



MAHKAMAH KONSTITUSI REPUBLIK INDONESIA KEPANITERAAN DAN SEKRETARIAT JENDERAL

www.mkri.id

NOTA DINAS 4649//RB.01/05/2023

Yth. : Ketua Tim Kerja Pembangunan Zona Integritas (ZI) Menuju Wilayah Bebas Korupsi (WBK) di Lingkungan Biro Humas dan Protokol
Dari : Agents of Change (AOC) di Lingkungan Biro HP
Perihal : Usulan Mengadakan Kegiatan Bertajuk "JEDA" bagi Pegawai Biro HP
Tanggal : 30 Mei 2023

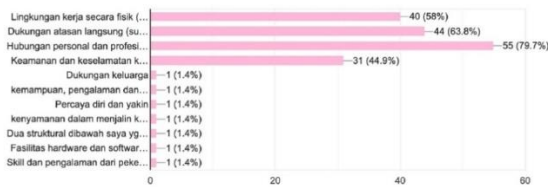
Dengan hormat, dalam rangka pembangunan zona integritas di lingkungan Biro Humas dan Protokol serta keberlanjutan misi Agents of Change (AoC) dalam mewujudkan Wilayah Bebas Korupsi dengan menjadikan Biro HP sebagai *harmonious workplace*, kami bermaksud menyampaikan usulan kegiatan bertajuk "JEDA" bagi seluruh Pegawai Biro HP.

"JEDA" merupakan usulan atas hasil kuantifikasi survey kualitatif yang telah kami laksanakan pada periode sebelumnya (2021-2022) mengenai motivasi utama kinerja pegawai di lingkungan Biro HP sebagaimana berikut.

KATA KITA OVERALL RESULT

E. What Motivates My Work Performance?

Faktor yang menurut saya mendukung kinerja saya saat ini.
69 responses



31 %

Interpersonal Relationship

24,8 %

Support from direct supervisor

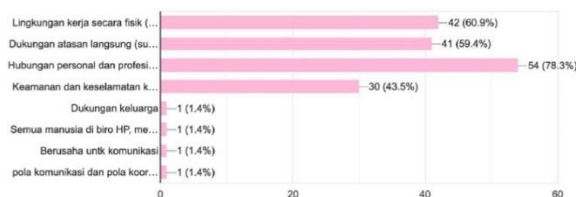
22,5 %

Working facilities

KATA KITA OVERALL RESULT

F. What Motivates Biro HP's Performance?

Faktor yang menurut saya mendukung kinerja Biro Humas dan Protokol saat ini.
69 responses



31,5 %

Interpersonal Relationship

24,6 %

Working facilities

23,9 %

Support from direct supervisor

17,6 %

Working securities



Berdasarkan kedua grafik di atas, dapat diperhatikan bahwa keamanan dan keselamatan kerja merupakan faktor yang paling minim dipertimbangkan oleh para pegawai sebagai faktor pendukung kinerja baik secara individu maupun organisasi.

Lebih lanjut, kami juga ingin menyampaikan hasil penelitian yang dilakukan terhadap 2000 responden pelayan publik di Prancis dalam artikel jurnal bertajuk *Workplace corruption: a resource conservation perspective* (artikel jurnal terlampir). Pada artikel jurnal tersebut, dijelaskan bahwa mengukur korupsi di tempat kerja (*workplace corruption*) merupakan suatu pekerjaan yang sulit dan rumit, salah satunya karena praktiknya mengambil ragam bentuk. Artikel jurnal ini juga menyoroti signifikansi keadilan organisasi (*organizational justice*) sebagai faktor yang mempengaruhi tinggi-rendahnya kecenderungan perilaku koruptif secara individu.

Dengan mengambil perspektif yang lebih luas terhadap korupsi -dimana keadilan organisasi mengambil peran besar dalam menghambat perilaku koruptif individu dan persepsi individu terhadap keamanan dan keselamatannya di tempat kerja dapat memotivasinya untuk menghindari perilaku koruptif-, kami mengusulkan untuk dapat turut mewujudkan Biro HP sebagai lingkungan kerja yang mengedepankan keadilan.

Untuk itu, kami mengusulkan program “JEDA”, sebuah kegiatan bersifat serius tapi santai serta mengedepankan konsep *work-life balance*, untuk memberi ruang kepada seluruh insan biro HP agar dapat memperoleh ilmu baru yang dapat mendukung pekerjaan maupun kehidupan dengan pendekatan yang berbeda.

“JEDA” kami usulkan untuk diadakan dengan format sederhana semacam *Morning Coffee/Potluck* sebagai berikut.

Perkiraan Waktu	Tema	Usulan Guest/Narasumber/Materi (Opsional)
September 2023	<i>Work-life balance:</i> Apa dan Mengapa serta Dampaknya untuk Kita?	<ul style="list-style-type: none">• Praktisi <i>mindfulness</i>• HR dari perusahaan ternama• Diselingi musik sederhana
Februari 2024	<i>Work and Nutrition</i>	<ul style="list-style-type: none">• <i>Nutritionist</i>• <i>Holistic doctor</i>

Demikian kami sampaikan. Atas perhatian dan arahan dan urun rembuk lebih lanjut, kami sampaikan terima kasih.

Hormat kami,




Immanuel B.B. Hutasoit



Raisa Ayuditha



Ditandatangani secara elektronik

Dilengkapi sertifikat elektronik dari BSrE 

Digital Signature
[mk51842848230529052537](#)

Jln. Medan Merdeka Barat No. 6 Jakarta Pusat 10110

Telp: 021-23529000 Fax: 021-3520177

Email: office@mkri.id

- [Penilaian 360°](#)
- [Talent Pool](#)
- [Laporan Individu](#)

Detail Naskah

• [Keluar](#)

[Kembali](#)

[Teruskan](#)

[Nota Dinas](#)

[Disposisi](#)

[Ubah Metadata](#)

[Grafik](#)

- [Tindaklanjut Masuk](#)
- [Histori Naskah](#)
- [Metadata](#)
- [Status Pemberkasan](#)
- [File Word](#)

Tampilkan Data

Pencarian :

No	Tanggal & Jam	Asal Naskah	Tujuan Naskah	Keterangan	Pesan
1	30-05-2023 11:03:13	Kepala Bagian Sekretariat Tetap AACC dan Kerja Sama Luar Negeri	Kepala Bagian Hubungan Masyarakat dan Kerjasama dalam Negeri, Analisis Berita (Raisa Ayuditha Marsaulina), Kepala Bagian Tata Usaha Pimpinan dan Protokol, Kepala Subbagian Kerja Sama Luar Negeri	Disposisi (Biasa)	menyampaikan arahan Sekjen atas program kerja agent of change Biro HP. mohon bantuannya dioperasionalkan. tks 
2	30-05-2023 10:50:51	Sekretaris Jenderal	Kepala Bagian Sekretariat Tetap AACC dan Kerja Sama Luar Negeri	Disposisi (Biasa)	Usulan kegiatan terkait Jeda ini baik sekali sebagai bagian membangun integritas. Namun harus diparipurnakan dg layanan yang prima baik bagi sdm maupun organisasi. Dg demikian kegiatan ini dapat dilaksanakan dg Tema layanan publik yang prima dan berintegritas. Terima kasih 
3	30-05-2023 08:20:05	Kepala Bagian Sekretariat Tetap AACC dan Kerja Sama Luar Negeri	Sekretaris Jenderal	Nota Dinas (Biasa)	program kerja agent of change tahun 2023. trmkasih
4	30-05-2023 08:08:21	Kepala Subbagian Kerja Sama Luar Negeri	Kepala Bagian Sekretariat Tetap AACC dan Kerja Sama Luar Negeri	Nota Dinas (Biasa)	Menyampaikan ide dan gagasan AoC sekiranya dapat direalisasikan untuk peningkatan kinerja di lingkungan Biro HP. Terima kasih 

No	Tanggal & Jam	Asal Naskah	Tujuan Naskah	Keterangan	Pesan
			Tembusan : Kepala Bagian Hubungan Masyarakat dan Kerjasama dalam Negeri, Kepala Bagian Tata Usaha Pimpinan dan Protokol		
5	29-05-2023 10:37:21	Analisis Berita (Raisa Ayuditha Marsaulina)	Kepala Subbagian Kerja Sama Luar Negeri	Nota Dinas (Biasa)	Lampiran artikel jurnal mengenai workplace corruption File Surat 📎 klik file Workplace corruption (a resource conservation perspective).pdf
6	29-05-2023 10:36:27	Analisis Berita (Raisa Ayuditha Marsaulina) Penanda Tangan : Raisa Ayuditha Marsaulina, Immanuel Bungkulan Binsar Hutasoit	Kepala Subbagian Kerja Sama Luar Negeri Tembusan : Analisis Publikasi (Fitri Yuliana)	Nota Dinas (Biasa)	File Surat:: 📎 file e-TTD 359_230529103701draf.docx QR code aktif

Menampilkan 1 sampai 6 dari 6 data
AwalKembali1LanjutAkhir

Workplace corruption: a resource conservation perspective

Benjamin Kakavand

IAE, Université de Picardie Jules Verne, Amiens, France

Jean-Pierre Neveu

IAE, Université de Pau et des Pays de l'Adour, Bayonne, France, and

Aria Teimourzadeh

IAE, Université de Picardie Jules Verne, Amiens, France

Abstract

Purpose – The purpose of this paper is to provide elements for human resource management to better understand workplace corruption in order to prevent and to manage corrupt behaviors at work.

Design/methodology/approach – In this study, a quantitative research methodology ($n=575$) is used; the sample is selected from French public sector employees. Multiple regression analysis assesses the impact on corrupt behaviors (e.g. bribery and property deviance) of selected determinant psychological resources (e.g. powerlessness, distributive and procedural justice and sense of mastery).

Findings – Main results highlight that sense of mastery, distributive justice and procedural justice have a negative impact on workplace corruption, whereas powerlessness has a positive impact on workplace corruption. The direct impact and relationships that are explored between selected determinant psychological resources and workplace corruption contribute to the literature on corrupt acts and conservation of resources (COR) theory. Sense of mastery, power, procedural and distributive justices are considered as personal resources for employees at workplace. Individuals thoughtfully engage in corrupt acts and behaviors as a defensive move to protect perceived threats on valued motivation factors.

Research limitations/implications – At an empirical level, the research is limited to a sample from public sector employees. Similar to the structures of public and private organizations, which are different, determinants of organizational corruption in public and private sectors are also different. Another main limitation is the cross-sectional design. Investigating motivation-based dynamics of corruption would benefit from longitudinal methodology.

Practical implications – The present research suggests that a COR-based management of human resources can be of functional use on at least two grounds. First, COR theory shifts the perspective from a moral and macro-economic issues to a psychological plane. Second, and by staying in tune with motivational processes, a COR-based management is suited to prevent corrupt mechanisms fueled by frustrated or endangered motivational resources.

Originality/value – On the basis of an original taxonomy of workplace corruption, a research model is developed using the framework of COR theory (Hobfoll, 1989). As a non-inductive approach, corruption is considered from the standpoint of a rational defensive attitude on the part of employees seeking to preserve valued psychological resources. A COR-based perspective also allows for a preventive “salutogenic” management style of corrupt behaviors.

Keywords Quantitative, Powerlessness, Distributive justice, Procedural justice, Workplace corruption

Paper type Research paper



Corruption is a well-known topic in the management literature. According to Vardi and Weiner (1996), most of individuals engage into some form of corrupt acts and misbehaviors at work. At the same time, corrupt behaviors are found to plague all types of work organizations and to involve non-supervisory and staff personnel alike (Williams, 2000). Organizational corruption expresses a misuse of organizational power, position or authority for personal or collective gain (e.g. group, organization or industry) (Anand *et al.*, 2004; Ashforth *et al.*, 2008; Pinto *et al.*, 2008), and a deviation from standards, norms and modern bureaucracy measures (Alam, 1989).

The focus of the present research is on the individual motives for engaging into corrupt acts. As such, it enriches an existing literature that emphasizes the organizational plane of workplace corruption (Burke and Cooper, 2009; Serafeim, 2014). It explores corruption as an outcome of a cognitive process. Specifically, we first propose a general taxonomy of corruption from the perspective of individual motivation drives. Then, building upon these premises, we present a model that conditions workplace corruption to the depletion of resources, including sense of mastery, power and organizational justice. This approach is grounded in conservation of resources (COR) theory, a main contemporary perspective for understanding motivation processes (Hobfoll *et al.*, 2018). Results provide elements for managerial implications in preventing both occurrence and damages of corrupt behaviors at work.

Main approaches to workplace corruption

Research agrees to consider corruption as a focused category of workplace deviance (Hollinger and Clark, 1982; Robinson and Bennett, 1995). More precisely, corruption has been classified as a form of counterproductive work behavior defined as a willingness to extract personal advantages detrimental to organization legitimate interests, for example, embezzlement, payment of bribes, kickbacks, graft and cronyism (Mangione and Quinn, 1975; Gruys and Sackett, 2003; Bashir *et al.*, 2011, 2012).

To transcend anecdotal evidence of the many forms of corruption, research has developed around main approaches, for example, economical, ethical, social and psychological. As a tangible phenomenon with clear financial and legal implications, the economic approach to corruption remains a main perspective for cost-oriented research (Shleifer and Vishny, 1993; Gopinath, 2008). A recent evaluation, thus, estimated the yearly cost of bribery to about \$1 trillion (Nobel, 2013). The ethical perspective provides another stance. Studies, thus, consider corruption from the standpoint of a lack, or a loss, of moral points of reference, at the level of a perverted self (Aguilera and Vadera, 2008; Ochulor, 2011), or of social anomie (Luo, 2008). A taxonomy proposed by Luo (2008) brings together ethical, social and cultural issues to present how, in China, traditional networking and social interactions (guanxi) have evolved into corrupt values and behaviors fueled by power abuse.

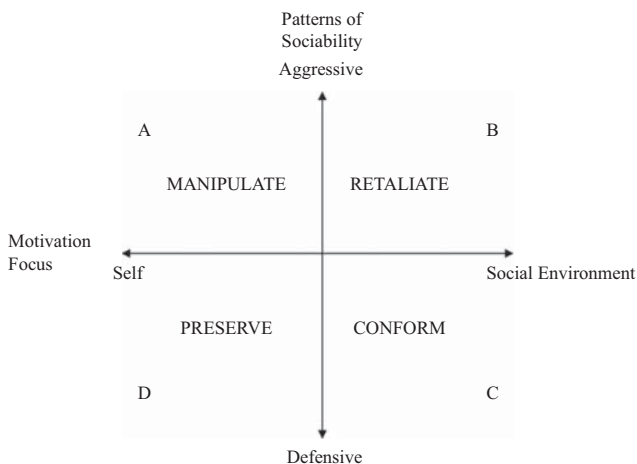
Finally, the psychological approach has significantly contributed to a better understanding of workplace corruption. A variety of theoretical frameworks have been proposed, which include planned behavior (Rabl, 2011; Gorsira *et al.*, 2018), attraction–retention–attrition (Robinson and O’Leary-Kelly, 1998), social information processing (Lange, 2008; Robinson and O’Leary-Kelly, 1998), attribution (Martinko *et al.*, 2002), social learning (Chapell and Piquero, 2004) and, most recently, moral disengagement (Moore, 2008).

However, in the backdrop of this abundant literature, there exists a partially answered question: why, in full consciousness of dire professional, legal and cultural consequences, would individuals still choose to engage in malevolent corrupt behaviors? Also, as a follow-up, how to translate possible answers into prevention? Building on advances at personal and interpersonal levels of investigation, we suggest that individual corruption is determined by an interplay between competing motivational issues at both individual and social levels of understanding.

Theorizing motivation for corruption

An important task for studying workplace corruption is to replace this deleterious process within a relevant framework of understanding. We, thus, present an original taxonomy of organizational corruption research based on two intersecting continua of individual motivations, including patterns of sociability and levels of prime emotional focus (Figure 1).

Figure 1.
Framework of
corruption
motivational
underpinnings



Patterns of sociability (*y*-axis) reflect degrees of agreeableness toward the social environment. Adapted to corruption motivation, these range from defensive/non-trusting to aggressive/ruthless attitudes. Prime emotional focus (*x*-axis) illustrates whether behaviors of individual corruption mainly stem from self or social interest. The continuum ranges from self to social motives.

Figure 1 makes a distinction between four types of corruption underpinnings. These correspond to an evolution-based classification of motivational drives developed by Lawrence and Nohria (2002). Specifically, **Quadrant A** corresponds to the need to learn. Adapted to corruption, it reflects **a perversion rooted in a desire to dominate**. Individual finds *jouissance* in learning about others' weak points and manipulating through seduction and lies (Tomasella, 2010).

Still high on aggressive social interaction patterns, **Quadrant B** relates to more social-oriented individuals. Here, ruthless people are more attuned to their social environment, and their corrupt behaviors are to be understood within the context of conflicting relationships with their social environment. Corruption corresponds to a need to acquire by retaliation, a tit for tat, to get even with despised/evil others (Cullen *et al.*, 2003). For instance, **individuals may have no qualms about cheating their organization when distress or disillusion has set in** (Aghion *et al.*, 2010).

Quadrants C and D refer to corruption behaviors rooted in defensive patterns of social interactions. In **Quadrant C**, individuals engage in corruption through a need to affiliate. They conform to social norms of corruption by **imitating/reproducing dominant social values** (Akers, 1988), as in the case of Chinese *guanxi* (Fan, 2002). Research also focuses on how "otherwise ethical" individuals become **socialized into wrongdoing** (Brief *et al.*, 2001; Ashforth and Anand, 2003).

Finally, **Quadrant D** corresponds to **a need to defend one's turf and properties**. Here, corruption is akin to a preventive strategy to ward off possible threats to valued resources. In a context of job insecurity, real or perceived, individuals use corruption as a protection against the anticipated onslaught of organizational aggressions. In other words, corruption is **a tool for "buying" peace and stability**. At the macro-level, this drive for preventive corruption for survival has been well documented in **the context of diplomacy**, as for the case of Byzantine foreign policy (Neumann, 2006).

To the authors' best knowledge, however, this last approach has not been explored at the individual level. This study focuses on Quadrant D to highlight the process in which the

individuals are engaged in corrupt acts and behaviors in order to preserve their personal resources. This process is explained by COR theory; we postulate that COR theory offers a relevant framework for filling the gap.

COR theory explains human motivation from the perspective of an evolution-based drive for preservation. Fundamentally, the theory posits that individual motivation is primarily conditioned by the conservation of valued motivational factors known as resources, including individual, social, tangible and symbolic resources (Hobfoll, 1989, 2001; Halbesleben *et al.*, 2014). Hence, and while wishing to develop such resources, individuals' main motivation is to preserve them all from possible loss and exhaustion. We, thus, postulate that corrupt acts and behaviors relate to a protective strategy of resource preservation.

Model and hypotheses

The literature on corruption highlights a number of significant **determinants of corruption**. It shows how perceptions of endangered valued personal resources can fuel corrupt behaviors. Such resources include organizational justice (Folger, 1993), perceived access to information (Colquitt, 2001), trust (Thau *et al.*, 2007), power (Spector, 2007) and sense of mastery (Pablo *et al.*, 2007). Coherent with our COR perspective, we, thus, propose that corruption originates from the loss, or the fear of losing, of motivational factors. These include organizational justice (distributive and procedural), sense of mastery and sense of powerlessness.

Powerlessness

Powerlessness relates to the frustration of empowerment. Specifically, it has been defined as a lack of control and a feeling of uncertainty about environmental changes (Wallerstein, 1992; Tew, 2006). In the work setting, powerlessness refers to a lack of job autonomy, with limited freedom to exert control over activities (Bennett, 1998). Powerlessness is symptomatic of a misfit between employee–organization values and norms that can induce corrupt behaviors (Pablo *et al.*, 2007).

The perception of powerlessness results in decreasing employees' motivation and outcomes. Consequences of powerlessness can come under various negative work acts and attitudes, such as incivility, counterproductive behaviors and anger (Ashforth and Saks, 1996; Spector, 2007). Specifically, unethical acts and anger at work were found to express negative emotions and/or willingness to retake a sense of control (McCardle, 2007). Individuals with low levels of perceived control are also more prone to physical destruction of their work environment in order to retain control (Allen and Greenberger, 1980). We, thus, formulate the following **hypothesis**:

H1. Powerlessness has a positive impact on workplace corruption.

Sense of mastery

Sense of mastery relates to the discipline of personal growth and learning. Sense of mastery surfaces when individuals believe that they are effective across a broad range of life domains that they “can and (do master), control and shape (their) own life” (Geis and Ross, 1998, p. 233).

Sense of mastery has been acknowledged as a powerful psychological resource that provides individuals with a sense of control and responsibility (Antonovsky, 1987). Hobfoll (1998), thus, defined it as a “mastery of the ability to negotiate the environment in order to meet reasonable needs” (p. 52). Consequently, a depleted sense of mastery determines organizational deviance (Bennett and Robinson, 2000; Pablo *et al.*, 2007). Hence, results show that **a lower sense of mastery relates to corrupt acts and unethical behaviors**, whereas decreased intentions to cheat associates relate to perceptions of increased sense of control

over the work tasks (Vohs and Schooler, 2008; Sengupta *et al.*, 2012). This leads to the following hypothesis:

H2. Sense of mastery has a negative impact on workplace corruption.

Organizational justice

Organizational justice refers to an individual's perception of how rightly and fairly he/she is treated at work (McCardle, 2007). Justice and fairness perceptions in organizations are evaluated by employees based on three components: processes, outcomes and interpersonal interactions. Justice researchers (Cohen-Charash and Spector, 2001; Colquitt *et al.*, 2001) acknowledge that individuals evaluate organizational fairness primarily on the basis of three components: distributive, procedural and interactional justice.

This research focuses on distributive and procedural justices as two main components of organizational justice. Distributive justice explains perception of an unfair or inadequate outcome, such as lack of pay raise, unreceived promotion or failed opportunities for training. This type of justice is more focused on distribution rates of rewards and penalties (Nirmala and Akhilesh, 2006). Procedural justice is the fairness of an organization's policies and procedures to determine individual's outcomes (Greenberg, 1990; Forret and Love, 2008). Procedural justice focuses on individual's evaluation of events that precede distribution (Leventhal, 1980).

Empirical findings have indeed highlighted a significant relationship between such outcomes as unethical behaviors, corruption and workplace deviance and perceptions of unfair treatment by colleague and supervisors (Skarlicki and Folger, 1997; Aquino *et al.*, 1999; Ambrose *et al.*, 2002). Employees who are not satisfied with fairness of organizational procedures have been found to be more motivated to violate organizational norms and to commit acts of deviance (Aquino *et al.*, 1999; Lim, 2002). Employees respond to unfair treatment in direct and indirect ways such as theft, withdrawal behaviors, vandalism, sabotage and citizenship behaviors reduction (Greenberg, 1990; Jermier *et al.*, 1994).

Employees who feel distributive injustice are more likely to reduce their input or, in other words, harm the organization to correct the balance (Cohen-Charash and Spector, 2001). The previous studies also show that violation of distributive justice can motivate individuals to engage in anti-normative acts and behaviors (Bies and Tripp, 1996; Henle, 2005). Therefore, the following hypothesis is formulated:

H3. Distributive justice has a negative impact on workplace corruption.

Individuals' evaluation of an organization's procedures as fair is extremely important, as they communicate group relevant information to other individuals and influence procedural judgments of the coworkers at workplace (Bies and Tripp, 1996). The individuals who perceive organizational procedures as fair were less likely to engage in aggressive actions in the workplace (Greenberg and Barling, 1999). Therefore, it is predicted that procedural justice perceptions will have a negative relationship with unethical acts and behaviors at workplace; we, thus, formulate the following hypothesis:

H4. Procedural justice has a negative impact on workplace corruption.

Drawing from a COR theorizing, we, thus, propose a resource-based model of employee corruption (Figure 2) that explores our four main hypotheses.

Methodology

Procedure and sample

A self-report questionnaire was sent to 2,000 public sector employees in France. Individuals were selected in several organizations to complete the questionnaire. Some questionnaires

were sent by e-mail and the rest were handed out during working hours. Subjects were thoroughly briefed and re-assured about confidentiality issues. Specifically, questionnaires and results were the sole property of independent researchers, with no obligations to employers. The final sample comprised of 575 respondents, a return rate of 29 percent. Majority of respondents (55 percent) were male, with an average seniority of six years in their current organization. The respondents' age ranged from 25 to 68 years, with a mean age of 39.5 (SD = 10.51). The final sample covered a range of occupations, including accountants (12 percent), auditors (12 percent), managers (27 percent), administrative officers (40 percent) and supervisors (10 percent).

Measures

Distributive and procedural justice scales are taken from the justice scale developed in two studies: Moorman (1991) and Niehoff and Moorman (1993). Distributive justice corresponds to a five-item scale that assesses the fairness of different work outcomes, including work schedule, pay level, job responsibilities and workload. Sample items include the following: "I think that my level of pay is fair" and "Overall, the rewards I receive here are quite fair." Procedural justice is a six-item measure that evaluates individuals' perceptions of fair and unbiased information and appeal processes. Scale ranges from 1 (strongly agree) to 5 (strongly disagree), and sample items include the following: "To make job decisions, my general manager collects accurate and complete information" and "My general manager makes sure that all employee concerns are heard before job decisions are made."

Sense of mastery refers to a perception of control and expertise, a personal psychological resource. Sense of mastery is evaluated by using the seven-item scale developed by Pearlman and Schooler (1978). This scale comprises seven items, ranging from 1 (strongly agree) to 5 (strongly disagree). The scale comprises five reverse items. Sample items include the following: "I have little or no control over the things that happen to me" and "I can do just about anything I really set my mind to do."

Powerlessness prevents a loss; the questions that make up the powerlessness scale ask about the power of employees for facing the things and problems that could happen at workplace. This comprises a three-item measure of Ashford *et al.* (1989) on a five-point scale, ranging from "strongly agree" to "strongly disagree." Sample item includes the following: "I have enough power in this organization to control events that might affect my job" and "In this organization, I can prevent negative things from affecting my work situation."

In fact, studying and measuring workplace corruption is a difficult and complicated task for two main reasons (Svensson, 2005). First, and due to the ethical onus, corruption is most often a taboo issue that thrives under the garb of secrecy. Second, corruption takes different forms. It is an umbrella notion that covers a number of deviant workplace acts and behaviors (Spector and Fox, 2005). In the present research, we focus only on reward deviance or bribery (petty) as a

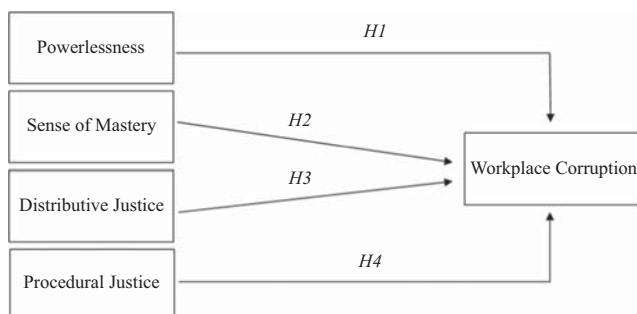


Figure 2.
A resource-based model of workplace corruption

common type of mischief of employees at workplace. In this study, workplace corruption is assessed using a four-item questionnaire (Gbadamosi and Joubert, 2005) on a five-point scale, ranging from “strongly agree” to “strongly disagree.” In this scale, questions related to corruption are asked in an indirect way. Items include the following: “It is common that individuals pay some irregular additional payments (bribes or tips) to get things done,” “It is common, organizations pay bribes and tips to get things done,” “If a public official acts against rules, help can be obtained elsewhere” and “Bribery and corruption is common in your organization.”

Results

Preliminary statistics

Table I presents descriptive statistics. All scales show acceptable levels of internal reliability. Significant correlations include corruption with distributive justice (-0.31), procedural justice (-0.29), sense of mastery (-0.22) and powerlessness (-0.11). Table II represents model fit information for both measurement and structural model, which testifies the quantity of the research model. Goodness-of-fit indices are good, and they validate the model (structural model of workplace corruption: $df = 220$, $\chi^2 = 635.24$, $GFI = 0.90$, $AGFI = 0.89$, $CFI = 0.92$, $RMR = 0.012$, $RMSEA = 0.057$).

Hypotheses testing

Standardized hierarchical regression analyses were then conducted on workplace corruption as criterion variables. Beta results highlight a significant negative impact of distributive justice, procedural justice and sense of mastery on workplace corruption ($\beta = -0.24$; $p < 0.001$, $\beta = -0.17$; $p < 0.01$ and $\beta = -0.10$; $p < 0.05$, respectively), thus validating *H3*, *H4* and *H2*. Beta results also indicate a significant positive impact of powerlessness on workplace corruption ($\beta = 0.12$; $p < 0.05$); this result also validates *H1*. It means that powerlessness has a significant positive impact on workplace corruption. The statistical result of direct effect is presented in Table II.

Table I.
Descriptive statistics
and correlations

Variables	Mean	SD	1	2	3	4	5
Age	39.05	10.51					
1. Distributive justice	3.49	0.88	(0.81)				
2. Procedural justice	3.10	0.90	0.52**	(0.87)			
3. Sense of mastery	3.77	0.67	0.39**	0.38**	(0.76)		
4. Powerlessness	3.14	0.90	0.33**	0.47**	0.41**	(0.79)	
5. Workplace corruption	2.22	1.1	-0.31**	-0.29**	-0.22**	-0.11**	(0.84)

Notes: * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

Table II.
Model fit and
standardized
hierarchical regression
results with
corruption as
criterion variable

Model	df	χ^2	GFI	AGFI	CFI	RMSEA	RMR	β	SE
Measurement model	218	590.74	0.91	0.90	0.93	0.055	0.010		
Structural model	220	635.24	0.90	0.89	0.92	0.057	0.012		
$R^2 = 0.21$									
<i>Regression results with workplace corruption</i>									
<i>H1</i>	Powerlessness							0.12*	0.08
<i>H2</i>	Sense of master							-0.10*	0.08
<i>H3</i>	Distributive justice							-0.24***	0.09
<i>H4</i>	Procedural justice							-0.17**	0.09

Notes: * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

Discussion

The purpose of the present research is to contribute to a better understanding of workplace corruption determinants. Workplace corruption is a pressing issue for human resource management and a challenging issue for research. The present study is concerned with public sector employees and highlights certain determinants of petty corruption that associate with the delivery of public services.

The mechanism of workplace corruption is different in public and private sectors due to differing organizational purpose and structuring. On the one hand, the overall goal of private sector organizations is profit oriented, and economic performance conditions the welfare of its members (Farnham and Horton, 1996). On the other hand, public organizations have relatively intangible, vague and multiple goals (Allison, 2012). Oftentimes, in a situation of economic monopoly, they are manned by lifetime employed personnel whose performance and subsequent job security tend to relate less to market fluctuations and more to internal politics (Vigoda-Gadot and Drory, 2006). In turn, such a situation can favor corrupt behaviors that stem from strategies of entrenchment.

Consequently, the present study is grounded in COR theory, which considers organizational outcome from the perspective of a possible loss of valued resources. We, thus, developed a resource-based model of corruption that relates personal resources, including power, sense of mastery, distributive and procedural justice, to such corrupt attitudes including as bribery and property deviance.

Results validate all hypotheses; according to the statistical results ($\beta = 0.12$; $p < 0.05$), increased powerlessness relates to increased level of corrupt acts. Specifically, powerlessness has a direct impact on employee's morale, as losing motivation can determine negative behaviors and attitudes.

This study highlights that a lack of participation and autonomy at the workplace leads to limited freedom and control over work activities. Particularly, public sector employees are deemed more prone to powerlessness, as compared to those from the private sectors. In fact, higher and denser chain of command leads to less participation, less control and less autonomy.

Consequently, corrupt acts are to be thought as attempts to preserve both autonomy and control. As with other types of deviant consequences, including cheating, manipulation, anger and aggressiveness (Gruenfeld *et al.*, 2008; Kraus *et al.*, 2009), our results emphasize the impact of powerlessness on individuals who do not feel safe (Gray, 1990). This feeling relates to a perceived lack of procedural justice, a resource loss. Individuals then adopt strategies to fulfill their conscious goal of returning to safety (Scholer *et al.*, 2010; Yap, 2013).

Statistical results highlight that sense of mastery has a significant negative impact on workplace corruption ($\beta = -0.10$; $p < 0.05$). These findings show sense of mastery as an effective tool for preventing and controlling petty corruption. The results emphasize that individuals who have lesser self-mastery are more inclined to participate in corrupt acts and unethical behaviors. Conversely, greater beliefs in self-mastery lead to lowered intentions to engage in corrupt acts and behaviors (Vohs and Schooler, 2008). Therefore, sense of mastery can be considered as one of the important senses of human being in creation of the sense of responsibility in order to control the acts and behaviors of employees at workplace. This study also shows that individuals with a high sense of mastery are more aware about their weakness, strength and opportunities, which leads them to be more motivated, committed and responsible in order to act and behave ethically at work (Senge, 2010; Vohs and Schooler, 2008).

Other results stress the significant and negative impact of both procedural justice ($\beta = -0.17$; $p < 0.01$) and distributive justice ($\beta = -0.24$; $p < 0.001$) on workplace corruption. These confirm that procedural and distributive justices have a direct positive relationship with intentions to engage in corrupt acts and behaviors when perceived organizational injustice sets in (Lim, 2002; Abu Elanain, 2010).

With regard to procedural justice, unsatisfied individuals tend to violate organizational norms and commit corrupt acts (Aquino *et al.*, 1999). The main focus of procedural justice is on the participatory role of employees in the decision-making process. In many countries, public organizations are based on large hierarchical and bureaucratic structure. Bureaucratic organizations stress rules and procedures as symptoms of powerful techno-structures (Mintzberg, 1979). Coupled with life–employment job security, the system allows little leeway as social exchanges are framed by rules and regulations. Therefore, public sectors employees feel very sensitive about such issues as procedural injustice and decision-making processes.

This research highlights that participation of employees before and after the decision-making process has an important role in shaping the acts and behaviors of employees at workplace. Individuals who perceive procedural fairness are expected to be more committed and responsible to the organizational norms and values. On the contrary, the employees who are not satisfied with the fairness of procedures, policies and decisions that are related to them are more motivated to violate organizational norms and commit unproductive behaviors.

Distributive justice relates to individual's compensation. Those who perceive imbalance between their inputs and outcomes are expected to increase their corrupt behavior. Our findings highlight a strong impact of distributive justice on organizational corruption. Specifically, in organizations with high level of distributive justice, individuals are less engaged in workplace corruption.

This research emphasizes that employees compare the ratio of their outcomes like pay and promotion to the ratio of their inputs such as education, experience and skill with the ratio of inputs and outcomes of other individuals who are in the same situation (Henle, 2005). Individuals who perceive injustice are more likely to engage in corrupt acts such as bribery and embezzlement to compensate their perceived injustice (Adams, 1965). Otherwise, employees who perceive that the ratio of their inputs and outcomes are just compared to their coworkers experience justice at workplace. The perception of distributive justice makes individuals more satisfied, loyal and committed to the organization, which leads to disengagement from corrupt acts and behaviors.

Practical implications

The economic and social weight of workplace corruption has prompted organizations to follow, or to elaborate by themselves, various sets of standards. These purport to help and guide for responsible and ethical management (White and Montgomery, 1980; Lindgreen, 2004; Transparency International, 2017). That said, and while vying for promoting and implementing good practices, the urge for anticipation also dictates a need for a better understanding of corruption mechanisms. In the present research, we suggest that a COR-based management of human resources can be of functional use on at least two grounds.

First, COR theory shifts the perspective from moral and macro-economic issues to a psychological plane. It assumes that individuals are in full knowledge of their wrongful deeds, and that they consider deviance from a reframed psychological process (Mazar and Ariely, 2006). A COR-based management goes beyond the fact "I grabbed a few banknotes from the cash register" and puts corrupt acts into the context of sense-making initiatives ("everybody does it here because it's a low-paying job that does not allow to make ends meet"; i.e., fear of losing). By transcending the immediacy of deviant behavior, the organization gives itself a chance to reflect on the state of resources it once deemed sufficiently apt to be hired. Incidentally, this approach is applied Y-theory (McGregor, 1960), an oft-quoted, but seldom exercised, tenet of human resource management.

Second, and by staying in tune with motivational processes, a COR-based management is suited to prevent corrupt mechanisms fueled by frustrated or endangered motivational resources. As shown by both research and practice, prevention relates to management ability to fill the motivational gap between what the individual values (development within

the frame of preservation) and what the organization promotes (assumed attractiveness of gain) (Kohn, 1993; Delaney and Royal, 2017). COR-based politics can, thus, prevent corruption to be fueled by such a motivational mismatch.

Limitations and future research

In tackling with such a sensitive topic as organizational corruption, the present study is even more prone than others to bear its own set of limitations. Yet, these can also suggest additional contributions for future research.

At a theoretical level, a first type of comment can be made for not selecting other relevant variables, particularly **trust and organizational climate**. The literature highlights the role of distrust as a determinant of organizational deviance (Thau *et al.*, 2007; Williams, 2006). Indeed, trust can be thought of as a resource signal that facilitates cooperation and creates a greater sense of responsibility toward others (Kimmel *et al.*, 1980; Kong *et al.*, 2014). **Organizational climate** is another variable that could be considered as **the perceived quality of ethical environment that impacts individual workplace attitudes** (Stachowicz-Stanusch and Simha, 2013).

Trust and organizational climate are two examples for future research applied to organizational corruption. We suggest, however, that such inclusions can also benefit modeling. Hence, trust can be included for its role in the relationship between perceptions of failed organizational justice and corruption (Lewicki *et al.*, 2005). Similarly, the moderating impact of organizational climate can be considered, as COR theory emphasizes the role of context as a facilitator, or an inhibitor, of the resource preservation process (Hobfoll, 2011).

At an empirical level, our research is limited to a sample from public sector employees. Similar to the structures of public and private organizations, which are different, determinants of organizational corruption in public and private sectors are also different. The future research can collect samples from private organizations in order to highlight the difference of organizational corruption determinants in public and private sectors.

Finally, another main limitation is the cross-sectional design. Investigating motivation-based dynamics of corruption would benefit from longitudinal methodology. However, the nature of the topic can produce increased field resistance, resulting in sizeable sample attrition overtime. Future research should consider approaches that neither stigmatize individuals nor put participating fields in the perceived position of masked evaluators of punishable deeds. The greater proximity induced by a qualitative diary approach could be a path toward reducing the trust gap between the researcher and the sample.

References

- Abu Elanain, H.M. (2010), "Work locus of control and interactional justice as mediators of the relationship between openness to experience and organizational citizenship behaviors", *Cross Cultural Management: An International Journal*, Vol. 17 No. 2, pp. 170-192.
- Adams, J.S. (1965), "Inequity in social exchange", in Berkowitz, L. (Ed.), *Advances in Experimental Social Psychology*, Academic Press, New York, NY, pp. 267-299.
- Aghion, P., Algan, Y., Cahuc, P. and Shleifer, A. (2010), "Regulation and distrust", *The Quarterly Journal of Economics*, Vol. 125 No. 3, pp. 1015-1049.
- Aguilera, R.V. and Vadera, A.K. (2008), "The dark side of authority: antecedents, mechanisms, and outcomes of organizational corruption", *Journal of Business Ethics*, Vol. 77 No. 4, pp. 431-449.
- Akers, R.L. (1988), *Social Structure and Social Learning*, Roxbury, Los Angeles, CA.
- Alam, M.S. (1989), "Anatomy of corruption: an approach to the political economy of underdevelopment", *American Journal of Economics and Sociology*, Vol. 48 No. 1, pp. 441-456.
- Allen, V.L. and Greenberger, D.B. (1980), "Destruction and perceived control", in Baum, A. and Singer, J.E. (Eds), *Applications of Personal Control*, Erlbaum, Hillsdale, NJ, pp. 85-109.

- Allison, G.T. (2012), "Public and private management: are they fundamentally alike in all unimportant respects", in Shafritz, J.M. and Hyde, A.C. (Eds), *Classics of Public Administration*, Wadsworth, Boston, MA, pp. 395-411.
- Ambrose, M.L., Seabright, M.A. and Schminke, M. (2002), "Sabotage in the workplace: the role of organizational injustice", *Organizational Behavior and Human Decision Processes*, Vol. 89 No. 1, pp. 947-965.
- Anand, V., Ashforth, B.E. and Joshi, M. (2004), "Business as usual: the acceptance and perpetuation of corruption in organizations", *Academy of Management Executive*, Vol. 18 No. 2, pp. 39-53.
- Antonovsky, A. (1987), *Unravelling the Mystery of Health: How People Manage Stress and Stay Well*, Jossey-Bass, San Francisco, CA.
- Aquino, K., Lewis, M.U. and Bradfield, M. (1999), "Justice constructs, negative affectivity, and employee deviance: a proposed model and empirical test", *Journal of Organizational Behavior*, Vol. 20 No. 7, pp. 1073-1091.
- Ashford, S.J., Lee, C. and Bobko, P. (1989), "Content, cause, and consequences of job insecurity: a theory-based measure and substantive test", *Academy of Management Journal*, Vol. 32 No. 4, pp. 803-829.
- Ashforth, B.E. and Anand, V. (2003), "The normalization of corruption in organizations", *Research in Organizational Behavior*, Vol. 25 No. 1, pp. 1-52.
- Ashforth, B.E. and Saks, A.M. (1996), "Socialization tactics: longitudinal effects on newcomer adjustment", *Academy of Management Journal*, Vol. 39 No. 1, pp. 149-178.
- Ashforth, B.E., Harrison, S.H. and Corley, K.G. (2008), "Identification in organizations: an examination of four fundamental questions", *Journal of Management*, Vol. 34 No. 3, pp. 325-374.
- Bashir, S., Nasir, M., Qayyum, S. and Bashir, A. (2012), "Dimensionality of counterproductive work behaviors in public sector organizations of Pakistan", *Public Organization Review*, Vol. 12 No. 4, pp. 357-366.
- Bashir, S., Nasir, Z.M., Saeed, S. and Ahmed, M. (2011), "Breach of psychological contract, perception of politics and organizational cynicism: evidence from Pakistan", *African Journal of Business Management*, Vol. 5 No. 1, pp. 884-888.
- Bennett, M.J. (1998), "Intercultural communication: a current perspective", in Bennett, M.J. (Ed.), *Basic Concepts of Intercultural Communication: A Reader*, Intercultural Press, Yarmouth, ME, pp. 1-34.
- Bennett, R.J. and Robinson, S.L. (2000), "Development of a measure of workplace deviance", *Journal of Applied Psychology*, Vol. 85 No. 3, pp. 349-360.
- Bies, R.J. and Tripp, T.M. (1996), "Beyond distrust: 'getting even' and the need for revenge", in Kramer, R.M. and Tyler, T. (Eds), *Trust in Organizations*, Sage, Newbury Park, CA, pp. 246-260.
- Brief, A.P., Buttram, R.T. and Dukerich, J.M. (2001), "Collective corruption in the corporate world: toward a process model", in Turner, M.E. (Ed.), *Groups at Work: Theory and Research*, Hillsdale, Erlbaum, Mahwah, NJ, pp. 471-499.
- Burke, R.J. and Cooper, C.L. (2009), *Research Companion to Corruption in Organizations*, Edward Elgar, Cheltenham.
- Chappell, A.T. and Piquero, A.R. (2004), "Applying social learning theory to police misconduct", *Deviant Behavior*, Vol. 25 No. 2, pp. 89-108.
- Cohen-Charash, Y. and Spector, P.E. (2001), "The role of justice in organizations: a meta-analysis", *Organizational Behavior and Human Decision Processes*, Vol. 86 No. 2, pp. 278-321.
- Colquitt, J.A. (2001), "On the dimensionality of organizational justice: a construct validation of a measure", *Journal of Applied Psychology*, Vol. 86 No. 3, pp. 386-400.
- Colquitt, J.A., Conlon, D.E., Wesson, M.J., Porter, C.O.L.H. and Ng, K.Y. (2001), "Justice at the millennium: a meta-analytic review of 25 years of organizational justice research", *Journal of Applied Psychology*, Vol. 86 No. 3, pp. 425-445.

- Cullen, M.J. and Sackett, P.R. (2003), "Personality and counterproductive workplace behavior", in Barrick, M.R. and Ryan, A.M. (Eds), *Personality and Work*, Jossey-Bass, San Francisco, CA, pp. 150-182.
- Delaney, M.L. and Royal, M.A. (2017), "Breaking engagement apart: the role of intrinsic and extrinsic motivation in engagement strategies", *Industrial and Organizational Psychology*, Vol. 10 No. 1, pp. 127-140.
- Fan, Y. (2002), "Questioning guanxi: definition, classification, and implications", *International Business Review*, Vol. 11 No. 5, pp. 543-561.
- Farnham, D. and Horton, S. (1996), *Managing the New Public Services*, Macmillan Publishers, London.
- Folger, R. (1993), "Reactions to mistreatment at work", in Murnighan, K. (Ed.), *Social Psychology in Organizations: Advances in Theory and Research*, Prentice-Hall, Englewood Cliffs, NJ, pp. 161-183.
- Forret, M. and Love, M.S. (2008), "Employee justice perceptions and coworker relationships", *Leadership and Organization Development Journal*, Vol. 29 No. 3, pp. 248-260.
- Gbadamosi, G. and Joubert, P. (2005), "Money ethic, moral conduct and work related attitudes: field study from the public sector in Swaziland", *Journal of Management Development*, Vol. 24 No. 8, pp. 754-763.
- Geis, K.J. and Ross, C.E. (1998), "A new look at urban alienation: the effect of neighborhood disorder on perceived powerlessness", *Social Psychology Quarterly*, Vol. 61 No. 3, pp. 232-246.
- Gopinath, C. (2008), "Recognizing and justifying private corruption", *Journal of Business Ethics*, Vol. 82 No. 3, pp. 747-754.
- Gorsira, M., Denkers, A. and Huisman, W. (2018), "Both sides of the coin: motives for corruption among public officials and business employees", *Journal of Business Ethics*, Vol. 151 No. 1, pp. 179-194.
- Gray, J.A. (1990), "Brain systems that mediate both emotion and cognition", *Cognition and Emotion*, Vol. 4 No. 3, pp. 269-288.
- Greenberg, J. (1990), "Employee theft as a reaction to underpayment inequity: the hidden cost of pay cuts", *Journal of Applied Psychology*, Vol. 75 No. 5, pp. 561-568.
- Greenberg, L. and Barling, J. (1999), "Predicting employee aggression against coworkers, subordinates and supervisors: the roles of person behaviors and perceived workplace factors", *Journal of Organizational Behaviour*, Vol. 20 No. 6, pp. 897-913.
- Gruenfeld, D.H., Inesi, M.E., Magee, J.C. and Galinsky, A. (2008), "Power and the objectification of social targets", *Journal of Personality and Social Psychology*, Vol. 95 No. 1, pp. 111-127.
- Gruys, M.L. and Sackett, P.R. (2003), "Investigating the dimensionality of counterproductive work behavior", *International Journal of Selection and Assessment*, Vol. 11 No. 1, pp. 30-42.
- Halbesleben, J.R., Neveu, J.P., Paustian-Underdahl, S.C. and Westman, M. (2014), "Getting to the 'COR': understanding the role of resources in conservation of resources theory", *Journal of Management*, Vol. 40 No. 5, pp. 1334-1364.
- Henle, C.A. (2005), "Predicting workplace deviance from the interaction between organizational justice and personality", *Journal of Managerial Issues*, Vol. 17 No. 2, pp. 247-263.
- Hobfoll, S.E. (1989), "Conservation of resources: a new attempt at conceptualizing stress", *American Psychologist*, Vol. 44 No. 3, pp. 513-524.
- Hobfoll, S.E. (1998), *Stress, Culture, and Community: The Psychology and Philosophy of Stress*, Plenum Press, New York, NY.
- Hobfoll, S.E. (2001), "The influence of culture, community, and the nested-self in the stress process: advancing conservation of resources theory", *Applied Psychology: An International Review*, Vol. 50 No. 3, pp. 337-421.
- Hobfoll, S.E. (2011), "Conservation of resources caravans in engaged settings", *Journal of Occupational and Organizational Psychology*, Vol. 84 No. 1, pp. 116-122.
- Hobfoll, S.E., Halbesleben, J., Neveu, J.P. and Westman, M. (2018), "Conservation of resources in the organizational context: the reality of resources and their consequences", *Annual Review of Organizational Psychology and Organizational Behavior*, Vol. 5 No. 1, pp. 103-128.

- Hollinger, R. and Clark, J. (1982), "Employee deviance: a response to the perceived quality of the work experience", *Work and occupations*, Vol. 9 No. 1, pp. 97-114.
- Jermier, J.M., Knights, D. and Nord, W. (1994), *Resistance and Power in Organizations*, Routledge, London.
- Kimmel, M.J., Pruitt, D.G., Magenau, J.M., Konar-Goldband, E. and Carnevale, P.J. (1980), "Effects of trust, aspiration, and gender on negotiation tactics", *Journal of Personality and Social Psychology*, Vol. 38 No. 1, pp. 9-22.
- Kohn, A. (1993), *Punished by Reward*, Houghton Mifflin, Boston, MA.
- Kong, D.T., Dirks, K.T. and Ferrin, D.L. (2014), "Interpersonal trust within negotiations: meta-analytic evidence, critical contingencies, and directions for future research", *Academy of Management Journal*, Vol. 57 No. 5, pp. 1235-1255.
- Kraus, M.W., Piff, P.K. and Keltner, D. (2009), "Social class, sense of control, and social explanation", *Journal of Personality and Social Psychology*, Vol. 97 No. 6, pp. 992-1004.
- Lange, D. (2008), "A multidimensional conceptualization of organizational corruption control", *The Academy of Management Review*, Vol. 33 No. 3, pp. 710-729.
- Lawrence, P.R. and Nohria, N. (2002), *Driven: How Human Nature Shapes Our Choices*, Jossey Bass, San Francisco, CA.
- Leventhal, G.S. (1980), "What should be done with equity theory? New approaches to the study of fairness in social relationship", in Gergen, K.J., Greenberg, M.S. and Willis, R.H. (Eds), *Social Exchange: Advances in Theory and Research*, Plenum, New York, NY, pp. 27-55.
- Lewicki, R.J., Wiethoff, C. and Tomlinson, E.C. (2005), "What is the role of trust in organizational justice?", in Greenberg, J. and Colquitt, J.A. (Eds), *Handbook of Organizational Justice*, Erlbaum, Mahwah, NJ, pp. 247-270.
- Lim, V.K.G. (2002), "The IT way of loafing on the job: cyber loafing, neutralizing, and organizational justice", *Journal of Organizational Behavior*, Vol. 23 No. 5, pp. 675-694.
- Lindgreen, A. (2004), "Corruption and unethical behavior: report on a set of danish guidelines", *Journal of Business Ethics*, Vol. 51 No. 1, pp. 31-39.
- Luo, Y. (2008), "The changing Chinese culture and business behavior: the perspective of intertwinement between guanxi and corruption", *International Business Review*, Vol. 17 No. 2, pp. 188-193.
- McCardle, J.G. (2007), "Organizational justice and workplace deviance: the role of organizational structure, powerlessness, and information salience", unpublished PhD dissertation, Central Florida University, Orlando, FL.
- McGregor, D. (1960), *The Human Side of Enterprise*, McGraw-Hill, New York, NY.
- Mangione, T.W. and Quinn, R.P. (1975), "Job satisfaction, counterproductive behavior, and drug use at work", *Journal of Applied Psychology*, Vol. 60 No. 1, pp. 114-116.
- Martinko, M.J., Gundlach, M.J. and Douglas, S.C. (2002), "Toward an integrative theory of counterproductive workplace behavior: a causal reasoning perspective", *International Journal of Selection and Assessment*, Vol. 10 No. 1, pp. 36-50.
- Mazar, N. and Ariely, D. (2006), "Dishonesty in everyday life and its policy implications", *Journal of Public Policy and Marketing*, Vol. 25 No. 1, pp. 117-126.
- Mintzberg, H. (1979), *Structure et Dynamique Des Organisations*, Editions d'Organisation, Paris.
- Moore, C. (2008), "Moral disengagement in processes of organizational corruption", *Journal of Business Ethics*, Vol. 80 No. 1, pp. 129-139.
- Moorman, R. (1991), "Relationship between organizational justice and organizational citizenship behaviors: do fairness perceptions influence employee citizenship?", *Journal of Applied Psychology*, Vol. 76 No. 6, pp. 845-855.
- Neumann, I.B. (2006), "Sublime diplomacy: byzantine, early modern, contemporary", *Millennium: Journal of International Studies*, Vol. 34 No. 3, pp. 865-888.

- Niehoff, B.P. and Moorman, R.H. (1993), "Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior", *Academy of Management Journal*, Vol. 36 No. 3, pp. 527-556.
- Nirmala, M.C. and Akhilesh, K.B. (2006), "An attempt to redefine organizational justice: in the rightsizing environment", *Journal of Organizational Change Management*, Vol. 19 No. 2, pp. 136-153.
- Nobel, C. (2013), "The real cost of bribery", *Fobes*, November 5.
- Ochulor, C.L. (2011), "Ethical and moral implications of corruption", *Canadian Social Science*, Vol. 7 No. 5, pp. 223-228.
- Pablo, A.L., Reay, T., Dewald, J.R. and Casebeer, A.L. (2007), "Identifying, enabling and managing dynamic capabilities in the public sector", *Journal of Management Studies*, Vol. 44 No. 5, pp. 687-708.
- Pearlin, L.I. and Schooler, C. (1978), "The structure of coping", *Journal of Health and Social Behavior*, Vol. 19 No. 1, pp. 2-21.
- Pinto, J., Leana, C.R. and Pil, F.K. (2008), "Corrupt organizations or organizations of corrupt individuals? Two types of organization-level corruption", *Academy of Management Review*, Vol. 33 No. 3, pp. 685-709.
- Rabl, T. (2011), "The impact of situational influences on corruption in organizations", *Journal of Business Ethics*, Vol. 100 No. 1, pp. 85-101.
- Robinson, S.L. and Bennett, R.J. (1995), "A typology of deviant workplace behaviors: a multidimensional scaling study", *Academy of Management Journal*, Vol. 38 No. 1, pp. 555-572.
- Robinson, S.L. and O'Leary-Kelly, A.M. (1998), "Monkey see, monkey do: the influence of work groups on the antisocial behavior of employees", *Academy of Management Journal*, Vol. 41 No. 6, pp. 658-672.
- Scholer, A.A., Zou, X., Fujita, K., Stroessner, S.J. and Higgins, E.T. (2010), "When risk seeking becomes a motivational necessity", *Journal of Personality and Social Psychology*, Vol. 99 No. 2, pp. 215-231.
- Senge, P.M. (2010), *The Fifth Discipline: The Art and Practice of the Learning Organization*, Century Business, London.
- Sengupta, J., Mukhopadhyay, A. and Johar, G.V. (2012), *Care Enough to Cheat: Self-Mastery and Decision-Making*, Columbia University, New York, NY.
- Serafeim, G. (2014), "Firm competitiveness and detection of bribery", working paper, July 29, Harvard Business School of Accounting and Management, Cambridge, MA.
- Shleifer, A. and Vishny, R.W. (1993), "Corruption", *The Quarterly Journal of Economics*, Vol. 108 No. 3, pp. 599-617.
- Skarlicki, D.P. and Folger, R. (1997), "Retaliation in the workplace: the roles of distributive, procedural, and interactional justice", *Journal of Applied Psychology*, Vol. 82 No. 3, pp. 434-443.
- Spector, P.E. (2007), *Industrial and Organizational Psychology: Research and Practice*, 5th ed., John Wiley and Sons, Somerset, NJ.
- Spector, P.E. and Fox, S. (2005), *Counterproductive Work Behavior: Investigations of Actors and Targets*, American Psychological Association, Washington, DC.
- Stachowicz-Stanusch, A. and Simha, A. (2013), "An empirical investigation of the effects of ethical climates on organizational corruption", *Journal of Business Economics and Management*, Vol. 14 No. S1, pp. 433-446.
- Svensson, J. (2005), "Eight questions about corruption", *Journal of Economic Perspectives*, Vol. 19 No. 3, pp. 9-42.
- Tew, J. (2006), "Understanding power and powerlessness", *Journal of Social Work*, Vol. 6 No. 1, pp. 33-51.
- Thau, S., Crossley, C., Bennett, R.J. and Sczesny, S. (2007), "The relationship between trust, attachment, and antisocial work behaviors", *Human Relations*, Vol. 60 No. 8, pp. 1155-1165.

-
- Tomasella, S. (2010), *La Perversion: Renverser le monde (Perversion: Turning the world upside-down)*, Eyrolles, Paris.
- Transparency International (2017), "Corruption perception index 2017", available at: www.transparency.org/news/feature/corruption_perceptions_index_2017 (accessed October 10, 2017).
- Vardi, Y. and Weiner, Y. (1996), "Misbehaviors in organizations: a motivational framework", *Organization Science*, Vol. 7 No. 2, pp. 151-165.
- Vigoda-Gadot, E. and Drory, A. (2006), *Handbook of Organizational Politics*, Edward Elgar, Northampton, MA.
- Vohs, K.D. and Schooler, J.W. (2008), "The values of believing in free will: encouraging a belief in determinism increases cheating", *Psychological Science*, Vol. 19 No. 1, pp. 49-54.
- Wallerstein, N. (1992), "Powerlessness, empowerment and health: Implications for health promotion programs", *American Journal of Health Promotion*, Vol. 6 No. 3, pp. 197-205.
- White, B.J. and Montgomery, B.R. (1980), "Corporate codes of conduct", *California management review*, Vol. 23 No. 2, pp. 80-87.
- Williams, L.L. (2006), "The fair factor in matters of trust", *Nursing Administration Quarterly*, Vol. 30 No. 1, pp. 30-37.
- Williams, R. (2000), *The Politics of Corruption*, 4 Volume Series, Northampton, Elger, MA.
- Yap, A.J. (2013), "How power and powerlessness corrupt", PhD thesis, Columbia University, New York, NY.

Further reading

- Idson, L.C., Liberman, N. and Higgins, E.T. (2000), "Distinguishing gains from non-losses and losses from non-gains: a regulatory focus perspective on hedonic intensity", *Journal of Experimental Social Psychology*, Vol. 36 No. 3, pp. 252-274.
- Idson, L.C., Liberman, N. and Higgins, E.T. (2004), "Imagining how you'd feel: the role of motivational experiences from regulatory fit", *Personality and Social Psychology Bulletin*, Vol. 30 No. 7, pp. 926-937.

Corresponding author

Benjamin Kakavand can be contacted at: benyamin.kakavand@u-picardie.fr