by focusing on followers' tendencies to either endorse or challenge leadership (and the potential for follower personality to predict that endorsement or challenge). "Leaders in general, do not operate in a vacuum. Followers must consent to, or be unable to resist, a destructive leader" (Thoroughgood et al., 2012, p. 899). This study therefore attempts to attest to the role followers play in potentially allowing (or disallowing) unethical leader behavior.

Unethical Leader Behavior

Scholars have largely contested the nature and components of unethical and ethical leader behavior. Previous research primarily considered ethical leadership behaviors as mere components of broader leadership styles, not as their own distinct entity. Only "recent research has started to consider ethical leadership as a set of [particular] behaviors or a separate leadership style" (Kalshoven, Den Hartog & De Hoogh, 2011a, p. 351). Now, scholars have posited multiple theories that attempt to conceptualize the behaviors and traits that constitute unethical or ethical leader behavior. Some describe more universal and generic principles, while others specify circumstances or outcomes that dictate the ethics of leadership action. Some theories identify a host of behaviors in a very comprehensive and multidimensional manner; others are

more focused within a narrower range of behaviors. Overlaps and distinctions exist among all of the conceptualizations of leadership ethics.

Despite these attempts to develop notions of both ethical and unethical leadership, there has been a greater body of research devoted to ethical leadership overall compared to unethical leadership. Much leadership literature is "specifically designed to develop a formal definition of ethical leadership, as well as a valid and reliable measure of ethical leadership. As a result, we believe researchers are now better equipped to study ethical leadership. But, a similar level of attention has not been paid to unethical leadership" (Brown & Treviño, 2005, p. 610).

Because of the disproportionate attention to ethical leadership and its depth of conceptualization in leadership research, the current study explores definitions of ethical leadership (as well as the limited existing theories of unethical leadership) to render a fuller understanding of unethical leader behavior in contrast. The following section will delineate significant components of several more prominent theories about leadership ethics, and explain how that research contributed to the inventory of unethical leader behavior used in this study.

Brown, Treviño and Harrison (2005) were some of the first scholars to examine ethical leadership as a distinct type of leader behavior. They defined ethical leadership as "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships and the promotion of such conduct to followers through two-way communication, reinforcement and decision-making" (Kalshoven et al., 2011a, p. 351). The two-way communication component of ethical leadership requires leaders to let followers participate in decision-making, ensuring followers have a voice to exercise agency in "a procedurally or interpersonally just process" (Brown et al., 2005, p. 120). This mandated mutuality implies unethical leaders, by contrast, are unjust in denying democratic participation from followers. An

ethical leader also has a responsibility to articulate ethical standards and values to followers clearly and consistently, to promote the "sustained communication of an ethics message" (Brown et al., 2005, p. 118). More specifically, Brown et al. (2005) discovered "ethical leaders…draw attention to ethics and make it salient in the social environment by explicitly talking to followers about it" (p. 120). This standard-setting improves knowledge of expectations and helps decrease the amount of ethical violations, which would require strict disciplinary sanctions. Brown et al. (2005) also acknowledged that executing appropriate and consistent sanctions for those who disobey ethical principles is an important part of ethical leadership. Leaders who avoid clarification of such standards are unethical, according to Brown et al.

Brown and Treviño (2006) also went beyond that initial conceptualization of ethical leadership, adding the ideas of inspiration and large-scale concern for others to the construct. These scholars purported ethical leaders attempt to foster high motivation for ideal goal achievement, for "the ethical dimension of leadership represents a small component that falls within the nexus of inspiring, stimulating and visionary leader behaviors" (p. 597). With a high level of trustworthiness, ethical leaders for Brown and Treviño (2006) are "fair and principled decision-makers who care about people and the broader society" (p. 597). Unethical leaders therefore express vindictive and evil tendencies; Brown and Treviño (2006) theorized such leaders enjoy refusing requests and consistently display hostile verbal and nonverbal behaviors (p. 610).

Similar to Brown and Treviño's (2006) finding that ethical leaders treat others with dignity and respect, Kalshoven et al. (2011a) synthesized other notions of leadership ethics, concluding that a "concern for people, reliability and responsibility" is part of the ethical leader's sensitive consideration for "the impact of their actions beyond the scope of their own

workgroup" (p. 350). This broader concern for others relates to the idea that ethical leaders avoid favoritism, maintaining just treatment of all followers. Unethical leaders would therefore practice favoritism, according to Kalshoven et al. (2011a). The scholars also found ethical leaders had a responsibility to "clarify responsibilities, expectations, and performance goals, so that subordinates know what is expected from them and understand when their performance is up to par" (p. 351). This open communication with followers implies ethical leaders articulate ideal standards, but they also exhibit such standards through role-modeling behavior.

Kalshoven et al. (2011a) also theorized several components of unethical leadership in particular. A lack of role modeling, power-sharing, reciprocation and empowerment of others constituted autocratic leadership, which Kalshoven et al. (2011b) associated with unethical leadership. "Autocratic leaders make decisions without considering the opinions of employees. They give orders and foster dependency. Employees have no influence in decision-making, reflecting a lack of employee empowerment" (Kalshoven et al., 2011b, p. 55). Despite this lack of control for followers, unethical leaders still blame followers for unfavorable conditions or activities, even if they are beyond follower control. This represents a general lack of accountability for follower actions, which Kalshoven et al. incorporate in their unethical leadership paradigm.

Craig and Gustafson's (1998) Perceived Leader Integrity Scale (PLIS) also provided insight on examples of unethical leader behavior. The scale identified unprincipled, unfair, untrustworthy and irresponsible tendencies as examples of unethical leadership. The scholars also noted unethical leaders engaged in abusive supervision, blaming, rejection of followers, hypocrisy and generally self-interested behavior.

Tabachnick, Keith-Spiegel and Pope (1991) examined ethical and unethical leadership behaviors particularly in a teaching environment. They found initiating sexual advances, ignoring evidence of cheating, ridiculing and instructing followers that certain people are naturally inferior constituted their unethical leadership profile. The scholars also noted unethical leaders accepted bribes and either excused certain followers from abiding by the rules, or simply changed the rules at whim to accommodate particular individuals.

Kellerman (2004) was very succinct in identifying only three core components of unethical leadership: corruption, callousness and insularity. The scholar defined corruption as lying, cheating, stealing or being motivated by greed. She defined callous leaders as those who ignored or were otherwise unkind to others through disregard, and insular leaders as not concerned with the broader community.

Three other scholars also contributed noteworthy theories to the notion of ethical leadership. Kelley (2004) identified the possession of a conscience as characteristic of ethical leader behavior; he claimed a conscience constituted a person's sense of moral obligation through its "ability to judge right from wrong" (p. 512). Bono and Judge (2004) theorized that ethical leader behavior involved individual consideration for followers, through understanding and addressing their needs, comprised within the larger dimension of transformational leadership. Therefore unethical leadership in this conceptualization neglects individual follower needs.

The present investigation synthesized this combination of theories to create a comprehensive Wynn Unethical Leader Behavior Inventory (WULBI), a 45-item list of unethical leader behaviors used to measure follower responses to unethical leadership. A more detailed breakdown of the scholarly theories compiled for this inventory is shown below in Table 1.

Table 1: Theory and Research behind the WULBI

Brown, Trevino & Harrison (2005)

1. Sets clear standards and holds employees accountable for following them (Ethical)
2. Sustains clear communication of an ethical message (Ethical)
3. Treats others with dignity and respect (Ethical)
4. Listens to what group members have to say (Ethical)
5. Defines success not just by results but also the way that they are obtained (Ethical)
6. Disciplines employees who violate ethical standards (Ethical)
7. Conducts his/her personal life in an unethical manner (Unethical)
8. Discusses ethics or values with group members (Ethical)

Kalshoven, Den Hartog & De Hoogh (2011a)

1. Reliable (Ethical)
2. Responsible (Ethical)
3. Encourages two-way communication and decision-making with followers (Ethical)
4. Serves as a role model for desired behavior (Ethical)
5. Is motivated by self-interest (Unethical)
6. Is motivated by individual power (Unethical)
7. Transparent (Ethical)
8. Practices favoritism (Unethical)

Craig & Gustafson (1998)

1. Trustworthy (Ethical)
2. Ethical (Ethical)
3. Principled (Ethical)
4. Wholesome (Ethical)
5. Fair (Ethical)
6. Believable (Ethical)
7. Limits training or development opportunities to keep group members from advancing (Unethical)
8. Dishonest (Unethical)
9. Risks group member well-being or group membership to protect himself/herself (Unethical)
10. Blames group members for his/her risk or

Kalshoven, Den Hartog & De Hoogh (2011b)

1. Allows group members a say in decision-making (Ethical)
2. Clarifies responsibilities, expectations, and performance goals of group members so they know what is expected from them and understand when their performance is up to par (Ethical)
3. Pays attention to sustainability issues, considering the impact of his/her actions beyond the scope of the group (Ethical)
4. Delivers orders to foster dependency from group members (Unethical)
5. Delegates challenging responsibilities to group members (Ethical)
6. Holds group members accountable for problems over which they have no control (Unethical)

Kelley (2004)

1. Possesses a conscience (Ethical)

Brown & Trevino (2006)

1. Cares about people and broader society (Ethical)
2. Inspires internal motivation for goal achievement in group members (Ethical)
3. Vindictive (Unethical)
4. Verbally hostile (Unethical)

Bono & Judge (2004)

1. Provides individualized consideration to group members, recognizing their needs and coaching them when necessary (Ethical)

Kellerman (2004)

1. Corrupt (Unethical)
2. Callous (Unethical)
3. Insular (Unethical)

Tabachnick, Keith-Spiegel & Pope (1991)

1. Ignores evidence of malfeasance or dishonesty to achieve group goals (Unethical)
2. Accepts expensive gifts from group members (Unethical)

mistake (Unethical) 11. Takes responsibility for his/her own actions (Ethical) 12. Falsifies records of performance or profit to improve group status or reputation (Unethical) 13. Hypocritical (Unethical) 14. Dismisses members from the group for his/her personal reasons (Unethical) 15. Takes credit for the ideas of other group members (Unethical)	3. Initiates sexual comments, gestures or physical advances on group members (Unethical) 4. Instructs group members that certain races are intellectually or otherwise inferior (Unethical) 5. Insults or ridicules group members in the presence of other members (Unethical) 6. Insults or ridicules group members to non-group members (Unethical) 7. Bends the rules for selected group members and not others (Unethical)

The Big Five Factors of Personality

Theories in psychology examine a number of ways people differ from each other, such as ethical values, personal experiences and intelligence. Personality also reflects a variety of individual differences, although many scientists, psychologists and other empirical researchers have developed multiple theories and taxonomies to represent the consistent tendencies in personality. The Big Five Factor Personality theory, constructed by Raymond B. Cattell, represents one of these personality taxonomies. Derived from a list of thousands of personality-descriptive terms, the Big Five represents five personality trait dimensions that empirical research has indicated can account for the larger comprehensive range of personality factors: extraversion, agreeableness, conscientiousness, neuroticism and openness (Goldberg, 1990). The following section will outline the behavioral tendencies and characteristics associated with each personality factor, before justifying the use of the Big Five as the most appropriate and effective personality measure for this study.

Extraversion is characterized by assertiveness, optimism, talkativeness, energy, activeness and outgoing tendencies (Tupes & Christal, 1992). Antes, Brown, Murphy, Waples, Mumford, Connelly and Devenport (2007) found that gregarious is also a component of extraversion, which relates to the positive emotionality that is "at the core of extraversion" and the accompanying desire to possess and value warm personal relationships (Bono & Judge, 2004,

p. 902). Extraverted individuals also have an ability to influence others, related to their tendency to seek out, incite and enjoy change (Brown & Treviño, 2006). The extraversion factor represents a component of interpersonal dominance, a trait that involves tendencies toward changing and controlling others (Bono & Judge, 2004).

The Big Five Factor of agreeableness is associated with honesty, a warm nature, concern about maintaining relationships, sensitivity to others' needs and altruism (Kalshoven et al., 2011a). Agreeable individuals are also good-natured and easy-going, possessing cooperative tendencies that indicate compliance (Antes et al., 2007). They also demonstrate high levels of loyalty (Hollander, 2004), which relates to their tendency to be trusting of others (Brown & Treviño, 2006).

Conscientiousness is typified by a sense of responsibility, attendance to established codes of conduct and goal-orientation (Kalshoven et al., 2011a). Brown and Treviño (2006) also associated conscientiousness with determination and a sense of duty to accomplish tasks at hand. Antes et al. (2007) found conscientious individuals are often persevering, exacting and dependable, as the trait is also associated with competence, deliberation, order and self-discipline (Craig, 1998).

Neurotic individuals are often anxious, depressed and generally emotional instable (Antes et al, 2007). The trait reflects a "tendency to experience negative emotions such as anger, fear and anxiety" (Brown & Treviño, 2006, p. 603). Brown and Treviño (2006) also found neuroticism to be associated with impulsivity, hostile behavior and stress. Part of the reason for these negative emotional and psychological elements is the low self-esteem and perceptions of low self-efficacy that often plague individuals who possess the trait (Kalshoven et al., 2011a).

Bono and Judge (2004) found that there are two basic elements that encompass openness as a personality trait: "traditional conceptualizations of openness to experience include culture (an appreciation for the arts and sciences and a liberal and critical attitude toward societal values) and intellect (the ability to learn and reason)" (p. 902). Individuals ranking high on this trait therefore demonstrate artistic tendencies, intellectual curiosity, perceptiveness and insight (Brown & Treviño, 2006). They also possess an elevated level of emotional responsiveness to others, due to these tendencies toward sharp discernment (Brown & Treviño, 2006). Openness also relates to creativity, introspection, imagination and resourcefulness (John & Srivistava, 1999). The open-minded nature of these individuals (Antes et al., 2007) also means they have more flexible attitudes and tend to "engage in divergent thinking" (Bono & Judge, 2004, p. 902).

The study's use of the Big Five Factor Personality Inventory in measuring follower personality makes the research significant because the Big Five measure enjoys substantial, wide-spread support from numerous researchers and scholars; it is the most commonly used and comprehensively researched framework of personality (Gosling, 2003). Across cultures, the Big Five demonstrates consistent interpretations of principle and essential personality components that encompass the full spectrum of trait characteristics (Kalshoven et al., 2011a). "The 'Big Five' are believed to be basic underlying trait dimensions of personality…and have been recognized as genetically based, relatively stable, and cross-culture generalizable" (Kalshoven et al., 2011a, p. 350).

Multiple research endeavors, particularly those initiated by Goldberg (1990), "provide sufficient evidence to alleviate any qualms about the generality of the Big-Five structure" (p.

1223). Goldberg (1990) investigated the model's ability to account for a wide-ranging group of 1,431 personality trait descriptors throughout a variety of procedures, which analyzed both the personality factors and other commonly-used personality terms. His findings revealed that no factors beyond those of the Big Five "demonstrated any significant amount of across-sample generality:" any relatively large sample of personality trait adjectives "will elicit a variant of the Big-Five factor structure, and therefore that virtually all such terms can be represented within this model" (Goldberg, 1990, p. 1223). The Big Five's ability to encompass and aptly classify the majority of human personality descriptors into five distinct yet all-encompassing, empirically-derived domains make it desirable as a measure for personality. Briggs (1992) found that even different research laboratories, using a variety of methods, frameworks, items and other instruments for classifying personality, could identify the Five Factor model across all such practices and formats, making it "robust in the arena of personality assessment" (p. 260). Brown and Treviño (2006) support this conclusion, finding that there is a "better conceptualization and measurement of personality, most notably with the development of the Five Factor Model" (p. 602). In fact, the trait model enjoys such a high level of respect from many scholars that "some researchers claim that the five factors have the status of 'an empirical fact'" (Graziano, Jensen-Campell & Finch, 1997, p. 392). Therefore, researchers consider the Big Five to be a superlative model in the field of personality. It was therefore considered an ideal selection for this study.

Personality as a Predictor of Responses to Unethical Leader Behavior

Research indicates that individual factors such as personality can influence follower decision-making about unethical leadership. Individuals differ in their reactions to unethical leadership, even when contextual circumstances are held relatively constant. Hitler's reign

during the Holocaust, for example, exemplifies a constant ethical context in which some Germans remained strictly compliant, while others performed as whistle-blowers or at least engaged in underground resistance. Findings have suggested that individual factors, or natural tendencies, must therefore have an influence in determining the nature of followership regarding unethical leader behavior (Blass, 1991). Kelman and Hamilton (1989) noted "we know from…many other instances of obedience to unjust and destructive authority that, no matter how powerful the situation may be, individuals differ in how they react to it" (p. 902). If these individual factors play an important role in dictating patterns of followership, there is a need to explore these individual factors that influence such follower tolerance for, or compliance with, unethical leaders. This study addresses that need by investigating individual personality characteristics of followers, as defined by the Big Five Factor Inventory, and their potential to predict unethical following.

The study's examination of personality, an individual trait factor, is significant because it goes beyond the murky realm of circumstantial relativism, targeting a more individualized and non-relativistic predictor of follower behavior. Leadership theory has prominently recognized that situational factors can prompt acceptance of or support for unethical leadership; "any number of contextual factors, such as desperate economic situations, threats from external entities, absence of checks and balances, or a collectivistic society, will predispose certain people to following destructive leaders" (Padilla, Hogan & Kaiser, 2007). Because such contextual factors are both numerous and relative, an exploration of their ability to predict follower responses requires a much narrower focus on only select contexts and their elements, which goes beyond the interests and scope of the present study. This investigation, alternatively, attempts to

reveal how an individual's personality traits might predispose followers to react to unethical leadership in certain ways.

The Big Five Factors and Follower Responses to Leadership Ethics

Before determining the potential of the Big Five Factors in predicting follower responses to unethical leader behavior, it is necessary to recognize that particular behavioral tendencies and trait elements within each Big Five Factor suggest a likelihood that a follower with that trait will respond to ethical and unethical behavior in particular ways. Although little previous work has explored the Big Five construct in particular as a predictor of follower acceptance or rejection of unethical leadership, scholars have distilled findings that associate components of each Big Five Factor with either active endorsement, passive acceptance, active confrontation or passive rejection of unethical behavior in general.

Extraversion

In cases of unethical leadership, dominant interpersonal elements make extraversion related to whistle-blowing. Rothschild and Miethe (1999) found that "dominant people…are more likely to report, and continue to report, ethical misconduct even if they are not heard or they are retaliated against." Kellerman (2008) also examined multiple case studies involving unethical leader behavior and follower responses, revealing that individuals who disclose deceitful or otherwise immoral intentions of organizations often possess assertiveness and other indicators of extraversion. In Kelley's (2004) exploration of types of followership, the scholar identified a star follower type as one reflecting energy and independence, both traits related to extraversion. Kelley (2004) found these followers often disagree with leaders' unethical

behavior, and are more likely to stand up to unethical leadership, which strengthens the connection between extraversion and rejection of unethical leadership.

Other studies that have examined extraversion as a characteristic of leaders, not followers, still supported findings that extraversion relates to ethical (as opposed to unethical) behavior in general. Bono and Judge (2004) found a relationship between extraversion and the "transformational leadership composite," which is defined as a tendency to inspire and stimulate others with a visionary outlook (p. 905). All of these factors reflect ethical leadership dimensions. This implies extraverted leaders exhibit ethical leadership forms, which strengthens the relationship between extraversion and ethical behavior.

Scholars also gained further insight into the tendencies of extraverted individuals by examining the ethical behavior of introverts, which offered insight into how extraverted followers are *less* likely to act. Thouroughgood et al. (2012) found introverts generally remain compliant to leaders, even in the presence of unethical behavior, and succumb to pressures to remain silent in the presence of ethical violations. This type of follower, who fails to take action in the presence of unethical leadership, is known as the bystander. The passive and unethical tendencies of these followers are largely associated with their introverted personality. "The vulnerability of bystanders primarily rests in their…low extraversion and dominance, and lack of a courageous-prosocial disposition. These factors increase the probability of destructive leaders tapping manipulative triggers in bystanders" (Thoroughgood et al., 2012, p. 907). Those manipulative triggers sway introverted followers to succumb to leader authority, by either passively allowing unethical leadership or actively following orders to facilitate unethical acts. If introverted followers are more easily manipulated to comply with unethical leaders, extraverted

individuals by association are less likely to act as mere bystanders, and more likely to act as whistle-blowers in cases of unethical leadership.

Conscientiousness

Previous research has presented varying conclusions about the connection between conscientiousness and ethical or unethical tendencies in followers. Craig (1998) found no association between conscientiousness and the integrity component of ethical behavior, but some scholars have reported evidence of a link between conscientiousness and ethical leadership (Bono & Judge, 2004; Brown & Treviño, 2006). Antes et al. (2007) examined the influence of personality on ethical behavior in work environments, and "revealed fairly consistent and sizeable positive relationships between conscientiousness and integrity" (p. 16). Kalshoven et al. (2011a) also found a positive and significant link between conscientiousness and general ethical tendencies, which indicated conscientious followers may be predisposed to reject unethical leader behavior.

The adherence to protocol that typifies conscientious individuals may also inspire them to reject unethical leader behavior because unethical leadership conflicts with universal ethical standards and principles. The exacting nature of conscientious individuals, combined with their determination to follow established codes of conduct, may also lead them to uphold more broadly accepted ethical standards (Brown & Treviño, 2006). With responsible tendencies and a duty element in conscientiousness, followers who rank highly in this trait may view themselves as more accountable for staying true to ethical values (Brown & Treviño, 2006). "In daily practice, people's sense of moral obligation tends to come from…codes of professional ethics and conventional expectations that might be considered the duties of one's role" (Nye, 2008, p.

118). Because conscientious followers take the notion of duty very seriously, they may consider upholding general ethical principles to be the crux of their responsibility.

The exacting, deliberative nature of conscientious individuals may also indicate their tendency to reject unethical leadership because they are likely to be more thoughtfully aware, realizing and considering all potential unfavorable implications and detrimental outcomes of unethical leadership. The self-discipline that typifies conscientious followers may also inspire them to show strength of will against unethical leader behavior, refraining from following such behavior or even actively challenging it. Brown and Treviño (2006) concluded conscientious followers are most likely to respond to leaders by going against the grain, opposing current leaders even to the extent that the conscientious followers become leaders themselves: "meta-analytic results indicate…conscientiousness…[is] most strongly related to leader emergence" (p. 602). This finding implies conscientious followers, in cases of unethical leadership, may be more likely to assert their own ethical standards in opposition to a leader.

Despite such conclusions, the conscientiousness trait is complex and multifaceted, which presents varying implications for follower tendencies in response to unethical leadership. The "achievement-motivated focus on accomplishment" that typifies conscientious individuals, along with their dependableness and sense of responsibility towards leaders, may also inspire these followers to attain leader goals regardless of potential unethical consequences (Kalshoven et al., 2011a, p. 353). "Given their voracious ambition and willingness to conspire with those who can reward them for their services, [conscientious followers] are apt to promote the leader's destructive agenda to get ahead" (Thoroughgood et al., 2012, p. 909). The highly determined motivation and tendencies to follow any established protocol makes conscientious individuals

more likely to strive for the established goals of the leader out of a sense of duty, which suggests conscientious followers may support leader decisions at any ethical price.

Because of this focus on task-oriented accomplishment, Kalshoven et al. (2011a) concluded conscientious individuals have a reduced focus on others' interests and group relational components, sometimes acting on "egoistic motives because of their strong focus on achievements, well-being, and goals" (p. 360). In light of these established goals, such followers may be predisposed to overlook other concerns for the broader society; they may perceive the leader agenda as primary and accept unethical leader decisions merely because they achieve established goals (without concern for external impacts on other parties).

Because conscientious followers also deliberate in depth about decision-making, they might recognize strategic benefit in such unethical leader behavior as benefitting group members exclusively. Although unethical leader behavior may impose detrimental costs for nonmembers, conscientious individuals would lend the issue diligent consideration and may conclude such outcomes are trivial enough that group rewards outweigh the minor external costs.

Even if conscientious followers deliberately considered those consequences and did *not* find an overall strategic benefit to the unethical leadership, these followers may still follow the unethical leader in order to maintain their sense of dependability and responsibility (typical of conscientious individuals). In this way, conscientious followers may diligently perceive the unethical nature of a leader's act, but still exercise self-discipline to uphold their duties as a follower in obeying the leader. Barbuto (2000) found that high conscientiousness makes it more likely that unethical leaders will activate "role legitimacy triggers" in these individuals, prompting a sense of duty to the leader that makes followers more likely to accept and comply with unethical leadership (p. 369).

Neuroticism

Largely due to its negative emotional and self-evaluative components, neuroticism has been widely associated with unethical tendencies in followers (particularly passive tolerance of unethical leadership or fearful compliance with it). The primary reason for this association is the low self-esteem that makes neurotic individuals allow and obey all leader behavior and commands in hopes of increasing their own self-worth (Thoroughgood et al., 2012). This makes neurotic followers much more susceptible to destructive leaders. "Low self-concept clarity and negative core self-evaluations [are]…individual factors [that] increase the likelihood of destructive leaders tapping leader identification triggers in this type of susceptible follower…they are at heightened risk for obeying destructive leaders and engaging in unethical behaviors as followers" (Padilla et al., 2007). Neurotic followers want to improve their low self-esteem and poor sense of identity by adhering to an authority figure that can serve as a point of reference for their identity, bringing more meaning into their lives by making them feel a part of something larger than themselves. "The most widely cited susceptible followers...plagued by negative self-evaluations and an ill-defined and malleable self-concept…believe [leaders] can provide them clarity, direction, and increased self-esteem [through a sense of] belonging; and instill in them a clear sense of self" (Padilla et al., 2007). With either negative or hazily undefined self-views, neurotic individuals are more susceptible to unethical leadership because of their desire to gain identity through association with strong leaders, regardless of the ethical or unethical nature of the leader's actions. Even if a neurotic follower possessed a desire to reject unethical leadership, his or her low self-esteem would make it highly unlikely that he or she would possess enough confidence to reject any leader decision.

This low self-esteem and lack of assertiveness in neurotic followers, combined with the feelings of low self-efficacy and a resulting dependence on others, has contributed to passive dispositions among neurotic followers in the presence of unethical leadership. "Those with low self-esteem are also less likely to report wrongdoing due to perceived retaliation, are more persuasible, compliant, and conforming" (Thoroughgood et al., 2012, p. 907). These neurotic followers hope such passivity and acceptance, through lack of confrontation and opposition, will result in positive impressions from the leader. Howell and Shamir (2005) found the low self-esteem associated with neuroticism meant followers tended to possess a "strong desire to emulate and garner approval from the leader" (p. 105). This often means neurotic followers will not act as whistleblowers in the presence of unethical leadership because they are easily swayed that such leadership could be "right." They also desire affirmation from the leader and seek to avoid punishment or disfavor, so tend to stray away from whistle-blowing because of its potential to produce conflict or opposition.

While the low self-esteem component of neuroticism certainly drives passivity in these followers, the anxiety and stress tendencies associated with the Big Five trait also make neurotic individuals more likely to support unethical leaders. Thoroughgood et al. (2012) found that anxiety, like negative self-evaluations, motivated a desire to avoid leader punishment and disfavor, due to the potential ramifications an authority figure could impose on disobedient followers. "Neuroticism is related to harm avoidance, sensitivity to punishment, and susceptibility to compliance. Given their anxious and worrying disposition, neurotic people are often inclined to avoid conflict and negative evaluation, are more fearful of authority, and are likely to be passive bystanders" (Thoroughgood et al., 2012, p. 908). Neurotic followers therefore are more likely to either passively permit unethical leadership (due to anxieties about

conflict), or actively follow it to appease their own anxieties about rejection and punishment by the leader.

Previous studies have also found negative correlations between the factor of neuroticism and integrity, which suggests a lack of ethical tendencies in followers who rank highly in this trait (Antes et al., 2007). Specific findings on neuroticism among leaders have also associated the Big Five Factor with dishonesty as a result of the anxiety, low self-esteem and perceptions of low self-efficacy that accompany the trait (Kalshoven et al., 2011a). Kalshoven et al. (2011a) discovered "neurotic leaders are less likely to communicate openly and honestly about their expectations of subordinates," which violates the ethical leadership behavior of honest two-way communication with followers (p. 354). Neurotic individuals also tend to be hostile to others, which makes them more willing to condone certain destructive and unethical leader behaviors (Brown & Treviño, 2006). Neuroticism has also been negatively correlated with role model behavior, which is a component of ethical leadership and suggests neurotic individuals are less likely to engage in those ethical tendencies.

In addition to the research supporting the connection between neuroticism and unethical followership, some scholars have investigated the connection between emotional stability and ethical, rather than unethical, leadership. Although results still vary, emotional stability is mostly correlated with ethical leadership (Kalshoven et al., 2011a, p. 349, 360). In particular, emotional stability is correlated with the role clarification component of ethical leadership: leaders who are emotionally sound are more aware of the necessity and importance of clearly communicating follower responsibilities, and are better at ensuring follower understanding of performance goals (Kalshoven et al., 2011a, p. 360). Much like examining introverted tendencies has provided insight about the unlikelihood that extraverts might exhibit those same tendencies, the positive

relationship between emotional stability and ethical behavior suggests neuroticism is more likely to be associated with unethical behavior. At least, these findings indicate neuroticism is highly unlikely to predispose ethical tendencies.

Agreeableness

In examining agreeableness, research has found a significant correlation between the trait in leaders and ethical behavior, primarily due to the altruistic and kind components associated with the personality factor. Agreeableness has been strongly and positively associated with both integrity (Antes et al., 2007) and the ethical behaviors of power-sharing and fairness (Kalshoven et al., 2011a). Brown and Treviño (2006) also found the trait to be positively and significantly related to the idealized influence element in transformational leadership, which possesses a distinct ethical component.

While agreeableness as a leadership dimension is related to ethical tendencies, agreeableness as a follower trait may have different ethical implications. Agreeableness has been correlated with passive followership, which implies non-confrontational tendencies and obedience (Carsten, et al., 2010). "Non-confrontational people…seem to…be more adaptable….They go with the flow, they are much more flexible in situations than other people" (Carsten et al., 2010, p. 552). This tendency implies agreeable followers may be more willing to permit or condone unethical leadership because they are more likely to simply adapt to any leader behaviors or decisions, regardless of the potentially unethical nature, to refrain from challenging leadership in any way (Antes et al., 2007). This reluctance to challenge the leader also relates to the agreeable follower's tendency to be cooperative and easy-going; their compliance may cause them to "adjust their behavior in trying to accommodate others,"

accepting and obeying leader decisions (Kalshoven et al., 2011a, p. 353). In cases of unethical leadership, this agreeable follower becomes the unethical follower; a passive, compliant and loyal nature predisposes this individual to condone or remain a bystander regarding unethical leader behavior. “Those who feel their follower role is best served by remaining silent and loyal may abstain from defying abusive, dangerous, and unethical leader behaviors” (Carsten et al., 2010).

Those who rank highly on agreeableness are also more likely to focus on relational aspects in engagements, such as maintaining positive social relations (Graziano et al., 1997). This implies agreeable followers are high self-monitoring, reflecting a great concern for how they are viewed by others and a tendency to adapt their behaviors and beliefs to gain approval from leaders. This makes them increasingly susceptible to leader exploitation and excessive control because such followers will want to comply in exchange for positive leader favor. “Individuals with…high self-monitoring…are more likely to experience manipulative triggers in the presence of destructive leaders than those with lower scores” (Barbuto, 2000).

This tendency of agreeable followers to accept all leader decisions to gain approval from leaders stems from their desire to identify with leaders through compliance with leader demands. “Others may view the leader's orders as a chance to gain acceptance from the leader, thus tapping a leader identification trigger (which reflects an inclination to comply due to one's identification with the leader and desire for their approval” (Barbuto, 2000). Agreeable followers, with a strong concern for positive social relations and good favor, are more likely to follow leader commands with the goal to both establish a connection and ingratiate themselves with the leader. In cases of unethical leadership, agreeable individuals are therefore more likely to accept or endorse unethical leader behavior as a means of achieving leader favor. “Agreeable individuals may at

times be seen as less ethical or principled in decision making as their desire to please others may mean that they are at times overly compliant or make too many exceptions to the rules" (Graziano et al., 1997, p. 395). Although an agreeable follower may believe in certain ethical principles or guidelines, the trusting and compliant components of agreeableness will make followers with this trait more willing to disregard such ethical "rules" in the presence of unethical leadership, as an expression of trust for leader competency (Kalshoven et al., 2011a).

Openness

There is relatively little research and scholarship that connects openness to either ethical or unethical leadership tendencies. Many studies have simply neglected the personality trait and have focused instead on examining the other factors of the Big Five. One of the potential reasons for this relative lack of attention is that when the factor *has* been studied in relation to leader behavior and ethics, findings have indicated no correlation between openness and ethical leadership (Kalshoven et al., 2011a). Some studies, however, have connected openness to transformational leadership, which possesses a distinct ethical dimension (Bono & Judge, 2004). Other components of the trait, however, imply followers ranking highly in openness may be willing to endorse unethical leader behavior.

Open individuals tend toward flexible attitudes, making them more likely to eschew established ethical conventions and embrace a leader's more unconventional, unprincipled decisions (Bono & Judge, 2004). The adaptability of open individuals, much like that of agreeable individuals, may make them more likely to "go with the flow" and accept leader decisions (Carsten et al., 2010, p. 552). Without rigid dispositions or ideologies, these followers are open-minded and less likely to challenge unethical leadership as actions in conflict with their

beliefs or standards. These open-minded tendencies also make open individuals more passive in accepting leader decisions that might stray from established ethical conventions: "passive followers highlighted personal qualities and behaviors such as having the ability to be flexible and open to change," even in cases of unethical leader behavior (Carsten et al., 2010, p. 552).

At the same time, other elements of the openness personality dimension may indicate that open followers are more likely to challenge unethical leader behavior. Kelley's (2004) typology of followers identifies one particular type (the "star follower") that possesses the creativity characteristic of highly open individuals. These followers are more likely to disagree with unethical leader behavior because their creative tendencies inspire them to think beyond mere leader orders and identify the most effective and favorable means of solving problems, regardless of whether or not that is articulated by the leader (Kelley, 2004). Such creativity also relates to the divergent thinking typical of open individuals. This tendency could also predispose open followers to reject unethical or destructive leader decisions because these followers are willing to diverge from established orders.

Other studies that examined individuals low on openness provide further insight into how open followers are less likely to act regarding ethical tendencies. Individuals with "a cognitively rigid disposition," the opposite of the openness dimension, are more likely to comply with unethical leaders because cognitive rigidity reflects "a preference for a simple, well defined and unambiguous world" (Thoroughgood et al., 2012, p. 906). Cognitive rigidity also includes a dislike for uncertainty, decreased likelihood of carefully processing information and inherent tendency to "submit to and support legitimate authorities and social institutions which serve epistemic needs for stability, clarity, and order" (Thoroughgood, 2012, p. 906). This indicates cognitively rigid followers are therefore more likely to perceive leaders and their behavior as

legitimate because of their tendency to accept conventional notions of ultimate leader authority, and information without deep consideration. These followers don't tend to question leader decisions or orders. Therefore, highly open individuals by contrast may be less likely to follow unethical leaders blindly, because of their ability to question authority and carefully process information to consider whether orders are worthy of following (beyond their perceived legitimacy as leader-dictated goals).

Research has also explored openness as a leader trait, finding that it correlates with ethical tendencies. Bono and Judge (2004) discovered a relationship between openness to experience and the transformational leadership component, which reflects ethical tendencies such as inspirational motivation, stimulation and a visionary outlook. This enhances the connection between openness and ethical behavioral tendencies in general.

The Current Study

The general intent of this research study was to examine whether the Big Five Factor personality traits (extraversion, conscientiousness, agreeableness, neuroticism and openness) in followers were related to follower tendencies to either accept or reject unethical leader behavior. The overarching theme was an investigation into the notion of personality as a factor that could be associated with, and potentially predict, unethical following. The investigator created hypotheses regarding whether individuals ranking highly on each of the Five Factors would be more likely to either accept or reject unethical leader behavior. The hypotheses were based on two elements: 1) definitions of the Big Five Factors, particularly the specific behaviors and characteristics that indicated distinct ways in which followers ranking highly on each trait were

likely to respond to unethical leadership, and 2) research-based findings identifying correlations between each Big Five trait and ethical or unethical tendencies in general.

Hypotheses

For extraverted followers, the researcher predicted their strong sense of agency, assertiveness and tendency to incite change would make them more likely to challenge leaders' unethical decisions. Significant research also linked the extraversion factor with whistle-blowing in cases of unethical leadership. Other findings indicated introverted individuals, by contrast, were more susceptible to destructive leader behavior, which strengthened the case that extraverted individuals alternatively were highly unlikely to concede to unethical leadership.

Hypothesis 1: The Big Five Factor extraversion in followers will make those followers less likely to accept unethical leader behavior.

Followers ranking highly in conscientiousness were expected to be more likely to reject unethical leadership because of their strict adherence to established codes of conduct (i.e. ethical principles) and the exacting deliberation they exercise in contemplating implications and outcomes (i.e. potential detrimental effects of unethical leadership). Notably, their sense of duty, responsibility and strong achievement-motivation presented complex implications regarding their tendencies to follow unethical leadership (due to their perceived duty as a follower to embrace leader goals). However, the exacting deliberation and self-discipline that conscientious individuals apply to situations suggested they would be unlikely to follow unethical leaders blindly, merely due to a perception of their loyal duty as a follower. More likely, conscientious

followers would be meticulous in examining the holistic nature of the situation and their duties beyond those to the leader, including those to greater society. Their strong tendency to adhere to established codes of conduct also implied they would take universal ethical principles very seriously, as conventional expectations that define widely accepted obligations (Nye, 2008).

Hypothesis 2: The Big Five Factor of conscientiousness in followers will make those followers less likely to accept unethical leader behavior.

Followers ranking highly in the openness dimension were predicted to be likely to reject unethical leadership because of their perceptiveness, heightened emotional responsiveness and open-mindedness. Although the ideological flexibility and divergent thinking typical of open individuals could lead them to reject conventional ethical principles and abide by unethical leader decisions, the elevated sense of insight they possess would likely outweigh this tendency and allow them to recognize the broader implications of unethical leader behavior. Their curiosity and creativity would likely lead them to think beyond what leaders dictate, while their flexibility and open-mindedness would allow them to deviate from the reigns of unethical leader commands. The introspection also typical of highly open individuals would enhance these tendencies, fostering more contemplation of the potentially detrimental, unprincipled or unjust ramifications of unethical leadership despite potential leader justifications. Finally, the emotional responsiveness related to the openness dimension would allow open followers to sympathize with those who may be negatively impacted by unethical leadership; open followers would be emotionally in tune to unfavorable consequences beyond any perceived benefits for the leader's group.

Hypothesis 3: The Big Five Factor of openness in followers will make those followers less likely to accept unethical leader behavior.

Although agreeableness as a leadership trait has been linked to ethical characteristics such as integrity, altruism, fairness and power-sharing, agreeableness in followers has indicated an overwhelming desire to gain leader favor through compliance at any cost, due to high self-monitoring characteristics, trust, passivity, bystander behavior and strong tendency to change actions and beliefs to accommodate others. In the presence of unethical leadership, agreeable followers act passively, which makes them more susceptible to leader manipulation. Their people-pleasing tendencies also foster compliance to unethical leadership and trust in unethical leader decisions.

Hypothesis 4: The Big Five Factor of agreeableness in followers will make those followers more likely to accept unethical leader behavior.

Finally, highly neurotic followers were predicted to embrace unethical leadership because findings across the board indicate a strong, positive correlation between neuroticism and unethical tendencies, in both leaders and followers. Particularly, the low self-esteem of neurotic followers makes them more vulnerable to leader manipulation because they have a strong desire to gain leader favor and avoid punishment by demonstrating compliance with leader demands. They also strive to achieve greater self-worth and a clearer sense of identity through demonstrated leader compliance. These negative self-evaluations of neurotic individuals also

make them more passive, due to their desire to avoid conflict or confrontation. This would make them unlikely to challenge or confront an unethical leader. Additionally, emotional stability (the opposing personality factor to neuroticism) is strongly correlated with ethical tendencies, which makes it more unlikely that neuroticism would be correlated with ethical following in any significant capacity.

Hypothesis 5: The Big Five Factor of neuroticism in followers will make those followers more likely to accept unethical leader behavior.

Testing These Hypotheses

These hypotheses were examined in the current investigation. Research participants were recruited on a volunteer basis to complete two surveys. The first survey contained the WULBI, a comprehensive 45-item inventory of unethical leader behaviors, derived from a variety of scholars' conceptualizations of leadership ethics. Participants ranked the extent to which they would either actively challenge or actively endorse each item on the inventory, using a scale from 1 (indicating actively challenge) to 5 (indicating actively endorse).

The second survey requested participants provide some basic demographic information (such as their class year) and then contained a personality measure. To measure the Big Five Factors in this particular investigation, the researcher selected John and Srivastava's (1999) Big Five Inventory (BFI), a 44-item self-report measure of the Big Five Factors of personality, much shorter than many other inventories (such as Costa and McCrae's (1992) 60-item NEO Five-Factor Inventory, or Goldberg's (1992) 100-item Trait Descriptive Adjectives instrument). The

shortened nature of the BFI measurement tool offered numerous benefits for research and data collection processes.

First, its inclusion of fewer items decreased the likelihood that participants completing the inventory during social science research would experience the "fatigue, frustration, and boredom associated with answering highly similar questions repeatedly" (Gosling, 2003, p. 524). The investigator for this study recognized the participant pool would consist primarily of undergraduate students, so it was important and necessary to ensure questionnaires were relatively short to accommodate the full-time students' busy schedules.

Although Costa and McCrae's (1992) 60-item NEO Five-Factor Inventory and Goldberg's (1992) 100-item Trait Descriptive Adjectives are both well-established and widely-used short measures of the Big Five (each taking only 15 minutes to complete), the BFI imposed an even lesser time burden on participants – the least among all potential measures. Taking only about five minutes to complete, the BFI ensured the greatest efficiency in research procedures. This extremely short set of items was highly effective for the particular research situation in this study because brevity was a highly desired priority. With student free time limited and student motivation at stake, this short instrument "permitted research that would not be possible using long instruments" (Gosling, 2003, p. 505).

The shortness of the BFI also made it more effective because it avoided the potential for redundancy among trait descriptor items on the inventory, which is sometimes evident in longer measures. Because these repetitive and longer inventories often include multiple similar items to ensure reliability of responses, participants can often become weary or irritated by the extended length and repetition of items. The BFI, in contrast, as a much shorter measure, avoided the

potential for participants to become exasperated while answering multiple repetitive questions (Gosling, 2003).

While some research has indicated longer measurement scales are usually more effective in targeting the full range of personality traits than shorter scales, other research has confirmed the validity and benefits of shorter inventories. Gosling (2003) concluded "the costs associated with short instruments are not always as great as feared…short and simple scales can be just as valid as long and sophisticated scales" (p. 505). While the BFI is significantly abbreviated compared to some scales, it is still more sufficient and comprehensive compared to some even shorter and less adequate scales (such as the Ten-Item Personality Inventory) because it includes a relatively longer list of traits. After all, "the widely accepted answer is that, all things being equal, long instruments tend to have better psychometric properties than short instruments" (Gosling, 2003, p. 505). The BFI is an appropriate medium between the overly lengthy and time-consuming measures, and those that are too abbreviated to cover all dimensions of each personality factor. It is a favorable combination of both ideal abbreviation and sufficient comprehensiveness.

2: Methods

The goals of this chapter are threefold: 1) to describe the research participants who contributed data to this study, 2) to outline research procedures used to collect data, and 3) to describe and justify the components and purpose of the two measures used to asses participant personality and tendency to endorse or challenge unethical leader behavior. (The first measure was adopted from another scholar's research and the second measure was created by the principal investigator for

the particular purposes of the current study.) This chapter will first summarize the various class years, ages, sexes and academic interests of study participants. Then, it will detail the means the researcher used to recruit participants, the arrangement and process of data collection (including the features and purposes of both questionnaires and how respondent confidentiality was protected) and finally the methods of data analysis. Data were collected during six weeks, from early December through late February.

Participants

Participants were 100 students attending the University of Richmond, 37 men and 62 women, aged 18-44. The participant pool included 26 first-year students, 32 sophomores, 12 juniors and 28 seniors. Two participants chose not to identify with a class year. Most of the participants held majors in the social sciences, humanities and language disciplines (n = 44); followed by business (n = 28); then either physical sciences, mathematics or computer science (n=27); and finally leadership studies (n = 18). Students participated in the study on a voluntary basis, and were provided $10 compensation upon completion of both surveys.

Procedure

The investigator recruited participants by sending an email to Jepson and other professors, and through list serves of various student organizations on campus, to provide notice of the study and to request participant volunteers. The email stated:

> "My name is Rose Wynn and I'm a senior in the Jepson School of Leadership Studies. For my honors thesis, I am conducting a study of individual attitudes regarding leadership behavior, and am currently recruiting volunteers to participate in my research. The study should take no more than 20 minutes and participants will be provided $10 compensation.

> If you would be interested in taking part in this study, please email me at rose.wynn@richmond.edu to schedule a timeslot. Participants may also decline to participate in the study once they read the consent form. I look forward to hearing from you!"

The researcher also published an announcement on Richmond's email list serve, Spiderbytes, to invite further student interest and participation. The title stated, "Earn $10 for a 15-minute Leadership Study!" The announcement read:

> "Do you want to make $10 for thinking about leadership? Participate in a 15-minute study in the Jepson School on attitudes about leader behavior. Email Rose Wynn at rose.wynn@richmond.edu to set up a time-slot."

Participants completed the study in individual rooms, by themselves, while seated at a table. Each room was relatively small and had a desk or table and a chair for participants. Students started completing the study at various times during the day, and occasionally more than one student participated at once during the same timeslot. In these cases, each individual participant was placed in a separate room, isolated from the other participants, to protect his or her privacy.

Upon arrival at the study, each participant was brought to one of the rooms and seated at the table. The researcher thanked the student for volunteering to participate and gave him or her the consent form to read and sign (*see Appendix A*). All participants read and signed the consent form. The researcher then read a prepared statement to each participant informing him or her of the purpose of the study. The statement read:

> "Thank you for agreeing to take part in this project. As a part of a study on attitudes and perceptions of leader behavior, you will be asked to complete two brief questionnaires. The first will ask you about your thoughts on a variety of different leader behaviors, traits and qualities. The second will ask for some basic demographic information, and also whether you believe a variety of different behaviors, traits and qualities apply to you. You will receive both questionnaires at the same time in a single packet, with the first questionnaire on top. Please complete the entirety of the first questionnaire before starting on the second questionnaire. Do not go back to the first questionnaire once you have started on

> the second questionnaire. When you are done with both questionnaires, please knock on the door in the other room and I will collect them from you. Do you have any questions?"

The participants then completed the two questionnaires. The first questionnaire was designed to measure the extent to which participants would either endorse or challenge unethical leader behavior, using a 5-point Likert-type scale ranging from 1 *(actively challenge)* to 5 *(actively endorse)* (*see Appendix B*). The second questionnaire had two parts (*see Appendix C*). First, it requested participants to provide basic information about their sex, class year, age and anticipated major(s) and/or minor(s). Second, it measured participants on the Big Five Factors of personality, using John and Srivastava's (1999) 44-item Big Five Inventory (BFI). While participants completed both questionnaires, the principal investigator remained in the research lab in a different room to allow participants privacy during questionnaire completion. This protected the confidentiality of participant responses and ensured the validity of data.

After receiving the completed questionnaires, the researcher thanked students for participating and debriefed them on the true purpose of the study by reading a debriefing statement aloud (*see Appendix D*). In the statement, the principal investigator described the purpose of the study more fully, particularly the researcher's interest in the relationship between participant personality (as measured in the second questionnaire by the Big Five Factor Model of personality) and their reactions to examples of unethical leader behavior. The researcher then distributed the $10 compensation to participants, ensuring they signed their name on the Payment Confirmation Sheet to acknowledge their receipt of the payment.

Confidentiality of participants was protected and ensured throughout the entire data collection process. Participant names and signatures appeared on the Payment Confirmation Sheet and consent form, but neither form was associated with participant responses. Both forms

were kept separate from the data and held in a secure location. Results were presented only in aggregate form, so no individual responses were identified.

Measures

Questionnaire 1: Wynn Unethical Leader Behavior Inventory

The Wynn Unethical Leader Behavior Inventory (WULBI) *(Appendix B)* was developed specifically for this study. In developing this measure, the researcher wanted an instrument that met two particular and critical criteria: 1) incorporating a wide range of unethical leader traits and behaviors from the most prominent ethics and personality scholars, and 2) including items that were relatively concise and understandable for participants. As discussed in Chapter 1, the items on this questionnaire were drawn from a variety of theory and research, particularly the eight sources listed in *Table 1*: Brown, Trevino and Harrison's (2005) social learning perspective of ethical leadership; Kalshoven, Den Hartog and De Hoogh's (2011) study on the connection between the Big Five Factors of personality in leaders and ethical leadership, and also their multidimensional theory of ethics at work; Craig and Gustafson's (1998) Perceived Leader Integrity Scale; Kelley's (2004) typology of followership and the ethical behaviors associated with it; Brown and Trevino's (2006) review of ethical leadership, examining its correlation with the Big Five; Bono and Judge's (2004) transformational and transactional leadership analysis; Kellerman's (2004) elucidation of unethical leader behavior in "Making Meaning of Being Bad;" and Tabachnick, Keith-Spiegel and Pope's (1991) analysis of the ethics of teaching (1991).

Table 1: Theory and Research behind the WULBI

Brown, Trevino & Harrison (2005)

9. Sets clear standards and holds employees accountable for following them (Ethical)
10. Sustains clear communication of an ethical message (Ethical)
11. Treats others with dignity and respect (Ethical)
12. Listens to what group members have to say (Ethical)
13. Defines success not just by results but also the way that they are obtained (Ethical)
14. Disciplines employees who violate ethical standards (Ethical)
15. Conducts his/her personal life in an unethical manner (Unethical)
16. Discusses ethics or values with group members (Ethical)

Kalshoven, Den Hartog & De Hoogh (2011a)

9. Reliable (Ethical)
10. Responsible (Ethical)
11. Encourages two-way communication and decision-making with followers (Ethical)
12. Serves as a role model for desired behavior (Ethical)
13. Is motivated by self-interest (Unethical)
14. Is motivated by individual power (Unethical)
15. Transparent (Ethical)
16. Practices favoritism (Unethical)

Craig & Gustafson (1998)

16. Trustworthy (Ethical)
17. Ethical (Ethical)
18. Principled (Ethical)
19. Wholesome (Ethical)
20. Fair (Ethical)
21. Believable (Ethical)
22. Limits training or development opportunities to keep group members from advancing (Unethical)
23. Dishonest (Unethical)
24. Risks group member well-being or group membership to protect himself/herself (Unethical)
25. Blames group members for his/her risk or mistake (Unethical)
26. Takes responsibility for his/her own actions (Ethical)
27. Falsifies records of performance or profit to

Kalshoven, Den Hartog & De Hoogh (2011b)

7. Allows group members a say in decision-making (Ethical)
8. Clarifies responsibilities, expectations, and performance goals of group members so they know what is expected from them and understand when their performance is up to par (Ethical)
9. Pays attention to sustainability issues, considering the impact of his/her actions beyond the scope of the group (Ethical)
10. Delivers orders to foster dependency from group members (Unethical)
11. Delegates challenging responsibilities to group members (Ethical)
12. Holds group members accountable for problems over which they have no control (Unethical)

Kelley (2004)

2. Possesses a conscience (Ethical)

Brown & Trevino (2006)

5. Cares about people and broader society (Ethical)
6. Inspires internal motivation for goal achievement in group members (Ethical)
7. Vindictive (Unethical)
8. Verbally hostile (Unethical)

Bono & Judge (2004)

2. Provides individualized consideration to group members, recognizing their needs and coaching them when necessary (Ethical)

Kellerman (2004)

4. Corrupt (Unethical)
5. Callous (Unethical)
6. Insular (Unethical)

Tabachnick, Keith-Spiegel & Pope (1991)

8. Ignores evidence of malfeasance or dishonesty to achieve group goals (Unethical)
9. Accepts expensive gifts from group members (Unethical)
10. Initiates sexual comments, gestures or physical advances on group members (Unethical)
11. Instructs group members that certain races are intellectually or otherwise inferior (Unethical)

improve group status or reputation (Unethical) 28. Hypocritical (Unethical) 29. Dismisses members from the group for his/her personal reasons (Unethical) 30. Takes credit for the ideas of other group members (Unethical)	12. Insults or ridicules group members in the presence of other members (Unethical) 13. Insults or ridicules group members to non-group members (Unethical) 14. Bends the rules for selected group members and not others (Unethical)

The researcher also solicited input from four experts in the field of leadership and ethics to identify any omissions or ambiguities in the initial list. These experts were given a list of citations representing the prominent works and scholars that had already been considered and planned for incorporation in the study. They were asked to review the list; provide feedback on the quantity and quality of research; and suggest additional scholars, theories or literature that might add depth to the questionnaire in its current state. The experts offered both multifaceted typologies of ethical failures in leadership and singular behavior items from the research of other colleagues for the investigator's consideration. The investigator carefully reviewed and examined each item before adding items that were 1) not already accounted for by other research, 2) deemed relevant to the goals of the current investigation, and 3) both necessary and useful for increasing the scope and comprehensiveness of the questionnaire.

The final list of leadership behaviors contained indicators of both ethical and unethical behaviors, including the clarity and frequency of communication, role modeling, accountability, responsibility, delegation, individual motivation, treatment of others, personal integrity and community-based decision-making. To create the final WULBI, the researcher synthesized the list to eliminate any redundancies among items from different scholars. Then, because the current investigation was interested in follower perceptions of only unethical leader behavior, the researcher restructured the inventory so that it listed only unethical leadership behaviors. This transition was accomplished by rephrasing each ethical behavior item to replace it with the

opposite unethical behavior, where appropriate. A sample of this change was replacing the ethical item "reliable" to the unethical item "unreliable."

Researchers then ensured each item had both a specific, clear description of the unethical behavior, and a single word or phrase at the beginning of each listed item to define the type of individual who would behave in that manner. A sample unethical behavior description for the word "unreliable" is "does not follow through with promised actions and/or information." Other samples of these behavioral descriptions include "does not hold group members accountable for following standards" and "lacks courtesy, treats others with contempt." Sample defining words and phrases at the beginning of such descriptions include "false accuser," "evader," "ends-driven" and "unforgiving." A colon was placed after each defining word or phrase, and before the more particular behavioral description, so that each item was structured like a definition. The complete list of items is shown in Table 2 and in Appendix B.

Table 2: List of Unethical Leader Behavior Items from WULBI

1. Absolver: does not hold group members accountable for following standards (i.e. does not discipline group members for any reason) 2. Non-standard-setter: does not clearly communicate ethical standards for group members 3. User: treats others as a means to an ultimate end 4. Disrespectful: lacks courtesy, treats others with contempt 5. Discounter: disregards or overlooks what group members have to say 6. Ends-driven: defines success only by results, not by the process or effort	16. Self-protective: puts group members at risk to protect himself/herself 17. Blame shifter: faults group members for his/her own risks or mistakes 18. Evader: does not admit responsibility for his/her own actions 19. Distorts evaluations: falsifies records of performance or profit to improve the group status or reputation 20. Hypocritical: proclaims lofty ideals, but does not think or act in accordance with those beliefs 21. Terminator: dismisses members from the group for	31. Self-motivated: is motivated by self-interest 32. Power-motivated: is motivated by the potential to possess power 33. Nepotist: practices favoritism 34. Indiscriminate: overlooks individuals' needs and interests; impersonal 35. Corrupt: lies, cheats, steals or is motivated by greed 36. Callous: acts unkindly to others, ignoring their wishes or disregarding their personal welfare 37. Blind-eyed: ignores evidence of malfeasance or dishonesty in order to

7. Autocrat: never elicits input from other group members before making decisions 8. Group-focused: works to maximize group gains, even if consequences for nonmembers or the external environment are negative 9. Dictator: maintains control so that others are dependent on him/her for direction 10. False accuser: holds group members accountable for problems over which they have no control 11. Unethical: behaves in conflict with conventional ethical and moral values 12. Unprincipled: acts in ways that are inconsistent with accepted moral guides 13. Unfair: treats others in an unjust, predisposed manner 14. Dishonest: conveys unreliable or falsified information 15. Blocker: keeps group members from advancing by limiting training or development opportunities	his/her personal reasons 22. Moocher: takes credit for others' work, ideas, designs or successes 23. Unscrupulous: does not possess a conscience 24. Insular: is not concerned about the broader community or society 25. Uninspiring: does not inspire internal motivation for goal achievement in group members 26. Vindictive: seeks revenge against others 27. Unforgiving: holds grudges 28. Verbally hostile: uses overly argumentative, aggressive or profane language when speaking with others 29. Physically hostile: threatens or uses force when dealing with others 30. Unreliable: does not follow through with promised actions and/or information	achieve group goals 38. Bribe-sensitive: accepts expensive gifts or favors from group members 39. Sexual harasser: initiates sexual comments, gestures or physical advances towards group members 40. Prejudiced: instructs the group that certain races are intellectually or otherwise inferior 41. Derider: insults or ridicules group members in the presence of other members 42. Gossiper: insults or ridicules group members to those who are not members of the group 43. Small-minded: promotes conventionally unethical behavior by group members, if it advances the group's goals 44. Deal-maker: negotiates strategic deals with group members to gain support for his/her own initiatives 45. Cavalier: does not implement necessary safety measures and procedures

Pairing each behavioral description with a shorter, more succinct word or phrase to categorize that behavior ensured participants had access to a simplified version of each behavioral item on the inventory. Since previous investigations and theories of ethics and moral behavior have used a variety of meanings in their analyses and definitions, the present investigation attempts to include more specific behaviors rather than ethical concepts or orientations, which can create overlap in meaning.

The WULBI requested that participants read each item listed in the inventory and indicate the extent to which they would either actively endorse or actively challenge a leader who exhibited each behavior, by ranking their degree of endorsement or challenge on a scale from 1 *(actively challenge)* to 5 *(actively endorse)*. The instructions for this inventory follow:

> "Below is a list of certain traits or behaviors that leaders may exhibit in day-to-day tasks or interactions. Think about a leader of an organization or group to which you belong. For each item listed below, imagine the leader performs the behavior listed. Then evaluate the extent to which you would either actively endorse or actively challenge your leader for exhibiting that behavior. Choose a response on the numbered scale from 1 to 5 below and write your response number in the blank next to the listed item. If you have no strong feeling about how you would react to your leader, select 3 for 'No Strong Feeling or Action (Neutral)."

The investigator chose this 5-point Likert-type scale to offer a degree of flexibility and variety in ranking options, without inviting too many nuances to make the difference between two rankings arbitrary or indistinct. The researcher also selected the response format because it is consistent with the 5-point Likert scale in the Big Five Inventory (used in the second questionnaire to measure personality attributes), which provides a degree of consistency between both questionnaires.

Questionnaire 2: Demographics and the Big Five Inventory (BFI)

The second questionnaire included basic demographic information, as outlined previously, along with John and Srivastava's (1999) 44-item self-report BFI, measuring the Big Five Factors of personality in participants. This multidimensional personality inventory was selected because it is an abbreviated version of longer Big Five inventories, such as the 240-item NEO Personality Inventory and the 60-item NEO-Five Factor Inventory. The BFI takes only five

minutes to complete and each item is described clearly and simply in a brief phrase, no more than seven words long. The 44 items of the BFI are listed in *Table 3: BFI Items*.

Table 3: BFI Items

I see myself as someone who...

____1. Is talkative	____23. Tends to be lazy
____2. Tends to find fault with others	____24. Is emotionally stable, not easily upset
____3. Does a thorough job	____25. Is inventive
____4. Is depressed, blue	____26. Has an assertive personality
____5. Is original, comes up with new ideas	____27. Can be cold and aloof
____6. Is reserved	____28. Perseveres until the task is finished
____7. Is helpful and unselfish with others	____29. Can be moody
____8. Can be somewhat careless	____30. Values artistic, aesthetic experiences
____9. Is relaxed, handles stress well	____31. Is sometimes shy, inhibited
____10. Is curious about many different things	____32. Is considerate and kind to almost everyone
____11. Is full of energy	____33. Does things efficiently
____12. Starts quarrels with others	____34. Remains calm in tense situations
____13. Is a reliable worker	____35. Prefers work that is routine
____14. Can be tense	____36. Is outgoing, sociable
____15. Is ingenious, a deep thinker	____37. Is sometimes rude to others
____16. Generates a lot of enthusiasm	____38. Makes plans and follows through with them
____17. Has a forgiving nature	____39. Gets nervous easily
____18. Tends to be disorganized	____40. Likes to reflect, play with ideas
____19. Worries a lot	____41. Has few artistic interests
____20. Has an active imagination	____42. Likes to cooperate with others
____21. Tends to be quiet	____43. Is easily distracted
____22. Is generally trusting	____44. Is sophisticated in art, music, or literature

There are numerous benefits to this shortened measurement tool. Its inclusion of fewer items not only eliminates the potential for redundancy among trait descriptors, but also decreases the likelihood that it will be a time burden on participants. As Gosling, Rentfrow, and Swann (2003) explain, "the availability of this extremely short set of Big-Five markers widens the potential application of the Big Five to assessment situations where brevity is an unusually high priority" (p. 524). While some research has indicated that longer measurement scales are usually more effective in targeting the full range of personality traits, other research asserts the validity

and benefits of shorter inventories. Gosling and his colleagues (2003) find, "The costs associated with short instruments are not always as great as feared…Indeed, Burisch (1984b, 1997) showed that short and simple scales can be just as valid as long and sophisticated scales" (p. 505). Nonetheless, the BFI does provide a longer and more comprehensive listing of traits that beneficially trumps the range of items on many other abbreviated scales (such as the Ten-Item Personality Inventory). An appropriate medium between the overly lengthy and time-consuming measures, and those too abbreviated to cover all dimensions of each personality factor, the BFI is a favored combination of both ideal abbreviation and comprehensive sufficiency.

As discussed in Chapter 1, the Big Five Factor measure of personality is well-established, pragmatic and widely applicable, and accounts for a varied span of personality traits. These factors make it ideal for the current study.

3: Results

The current project asks this question: are followers' personality traits related to their support for a leader who acts in a morally inappropriate way? As the previous chapter noted, I examined this question by asking respondents, whose personalities had been measured using the Big Five Inventory (John & Srivastava, 1999), to indicate the extent to which they would support a leader who acted in a morally questionable way. In examining those responses, this chapter begins by ranking, from least acceptable to most acceptable, the 45 behaviors included on the Wynn Unethical Leader Behavior Inventory (WULBI). I indicate the top three unethical leader behaviors that participants were most likely to reject, and the top three unethical leader behaviors that participants were least likely to reject. I then identify how participants responded to other

individual WULBI items that were also ranked either much lower or much higher than other unethical leader behaviors on the inventory. This chapter then examines response patterns for WULBI items that comprised two particular theories of unethical leadership: Kellerman's (2004) unethical leadership trifecta and Craig & Gustafson's (1998) Perceived Leader Integrity Scale. Participants responded in particular ways to the behaviors identified with these two theories. Subsequently, the chapter introduces the WULBI index, a measure of the comprehensive set of WULBI items, and analyzes the correlation between this index and each of the Big Five Personality Factors. The chapter finishes by comparing personality and unethical leadership in another way: by analyzing the relationship between the Big Five Factors and individual unethical leader behaviors on the WULBI.

Responses to Individual WULBI Items

Table 4: Descriptive Statistics for WULBI Items				
WULBI Behaviors	**Minimum Scale Rating**	**Maximum Scale Rating**	**Mean**	**Standard Deviation**
Sexual harasser	0	4	1.15	.479
Physically hostile	0	3	1.18	.435
Prejudiced	0	3	1.19	.465
Corrupt	1	4	1.26	.525
Disrespectful	1	3	1.31	.506
Dishonest	1	3	1.33	.514
Blame shifter	1	4	1.36	.578
False accuser	1	4	1.36	.578
Unfair	1	2	1.37	.485
Unethical	1	4	1.37	.630
Blocker	1	4	1.46	.611
Derider	1	4	1.48	.627
Self-protective	1	3	1.51	.577
Moocher	1	4	1.52	.717
Verbally hostile	1	5	1.53	.731
Evader	1	3	1.59	.552
Unprincipled	1	4	1.59	.637

Callous	1	3	1.59	.552
Bribe-sensitive	1	5	1.60	.752
Terminator	1	4	1.62	.708
Distorts evaluations	1	4	1.63	.734
Autocrat	1	3	1.65	.628
Vindictive	1	4	1.67	.753
Unscrupulous	1	3	1.70	.674
Discounter	1	4	1.71	.671
Unreliable	1	3	1.74	.579
Absolver	1	4	1.77	.617
Small-minded	1	4	1.80	.711
Blind-eyed	1	4	1.80	.682
Hypocritical	1	4	1.83	.711
Non-standard-setter	1	4	1.85	.626
Gossiper	1	4	1.88	.700
Cavalier	1	4	1.90	.847
User	1	4	1.94	.814
Insular	1	4	1.99	.721
Unforgiving	1	5	2.08	.849
Dictator	1	5	2.12	1.008
Indiscriminate	1	4	2.19	.761
Nepotist	1	4	2.22	.828
Uninspiring	1	4	2.32	.777
Ends-driven	1	4	2.54	.915
Deal-maker	1	5	2.63	1.051
Power-motivated	1	5	2.73	.933
Group-focused	1	5	2.77	.941
Self-motivated	1	5	2.98	1.025

The means, standard deviations and range for each of the items on the WULBI are presented in Table 4. Inspection of the means for these items suggests there were three unethical leader behaviors in particular that followers were most likely to actively challenge (also with the greatest consistency): sexual harassment, physical hostility and prejudice. Followers in general tended to have the strongest negative reactions to sexual harassers (mean = 1.15, sd = .479), followed by leaders who were physically hostile (mean = 1.18, sd = .435) and then prejudiced leaders (mean = 1.19, sd = .435). The uniquely negative response to these three behaviors is indicated by their average ratings. These were also the only items that some respondents viewed

so negatively that they moved beyond the suggested 1 to 5 response scale, assigning these actions a value of 0.

Following these three unethical leadership behaviors, corrupt was the fourth lowest-ranking WULBI item that participants were likely to reject (mean = 1.26, sd = .525). This particular behavior was not closely associated with the rankings of any other WULBI traits, as the next most rejected unethical leader behavior (disrespectful) had a mean of 1.31 (sd = .506). There were several other unethical leader behaviors that were grouped in this range with similar rankings: dishonest (mean = 1.33, sd = .514), blame shifter (mean = 1.36, sd = .578), false accuser (mean = 1.36, sd = .578), unfair (mean = 1.37, sd = .485) and unethical (mean = 1.37, sd = .630). The next most rejected leadership behavior had a significantly higher mean, more outside the range of these particular behaviors.

Considering the opposing spectrum of follower reactions to unethical leader behaviors, followers were *least* likely to reject leaders who exhibited the unethical tendencies of self-motivation, group focus and power-motivation. Followers were most willing to support unethical leaders motivated by self-interest (mean = 2.98, sd = 1.025) out of the three behaviors. Group-focused leaders (mean = 2.77, sd = .941), working to maximize group goals at the cost of unfavorable outcomes for those outside the group, had the second-highest average acceptance ranking, followed by leaders motivated by the potential to posses power (mean = 2.73, sd = .993). While followers ranked these three unethical leadership behaviors as highest on the scale overall, the mean rankings (all of which were between 2 and 3) still fell below the midpoint of the 5-point scale. These ratings suggest followers, on average, were still not willing to either support or actively endorse such types of leadership, which confirms the WULBI's focus on morally questionable behavior.

Also highly ranked among behaviors that followers were less likely to reject were deal-making (mean = 2.63, sd = 1.051) and ends-driven tendencies (mean = 2.54, sd = .915). After these two traits, rankings became much lower on the scale.

Responses to WULBI Item Groupings that Represent Distinct Theories of Unethical Leadership

I also explored participant responses to particularly groupings of WULBI items that were comprised in certain theorists' conceptualizations of unethical leadership. For example, Kellerman (2004) identified unethical leadership as encompassing three distinct traits: corruption, callousness and insularity. In comparison to other WULBI items, the responses to these three items were spread along the range of rankings: two were ranked towards the extremes of the data and one fell relatively close to the median. Corrupt leadership was one of the top traits most likely to be rejected compared to other WULBI items; it ranked directly behind the top three most rejected unethical leadership behaviors (mean = 1.26, sd = .525). Callous leadership (mean = 1.59, sd = .552) was also more likely to be rejected, but was ranked very close to the median of the data, indicating followers did not feel particularly strongly about either rejecting or accepting callousness relative to the other unethical leader behavior encompassed in the WULBI. Finally, at the other end of the spectrum of data, insular leadership was more likely to be accepted compared to the other WULBI items (mean = 1.99, sd = .721). Kellerman's (2004) threefold theory of unethical leader behavior, according to participant responses, does not necessarily represent the most collectively aversive or least collectively aversive unethical leadership behaviors, but rather a spectrum of unethical traits ranging from most to least aversive: followers were very likely to reject one of the unethical traits, much more likely to

accept the other unethical trait, and did not show strong consistency in either rejecting or accepting the third unethical trait.

While Kellerman's (2004) unethical leadership theory elicited responses that spanned the ranking scale, Craig & Gustafson's (1998) Perceived Leader Integrity theory demonstrated the most consistency in participant rankings of its various behavioral components. The unethical WULBI items derived from this theory of leadership ethics include dishonest (mean = 1.33), unethical (mean = 1.37), unprincipled (mean = 1.59), unfair (mean = 1.37), blocker (mean = 1.46), unreliable (mean = 1.74), self-protective (mean = 1.51), blame-shifter (mean = 1.36), hypocritical (mean = 1.83), distorts evaluations (mean = 1.63), moocher (mean = 1.52) and terminator (mean = 1.62). Ten of these 12 behaviors fall within the 0.3-point mean range of 1.33 – 1.63, in which there are only 16 behaviors total, making the majority of these behaviors (over 60 percent) derived from Craig & Gustafson's theory. This range also represents the top half of data points, indicating Craig & Gustafson's theory represented unethical leadership behaviors that participants were most likely to reject out of all the WULBI items (with considerable consistency). According to participant rankings, Craig & Gustafson's (1998) Perceived Leader Integrity Scale produced WULBI items that were more aversive to respondents.

There were no particularly notable patterns in the rankings of unethical behaviors that fell within other distinct conceptualizations of unethical leadership.

Responses to the WULBI Index

In addition to these analyses of both individual WULBI items and groupings of items as they represented distinct theories of unethical leadership, I also summarized individuals' responses to the totality of all unethical leadership behaviors within the inventory. To calculate

this generalized factor, I generated the WULBI Index by calculating the mean of all responses to the 45 WULBI items combined. The correlation between each of the WULBI items and this index is shown in the right-most column of Table 5.

Table 5: Cronbach's Alpha Correlation to WULBI Items		
WULBI Item	**Cronbach's Alpha if Item Deleted**	**Corrected Item – Total Correlation**
Sexual harasser	.924	.373
Physically hostile	.924	.329
Prejudiced	.924	.261
Corrupt	.923	.434
Disrespectful	.925	.243
Dishonest	.924	.383
Blame shifter	.924	.349
False accuser	.923	.444
Unfair	.924	.389
Unethical	.924	.381
Blocker	.923	.444
Derider	.922	.531
Self-protective	.922	.527
Moocher	.923	.449
Verbally hostile	.922	.527
Evader	.924	.277
Unprincipled	.924	.352
Callous	.922	.595
Bribe-sensitive	.923	.436
Terminator	.922	.508
Distorts evaluations	.923	.478
Autocrat	.924	.376
Vindictive	.924	.330
Unscrupulous	.924	.282
Discounter	.923	.393
Unreliable	.924	.349
Absolver	.925	.210
Small-minded	.921	.648
Blind-eyed	.921	.652
Hypocritical	.923	.399
Non-standard-setter	.923	.427
Gossiper	.923	.454
Cavalier	.923	.480
User	.923	.421
Insular	.923	.420

Unforgiving	.922	.515
Dictator	.923	.471
Indiscriminate	.921	.615
Nepotist	.921	.621
Uninspiring	.923	.486
Ends-driven	.922	.555
Deal-maker	.922	.584
Power-motivated	.921	.643
Group-focused	.923	.437
Self-motivated	.923	.512

The internal consistency of this index is .925, as indicated by the Cronbach Alpha statistic for the entire 45-item data set. This robust level of internal consistency suggests the correlations between each of the WULBI items are high. Therefore, each unethical leader behavior within the inventory is reliable as a measure of the single broader construct of unethical leadership. The individual correlations between each WULBI item and the total correlation indicate that overall, the unethical leader behaviors that were *less* likely to be rejected had smaller correlations with the rankings of other items in the inventory, on average.

Personality Traits

To examine the relationship between followers' ratings of unethical leadership behavior and their personality traits, all respondents were asked to complete the Big Five Personality Inventory. The range, means, and standard deviation for these five traits are summarized in Table 6. These means are, in general, consistent with the norms for respondents in this age range.

Table 6: Descriptive Statistics for the Big Five Traits

Big Five Trait	Minimum Scale Rating	Maximum Scale Rating	Mean	Standard Deviation
Extraversion	1.63	5.00	3.5039	.85260
Agreeable	1.67	4.89	3.7639	.68591
Conscientious	2.11	5.00	3.7878	.66218

Neuroticism	1.25	5.00	2.8425	.74612
Openness	2.20	4.80	3.6644	.61224

Personality and Ethical Judgments

In my first chapter, I predicted that individuals who varied in their basic personality traits, as measured by the Big Five Factors, would differ in their evaluations of leaders who acted in morally questionable ways. In particular, I predicted that extraversion, conscientiousness and openness would have a negative correlation with the acceptance of unethical leader behavior (Hypotheses 1, 2 and 3 respectively), while agreeableness and neuroticism would be positively correlated with the acceptance of unethical leader behavior (Hypotheses 4 and 5). I tested this hypothesis in two ways. First, I examined the correlation between each of the Big Five traits and the overall WULBI index (calculated based on the average of participants' responses to all 45 stimulus behaviors). Second, I examined the correlations between personality traits and specific behaviors described on the WULBI.

In analyzing the relationship between each personality trait and general WULBI index, I discovered Hypotheses 1, 2 and 3 were supported: findings indicate there is a significant correlation between the Big Five Personality factors of extraversion, conscientiousness and openness in followers, and follower tendencies to reject unethical leader behavior in general. Hypothesis 4, predicting that agreeableness would be related to an acceptance of unethical leader behavior, was not supported: agreeableness was also significantly correlated with follower likelihood to reject unethical leadership. Findings indicate that participants exhibiting these four Big Five traits of extraversion, conscientiousness, openness and agreeableness were more likely to either reject or actively challenge unethical leader actions measured on the whole (indicated by the WULBI index). Hypothesis 5, predicting neuroticism in followers would relate to an

acceptance of unethical leadership, was also not supported: there was no significant relationship between neuroticism and follower responses to unethical leader behavior. Table 7 shows the correlations between the Big Five Factors and the WULBI index.

Table 7: Correlations between the Big Five and WULBI Index	
Big Five Personality Factor	**Correlation with Acceptance of Unethical Leader Behavior in General**
Extraversion	-.246 (significance = .013)
Conscientiousness	-.222 (significance = .026)
Agreeableness	-.216 (significance = .031)
Openness	-.211 (significance = .035)
Neuroticism	.026 (not significant at .798)

Extraversion was the Big Five factor most strongly correlated with a tendency to challenge unethical leader behavior. Conscientiousness was the second leading personality factor related to the rejection of unethical leadership, agreeableness showed the third-strongest correlation, and openness had the fourth-strongest correlation. Table 8 shows the correlations between the Big Five traits and each of the individual WULBI items.

Table 8: Correlations					
WULBI Items	**Extraversion**	**Agreeableness**	**Conscientiousness**	**Neuroticism**	**Openness**
Absolver	-.206*	-.066	-.046	.176	-.062
Non-standard-setter	-.178	-.178	-.124	.071	-.123
User	-.221*	-.057	-.082	.057	-.059
Disrespectful	.108	-.080	-.003	-.093	-.153
Discounter	-.141	-.100	-.107	.029	-.088
Ends-driven	-.098	-.275**	-.252*	-.005	-.108
Autocrat	-.127	-.208*	-.153	-.039	-.058
Group-focused	.085	.015	-.148	-.119	-.024
Dictator	-.127	-.179	-.259**	.015	-.002
False accuser	-.075	.144	-.074	-.052	-.189
Unethical	-.170	-.097	-.009	-.071	-.167

Unfair	-.082	-.086	.013	.027	-.176
Dishonest	-.121	-.205*	-.201*	.061	-.059
Blocker	-.026	-.051	-.130	.066	-.031
Self-protective	.109	-.221*	-.090	.007	-.208*
Blame shifter	.020	-.028	-.059	.159	-.106
Evader	-.029	-.006	-.053	.038	-.140
Distorts evaluations	-.206*	-.172	-.147	.026	-.189
Hypocritical	-.078	-.072	-.151	.061	-.147
Terminator	-.205*	-.174	-.100	-.028	-.184
Unprincipled	-.146	-.065	-.105	-.143	-.153
Moocher	-.088	-.025	-.143	.124	-.146
Unscrupulous	.006	-.120	-.091	-.030	-.167
Insular	-.255*	-.200*	-.145	-.010	-.121
Uninspiring	-.389**	-.081	.053	-.054	-.026
Vindictive	-.051	-.235*	-.104	.158	-.231*
Unforgiving	-.150	-.142	.086	.098	-.209*
Verbally hostile	-.212*	-.094	.019	.217*	-.209*
Physically hostile	-.186	-.001	.056	-.017	-.146
Unreliable	-.079	-.190	-.201*	.015	-.201*
Self-motivated	-.160	-.096	-.115	.068	-.057
Nepotist	-.052	-.035	-.082	-.118	-.031
Indiscriminate	-.246*	-.238*	-.204*	.107	-.087
Corrupt	-.073	-.101	-.147	.148	-.194
Callous	-.149	-.239*	-.142	-.002	-.030
Blind-eyed	-.120	-.104	-.252*	-.087	-.079
Bribe-sensitive	-.186	.097	-.064	-.080	-.102
Sexual harasser	-.069	.066	.027	.144	-.109
Prejudiced	-.084	-.166	.081	.084	-.118
Derider	-.128	-.044	-.039	-.012	-.122
Power-motivated	-.236*	-.177	-.199*	.123	-.101
Gossiper	-.088	-.158	-.022	.125	-.105
Small-minded	-.136	-.016	-.093	-.246*	-.027
Deal-maker	-.079	-.098	-.243*	-.111	.111
Cavalier	-.106	-.063	-.234*	-.175	-.011

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

4: Discussion

This chapter will restate the primary objectives and findings of this study, before exploring the implications of those conclusions for both leadership theory and practice. The chapter will then outline some important limitations of the empirical research methodology used in this investigation, and finally propose suggestions for future research endeavors based on the findings.

The purpose of this study was to offer a follower-centric perspective to an examination of unethical leadership behavior. In particular, the investigation sought to determine whether personality in followers predicted unethical following, or the likelihood that followers would accept unethical leader behavior. Findings indicate that the Big Five Factors in personality can predict follower tendencies to reject unethical leader behavior to some extent; however, the Big Five Factor of neuroticism was not significantly correlated with follower responses to unethical leadership.

As expected, extraversion predicted follower rejection of unethical leadership. This correlation is likely due to the fact that extraversion is associated with assertiveness and whistle-blowing, which would make extraverted followers more likely to actively challenge a leader if they encountered unethical leader behavior. Extraversion is also related to a tendency to incite change, so in the context of unethical leadership, extraverted followers would be more likely to counter that leadership agenda.

Conscientiousness was also related to follower rejection of unethical leadership, as predicted. The tendencies of conscientious individuals to adhere strictly to established codes of

conduct (such as accepted ethical principles), combined with their sense of duty, responsibility and self-discipline, likely account for their tendency to uphold ethics in challenging unethical leadership. Conscientiousness involves a tendency to have high personal standards, including those related to standards of ethics. Conscientious followers also engage in exacting deliberation, which might encourage them to think more carefully about the implications of unethical leader behavior and recognize the unfavorable outcomes for those either in or outside the group. Some unethical leader behaviors, such as group-motivation, still promote idealized benefit for the group, but at the cost of unfavorable outcomes for those outside the group; the careful consideration typical of conscientious followers would likely predispose these followers to see the beyond those group benefits and reject unethical leader behavior that harms any parties.

Consistent with Hypothesis 3, the Big Five Factor of openness was also associated with follower rejection of unethical leadership. This tendency could be attributed to the perceptive nature and high emotional responsiveness of open individuals, which would make them more sensitive to detrimental consequences of unethical leadership (for both followers and the broader community). The ideological flexibility, divergent thinking and open-mindedness of open followers are also likely to inspire them to recognize that leader behavior does not always have to be accepted as the absolute authority; confrontation of unethical leadership is a possibility. Similarly, openness is associated with curiosity, which might encourage followers to think beyond what leaders dictate, and therefore challenge or deviate from unethical leader commands.

Counter to the initial prediction, agreeableness was also associated with the likelihood that followers would reject unethical leader behavior. This ethical tendency is likely due to the fact that agreeableness as a personality trait has been linked to ethical characteristics such as altruism, fairness, integrity, kindness and power-sharing. These moral attributes of agreeable

followers would likely predispose them to support ethical behaviors and traits in leaders as well, which would encourage them to reject unethical leaders who do not uphold these moral tenants.

Unexpectedly, neuroticism was not at all related to follower tendencies to either accept or reject unethical leader behavior. Although the trait did exhibit a positive correlation with acceptance of unethical leader behavior, the correlation was not significant. An explanation for the lack of a predictive relationship may relate to the fact that neurotic individuals express a general instability in their disposition and emotionality; their self-concept is ill-defined and malleable, and they are easily persuaded. This capricious volatility may complicate the potential for the trait to develop a strong association with either unethical or ethical following.

Although neuroticism did not predict follower responses to unethical leadership, the other Big Five Factors of extraversion, conscientiousness, openness and agreeableness were associated with follower rejection of unethical leader behavior. Although the correlations for these four factors were not very high, all were statistically significant. This relationship indicates that follower personality can play a role in dictating ethical following, at least on these four dimensions.

Implications

Theoretical Implications

Leadership scholars generally agree on the importance of developing an ethical leadership construct, but little empirical work has succeeded in precisely defining or adequately measuring such a construct (Brown et al., 2005). The current study purports that possibility (for unethical leadership) by developing an explicit and constitutive inventory of unethical leader

behaviors: the WULBI. Based upon prior theory and research of a range of conceptualizations of both ethical and unethical leader behavior, the WULBI has high internal consistency, demonstrated by the Cronbach Alpha statistic of .925 (as mentioned in the previous chapter). This statistic indicates that all the unethical leadership behaviors encompassed in the inventory are correlated strongly with one another, suggesting the inventory is both reliable and appropriately representative of the broader conceptualization of unethical leadership. This finding, along with the fact that a factor analysis of the inventory data revealed there were no significantly distinguishable groupings of traits within the WULBI, implies the possibility of developing a fairly comprehensive and cohesive construct of unethical leadership. With such a construct, the leadership discipline can expand to examine more in-depth relationships between perceptions of unethical leadership and a variety of other factors, such as contextual elements and other individual differences beyond the Big Five.

Practical Implications

Because four of the Big Five Factor traits successfully predicted follower behavior, this study suggests that individual differences have the potential to predict followership tendencies. This is significant in light of the previous body of research that has focused largely on the connection between contextual factors and predictions of follower behavior (Carsten et al., 2007). While scholars like Carsten et al. (2007) have explored context as a potential predictor of certain follower tendencies, personality and individual trait differences have not been explored as extensively as potential predictors of follower responses to unethical leadership in particular. Nonetheless, personality psychologists claim individual trait differences, such as personality

dimensions like the Big Five Factors, can differentiate individuals in terms of the way they react to various leaders.

The significant correlations between some of the Big Five Factors in this investigation and follower reactions to unethical leadership lends a degree of legitimacy to this personality and trait theory as influential in the examination of patterns of follower behavior, particularly related to leadership ethics. With this knowledge, social institutions, businesses and political realms may be better able to select individuals (that exhibit these particular traits and tendencies) to promote such ethical leader ideals. By instituting those who are willing and able to confront unethical leaders in certain positions, society could begin to improve the moral standards within certain realms of contemporary leadership.

Limitations

Because the WULBI is based on follower self-reporting (as it requests participants to indicate the extent to which they would either actively endorse or actively challenge unethical leadership), one of the limitations of these findings involves the inevitable potential for false reporting, or differences in how followers claim they would act on the survey and how they would actually act in the presence of unethical leadership. Despite the fact that participants may idealize the notion that they would reject unethical leadership if presented with the opportunity, it is likely that followers in an actual encounter could be less willing to challenge such unethical (and likely intimidating) leader behavior. Previous research in this study has identified unethical leaders as associated with excessive power, harm, unfairness and otherwise unfavorable treatment, so it might be difficult for participants to determine authentically how they would react in such a situation if they are only filling out a self-report measure to predict their response.

All survey data are inevitably subjective reflections of followers' perspectives, presumptions and speculations, not necessarily validated reports of how followers would actually react if exposed to a situation.

Regardless, the self-report methodology was necessary and essential for achieving the primary goal of this empirical research: understanding how followers, in particular, respond to instances of unethical leadership. The self-report questionnaire was appropriate as a well-established means of gathering data on specifically follower attitudes, to assess follower reactions to a range of unethical leader behaviors.

Suggestions for Further Research

This study focuses exclusively on individual trait differences in followers and how those predict responses to unethical leader behavior. The findings do not purport to suggest that other factors, such as contextual differences, cannot predict responses to unethical leadership. This study simply attempts to enhance the realm of leadership research devoted to follower-centric theories about personality as a predictor of responses to unethical leader behavior. Further research endeavors might go beyond the realm of personality to examine whether certain contexts can also predict certain follower reactions to unethical leader behavior in particular. With the development of the WULBI, the field of leadership research receives the opportunity to explore further the relationship between such reactions to unethical leadership and a variety of other factors. With the knowledge that certain circumstances could predict greater acceptance or rejection of unethical leader behavior, communities may be able to construct environments that cultivate harsher judgments of unethical leadership, which could promote a fairer and more mutually beneficial society.

Another direction of further research could involve an examination of follower perceptions of unethical leadership across cultures. The perceived importance of ethical leadership across cultures is well-established, but provided that many leaders today have failed to develop global standards of business ethics, an investigation of this nature could help develop these universal ethics policies and practices. Resick, Hanges, Dickson, and Micheluson (2006) are some of the very few scholars who have studied this phenomenon; they focused their empirical study on ethical rather than unethical leadership. The scholars found that while cultures around the world universally supported four dimensions of ethical leadership (character/integrity, altruism, collective motivation and encouragement), some ethical components were less important in certain cultures than others.

This research about the degree to which leadership ethics is cross-cultural contributes a commendable finding to the realm of leadership ethics academia, but does not account for a host of unethical leadership behaviors that are likely to be viewed in vastly different ways across cultures as well. For example, the three behaviors on the WULBI that participants were most likely to reject (sexual harassment, physical hostility and prejudice) seem to be more accepted in certain cultures than they are in Western spheres. Indian cultures sometimes embrace more traditional and stereotypical gender roles (regarding the dominance of males and subservience of females), which may make them more likely to condone, or at least less likely to reject, certain forms of sexual harassment and prejudice. Other Asian and European cultures may promote more passive followership, encouraging strict follower obedience and leader veneration, which could condone more autocratic styles of leadership that Western culture would define as unethical. Therefore, the discipline of leadership ethics explored through a follower-centric

perspective would benefit from further research into the cross-cultural differences that could reveal varying perspectives on unethical leader behavior.

Conclusion

This study importantly lends clout to the follower-centric perspective by recognizing that particular traits in followers have the potential to predispose rejection of unethical leader behavior. Acknowledging that these personality dimensions play a role in dictating follower behavior can help us better identify individuals who can obstruct, discontinue or even prevent leaders from "getting away" with morally questionable actions, as Clinton did during his presidency. Carsten et al. (2010) aptly found that "followers who recognize a leader's flawed thinking and challenge the leader to consider alternative courses of action to prevent them from making mistakes or harmful decisions are highly desirable in today's organizational environments" (p. 557). The advantages of being able to pinpoint individual differences in followers that improve the moral standards of society have important implications that deserve further scholarly attention.

Appendices

Appendix A.

CONSENT FORM FOR STUDY ON ATTITUDES REGARDING LEADER BEHAVIOR

PURPOSE OF THE STUDY
The purpose of this research study is to learn more about people's thoughts about the kinds of actions that leaders perform in groups and organizations.

DESCRIPTION OF THE STUDY AND YOUR INVOLVEMENT
If you decide to be in this research study, you will be asked to give your opinion about a list of actions that a leader may or may not perform, and also respond to several demographic and personality measures. The project is estimated to take no more than 30 minutes.

PRINCIPAL INVESTIGATORS
The principal investigators for this study are Rose Wynn, a student at the University of Richmond, and Don Forsyth, professor of Leadership Studies.

RISKS AND DISCOMFORTS
You will not be asked to respond to any personal questions and most people find the questionnaires are not bothersome in any way. If at any time you feel upset or uncomfortable, please feel free to stop what you are doing and let the researcher know you do not wish to continue. If you have any questions, you may pose them to the present investigator, Rose Wynn, and discuss the study with chair of the campus committee that supervises research involving human participants.

BENEFITS
You will receive $10 compensation for completing the study. Other than the monetary benefit, you may not get any direct benefit from this study, but it will provide you with the opportunity to see how research of this type is carried out and allow you to reflect on your own attitudes regarding leader behavior. If you are taking a class that rewards you for participating in research, you will receive credit for taking part in this study from your teacher.

COSTS
There are no costs for participating in this study other than the time you will spend completing the questionnaires.

CONFIDENTIALITY
Your responses will not be associated with you by name at any time, and the data you provide will be kept secure. Individual responses to each questionnaire will not be examined; only aggregated records will be used to protect your confidentiality. This study's results may be presented at meetings or published in papers, but your name will never be used in these presentations or publications.

VOLUNTARY PARTICIPATION AND WITHDRAWAL
Participation in this study is voluntary. If you choose to participate, you may stop at any time without any penalty. You may also choose not to answer particular questions that are asked in the study.

You may have questions about your participation in this study. If you do, contact Rose Wynn by email rose.wynn@richmond.edu, or Don Forsyth (Professor, Jepson School of Leadership Studies, Room 233) by phone 804-289-8461 or email dforsyth@richmond.edu.

If you have any questions concerning your rights as a research subject, you may contact the Chair of the University of Richmond IRB at rjonas@richmond.edu or (804) 484-1565.

CONSENT *

The study has been described to me and I understand that my participation is voluntary and that I may discontinue my participation at any time without penalty. I understand that my responses will be treated confidentially, kept secure and used only in aggregate records with final data findings. I understand that my responses will be treated confidentially and used only as aggregated data. I understand that if I have any questions, I can pose them to Rose Wynn or Dr. Don Forsyth. By signing below I attest that I am over 18 years of age and that I consent to participate in this study.

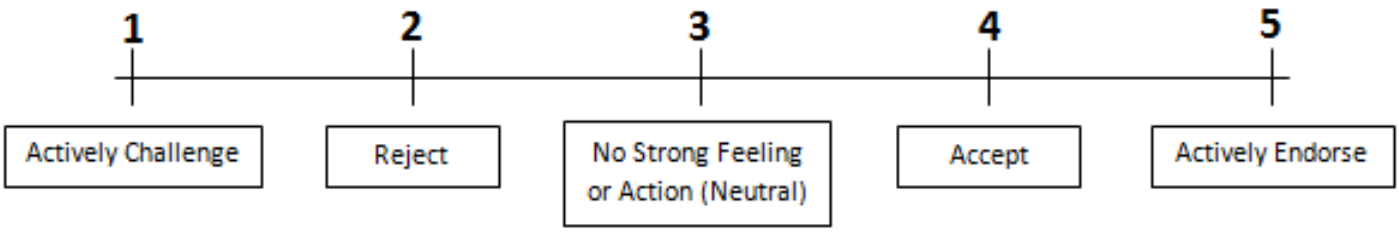
Signature and Date

Witness (experimenter)

Appendix B.

Questionnaire 1: Leadership Behavior

Below is a list of certain traits or behaviors that leaders may exhibit in day-to-day tasks or interactions. Think about a leader of an organization or group to which you belong. For each item listed below, imagine the leader performs the behavior listed. Then evaluate the extent to which you would either actively endorse or actively challenge your leader for exhibiting that behavior. Choose a response on the numbered scale from 1 to 5 below, and write your response number in the blank next to the listed item. If you have no strong feeling about how you would react to your leader, select 3 for "No Strong Feeling or Action (Neutral)."



_____ 1. Absolver: does not hold group members accountable for following standards (i.e. does not discipline group members for any reason)

_____ 2. Non-standard-setter: does not clearly communicate ethical standards for group members

_____ 3. User: treats others as a means to an ultimate end

_____ 4. Disrespectful: lacks courtesy, treats others with contempt

_____ 5. Discounter: disregards or overlooks what group members have to say

_____ 6. Ends-driven: defines success only by results, not by the process or effort

_____ 7. Autocrat: never elicits input from other group members before making decisions

_____ 8. Group-focused: works to maximize group gains, even if consequences for nonmembers or the external environment are negative

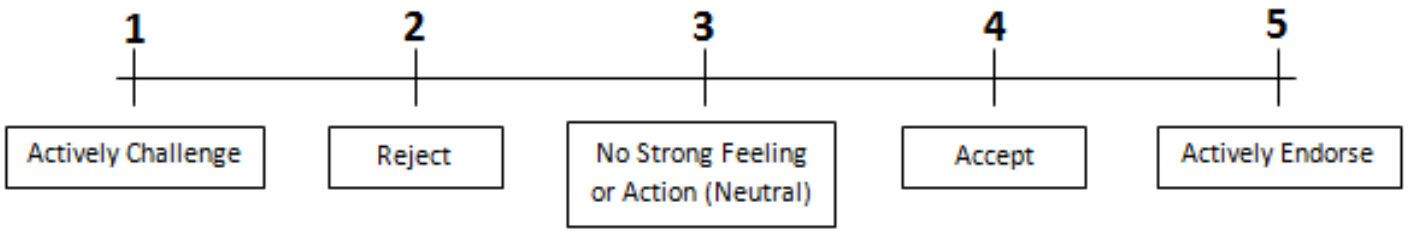
_____ 9. Dictator: maintains control so that others are dependent on him/her for direction

_____ 10. False accuser: holds group members accountable for problems over which they have no control

_____ 11. Unethical: behaves in conflict with conventional ethical and moral values

_____ 12. Unfair: treats others in an unjust, predisposed manner

_____ 13. Dishonest: conveys unreliable or falsified information



_____ 14. Blocker: keeps group members from advancing by limiting training or development opportunities

_____ 15. Self-protective: puts group members at risk to protect himself/herself

_____ 16. Blame shifter: faults group members for his/her own risks or mistakes

_____ 17. Evader: does not admit responsibility for his/her own actions

_____ 18. Distorts evaluations: falsifies records of performance or profit to improve the group status or reputation

_____ 19. Hypocritical: proclaims lofty ideals, but does not think or act in accordance with those beliefs

_____ 20. Terminator: dismisses members from the group for his/her personal reasons

_____ 21. Unprincipled: acts in ways that are inconsistent with accepted moral guides

_____ 22. Moocher: takes credit for others' work, ideas, designs or successes

_____ 23. Unscrupulous: does not possess a conscience

_____ 24. Insular: is not concerned about the broader community or society

_____ 25. Uninspiring: does not inspire internal motivation for goal achievement in group members

_____ 26. Vindictive: seeks revenge against others

_____ 27. Unforgiving: holds grudges

_____ 28. Verbally hostile: uses overly argumentative, aggressive or profane language when speaking with others

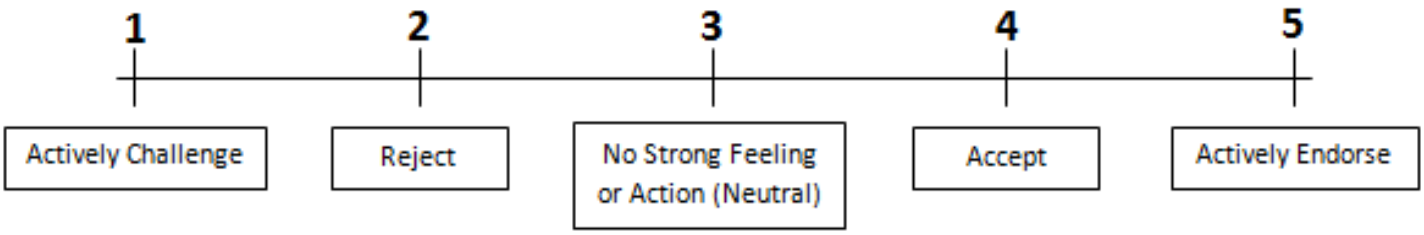
_____ 29. Physically hostile: threatens or uses force when dealing with others

_____ 30. Unreliable: does not follow through with promised actions and/or information

_____ 31. Self-motivated: is motivated by self-interest

_____ 32. Nepotist: practices favoritism

_____ 33. Indiscriminate: overlooks individuals' needs and interests; impersonal



_____ 34. Corrupt: lies, cheats, steals or is motivated by greed

_____ 35. Callous: acts unkindly to others, ignoring their wishes or disregarding their personal welfare

_____ 36. Blind-eyed: ignores evidence of malfeasance or dishonesty in order to achieve group goals

_____ 37. Bribe-sensitive: accepts expensive gifts or favors from group members

_____ 38. Sexual harasser: initiates sexual comments, gestures or physical advances towards group members

_____ 39. Prejudiced: instructs the group that certain races are intellectually or otherwise inferior

_____ 40. Derider: insults or ridicules group members in the presence of other members

_____ 41. Power-motivated: is motivated by the potential to possess power

_____ 42. Gossiper: insults or ridicules group members to those who are not members of the group

_____ 43. Small-minded: promotes conventionally unethical behavior by group members, if it advances the group's goals

_____ 44. Deal-maker: negotiates strategic deals with group members to gain support for his/her own initiatives

_____ 45. Cavalier: does not implement necessary safety measures and procedures

Appendix C.

Questionnaire 2: Individual Survey

Please fill out the following items as they pertain to you.

1. Please circle one: Male Female Prefer Not to Answer
2. Class year: _____
3. Age: _____
4. Intended Major(s): _____

   Intended Minor(s):_____

Listed below are a number of characteristics that may or may not apply to you. Please write a number next to each statement, based on the scale from 1-5 provided below, to indicate the extent to which you agree or disagree with that statement.

Disagree strongly	Disagree a little	Neither agree nor disagree	Agree a little	Agree Strongly
1	2	3	4	5

I see myself as someone who...

____1. Is talkative
____2. Tends to find fault with others
____3. Does a thorough job
____4. Is depressed, blue
____5. Is original, comes up with new ideas
____6. Is reserved
____7. Is helpful and unselfish with others
____8. Can be somewhat careless
____9. Is relaxed, handles stress well
____10. Is curious about many different things
____11. Is full of energy
____12. Starts quarrels with others
____13. Is a reliable worker
____14. Can be tense
____15. Is ingenious, a deep thinker
____16. Generates a lot of enthusiasm
____17. Has a forgiving nature
____18. Tends to be disorganized
____19. Worries a lot
____20. Has an active imagination
____21. Tends to be quiet
____22. Is generally trusting

Continues on Back ⇨

Disagree strongly 1	Disagree a little 2	Neither agree nor disagree 3	Agree a little 4	Agree Strongly 5

____23. Tends to be lazy
____24. Is emotionally stable, not easily upset
____25. Is inventive
____26. Has an assertive personality
____27. Can be cold and aloof
____28. Perseveres until the task is finished
____29. Can be moody
____30. Values artistic, aesthetic experiences
____31. Is sometimes shy, inhibited
____32. Is considerate and kind to almost everyone
____33. Does things efficiently
____34. Remains calm in tense situations
____35. Prefers work that is routine
____36. Is outgoing, sociable
____37. Is sometimes rude to others
____38. Makes plans and follows through with them
____39. Gets nervous easily
____40. Likes to reflect, play with ideas
____41. Has few artistic interests
____42. Likes to cooperate with others
____43. Is easily distracted
____44. Is sophisticated in art, music, or literature

45. How did you hear about this study? Please mark all that apply.
____ Spiderbytes
____ Researcher came to my class and presented about the study
____ Through my student club/organization
____ From a friend/classmate
____ Other (please specify): _____

46. What prompted you to participate in this study? Please mark all that apply.
____ Desire to help a student complete research
____ Class credit
____ Monetary compensation
____ Interest in the study topic
____ Other (please specify): _____

Appendix D.

Debriefing Statement

The researcher will read the following statement to each participant upon completion of the study:

"Thank you for participating in this study. This research was designed to explore whether follower personality (as measured by the Big Five Factor personality dimensions – extraversion, agreeableness, conscientiousness, neuroticism and openness) relates to followers' tendency to either accept or challenge unethical leader behavior. The first questionnaire you completed was designed to measure the extent to which you would either endorse or reject various instances of unethical leader behavior. The second questionnaire was a shortened version of a personality inventory that measured you on the Big Five factors of personality. If you have any questions about the research you participated in, you may contact me at rose.wynn@richmond.edu."

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