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Development and Validation of the Workplace Social Dominance Orientation Scale

by

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Abstract

The present study was conducted to develop and validate a measure of Workplace Social Dominance Orientation (WSDO). Items were developed and refined based on a theoretically derived definition of WSDO, and the scale's psychometric properties were tested across two samples (student employees and managers). The final 7-item WSDO scale was generally distinct from existing constructs such as (original) Social Dominance Orientation and showed discriminant validity with theoretically unrelated constructs such as Extraversion and Conscientiousness. Although the WSDO scale predicted a number of workplace outcomes (i.e., impression management), the original Social Dominance Orientation scale along with the personality facet of Honesty-Humility were better predictors of these outcomes, after controlling for age and gender. Overall, these results suggest that there is moderate support in favor of the WSDO scale.

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Chapter 1: Introduction

At first glance, blatant expressions of discrimination seem to be subsiding. However, offences based on characteristics such as race, gender, and sexual orientation are still exhibited, albeit more discretely. For instance, in 2007, Joe Biden commented that Barack Obama, who was his rival for the Democratic presidential nomination, was "The first mainstream African-American who is articulate and bright and clean and a nice-looking guy" (Thai & Barrett, 2007). Such comments indicate that stereotyping, and group-based inequalities continue to be pervasive issues in today's society.

In the workplace, those individuals who believe in stereotypes, and endorse group-based inequalities will likely believe that some groups are simply "superior" over others, and as such, "inferior" groups are incapable of excelling in certain (higher) positions (Pratto, Sidanius, Stallworth, & Malle, 1994). To support these beliefs, these individuals will appeal to historical injustices, cultural theories of in-group superiority, and other similar ideologies (Pratto et al., 1994). This attitude is referred to as social dominance, and is commonly measured using the social dominance orientation (SDO) scale (see Pratto et al., 1994).

The extent to which an individual accepts (i.e., high or low SDO) group-based inequalities should predict a variety of workplace outcomes. However, due to limited research, these relations are relatively untested. I argue that in order to appropriately test these relations, a new scale that specifically measures SDO in the workplace is needed. A concise definition of SDO, in tandem with an examination of the literature that has examined SDO's role in the workplace will be discussed. This will create a foundation for explicating why a new measure is needed.

1.1 Social Dominance Orientation

In the past, sociology and social psychology were ill equipped to explain social inequality because there was a lack of integrative theory (Sidanius & Pratto, 1999). In effect, researchers relied on various established theoretical frameworks (i.e., frustration-aggression hypothesis, and social learning theories), focusing on the broad internal processes that take place within an individual (Sidanius & Pratto, 1999). This has made it difficult to concisely conceptualize and understand why people prefer inequality between groups. Sidanius and Pratto (1993) were among the first to integrate various theoretical perspectives in order to create a construct that describes this phenomenon.

Social Dominance Theory contends that group-based inequalities are maintained by widely shared cultural ideologies. Specifically, the extent to which individuals endorse hierarchy-enhancing or hierarchy-attenuating legitimizing myths forms the basis of how much between-group inequality is accepted by society. An example of a hierarchy-enhancing myth is meritocracy, which is a societal ideology that promotes the view that success is dependent on ability, talent and effort rather than through unfair processes like prejudice (Pratto et al., 1994). In contrast, the ideology of 'the universal rights of man' forms the basis of egalitarian ideologies and is therefore considered a hierarchy attenuating myth (Pratto et al., 1994).

Drawing from Social Dominance Theory, Sidanius and Pratto (1993) named the extent to which people endorse hierarchy-enhancing versus hierarchy-attenuating myths as "Social Dominance Orientation" (SDO) and created a scale to measure it using a 14-item inventory (Sidanius & Pratto, 1993). Items on the SDO scale include "If certain groups stayed in their place, we would have fewer problems" and "It's probably a good thing that certain groups are at the top and other groups are at the bottom" (See Appendix A).

SDO is formally defined as a general attitudinal orientation that captures how people perceive and evaluate groups and whether an individual prefers these groups to be equal, versus hierarchical. In society, attributes like race and gender form these groups, whereas in the workplace, the preference for hierarchy or inequality between groups is better encapsulated by the gap between the elite and the others (i.e., CEO's versus their subordinates). People who score low on the SDO scale believe that all groups should have equal opportunities, and that vast inequalities between groups are unacceptable. In contrast, individuals who score high in SDO endorse the statement that some groups are more deserving than others, and if a group is not able to achieve the success they want, it is because of lack of effort or laziness. Therefore, these individuals will likely endorse prejudice and discrimination to maintain hierarchically structured relationships among social groups (Altemeyer, 1998).

Of note, there is another widely examined variable known as right-wing authoritarianism (RWA) in social/political psychology (Altemeyer, 1988). RWA is moderately positively correlated with SDO (Pratto, Stallworth, Sidanius, & Siers, 1997); however, they are distinct constructs. Duckitt (1989) has described SDO as an intergroup phenomenon, whereas RWA has been described as an intragroup phenomenon.

An intragroup phenomenon reflects an individual's tendency to submit to higher authority (i.e., religion, leader) and in-group conventions, while at the same time condemning those that do not follow these established authorities (Pratto et al., 1994). As such, people who are high in RWA subscribe to three main values (Altemeyer, 1988). They tend to show authoritarian submission, defer to those whom they consider to be legitimate authority figures (i.e., religious figures), have punitive attitudes toward those labeled wrongdoers by authorities, and have the tendency to adhere to the conventions that they perceive as having been established

by authority and society (Altemeyer; 1988, 1996, 1998). This differs from SDO, which has been described as an intergroup phenomenon, and involves an individual's ideals about inferior and superior groups. A series of studies have shown that together, RWA and SDO typically account for a substantial proportion of variance when examining prejudice with no other construct adding a notable amount of variance (Ekehammer, Akrami, Gylje & Zakrisson, 2004).

However, as an individual construct, it appears as though SDO is an extremely important, distinct concept, because it addresses why some people accept that vast inequalities should exist between groups. The proceeding section will outline the importance of studying SDO in the workplace, by examining how SDO has influenced various workplace outcomes, such as hiring processes. This, along with general knowledge on SDO will create a basis for understanding the relevance of the creation of a new scale.

1.2 Social Dominance Orientation in the Workplace

As mentioned, although research that examines SDO in the workplace has been limited, there is preliminary evidence to suggest that its impact should be far reaching. For instance, Aquino, Stewart and Reed (2005) found that individuals with higher SDO levels expected a recently hired Black employee to have less career advancement potential, interpersonal warmth, and competence. Given these findings, it comes as no surprise that SDO can also predict an employees' propensity to be attracted to demographically homogenous organizations.

Umphress, Smith-Crowe, Brief, Dietz, and Watkins (2007) discovered that when employees are high in SDO, rather than low in SDO, they will be more attracted to organizations that are mainly composed of high-status (based on race, gender, etc.), dominant employees. In effect, these organizations are composed of members who have a tendency to derogate "inferior" groups, which in turn, maintains inequality (Umphress et al., 2007).

Additionally, Umphress, Simmons, Boswell, and Del Carmen Triana (2008) found that individuals who were high in SDO had less intent to select a female candidate than those who were low in SDO, even after controlling for gender, suggesting that high-SDO employees will discriminate against females, even if they themselves are female. For individuals who are high in SDO, but come from low status groups, this preference can be detrimental to their advancement in an organization given that they are attracted to organizations that look upon their groups less favorably. Overall, the acceptance of discrimination by high SDO individuals in both high-status and low-status groups provides insight as to why discrimination can be perpetuated throughout organizations, and why some groups of individuals are able to advance and others are not.

As evidenced by this brief review of the literature, research on SDO in the workplace has been limited. Given that SDO has generally been found to influence a wide variety of attitudes (c.f. Duckitt, 2006; Pratto et al., 1994; Pratto, Stallworth & Sidanius, 1997) and behaviors (c.f. Ekehammar et al., 2004; Henry, Sidanius, Levin & Pratto, 2005; Sibley, Wilson & Duckitt, 2007; Whitley Jr., 1999), it is reasonable to suggest that such mindsets play important roles in various aspects within the organization, beyond what has been currently studied.

For example, SDO may be associated with some attitudes and behaviors at work such as how rewards should be allocated to employees in the workplace, how people ought to treat others in the workplace (i.e., coworkers, supervisors, and subordinates), and to what extent one should weigh in on ethical considerations in making business decisions. To eventually investigate these pertinent organizational issues, the current study developed a new measure that assesses an employees' willingness to accept inequality at work. The construct was similar to SDO, but its measure was adapted to be applicable specifically to work settings. I aptly named this scale the Workplace Social Dominance Orientation (WSDO) scale. The reframing of the SDO scale was

deemed necessary because in recent years, researchers have found that individual responses to SDO varied as a result of the specific context in which they were assessed (c.f., Kreindler, 2005; Lehmiller & Schmitt, 2007; Reynolds, Turner, Haslam & Ryan, 2001; Schmitt, Branscombe & Kappen, 2003). Therefore, although SDO has been defined as a general attitudinal variable, there is evidence to suggest that SDO is contextual.

WSDO is formally defined as an employees' willingness to accept a system that strives to sustain inequality in power and status within an organization. This definition was drawn from existing theory pertaining to Social Dominance Orientation (SDO) and other similar attitudes that are related to inequality and hierarchy (i.e., meritocracy and power distance, respectively). High scores on the WSDO scale indicate an acceptance and/or preference for inequalities to exist between groups within the organization, and low scores indicate a preference for minimal inequalities between groups within the organization.

1.3 Study Goals

As suggested above, no scale measures a preference for group based inequality at work, or WSDO, which differs from a general preference for inequality and dominance. As evidenced by the literature, the workplace is an environment that presents a more salient situational variant of the inequalities that exists within our social system. Further, organizations from a natural hierarchical structure, so it is important to understand the extent to which the majority of the working population accepts inequality gaps.

Overall, the goals of the study were to (a) to develop a measure of WSDO that is psychometrically sound, (b) show that the measure is not redundant with the existing SDO scale, (c) show that the measure is related to conceptually similar variables (convergent validity), (d) show that the measure is indeed unrelated to variables that it should not be related to

(discriminant validity), and (e) show that measuring WSDO is related to the attitudinal and social role variables specified by industrial-organizational theory (criterion validity).

1.4 Hypotheses

In order to fulfill the goals of the current study, a set of relevant variables were included. From these variables, three sets of hypotheses were derived in order to test the convergent, discriminant, and criterion validity of the proposed WSDO scale. The first set of hypotheses focused on the predictors and personal characteristics that relate to an individual's preference for inequality. The second set of hypotheses addressed the variables that I expected to be unrelated to the WSDO scale. The third set of hypotheses endeavored to predict outcome variables that were expected to correlate with an individual's preference for inequality. These hypotheses were not exhaustive; rather, for the purposes of this paper I chose a limited number of the most relevant constructs in accordance with previous literature.

1.4.1 Predictors and personal characteristic variables.

1.4.1.1 social dominance orientation. As previously discussed, SDO is a general attitudinal orientation that captures how people perceive and evaluate groups and whether an individual prefers these groups to be equal, versus hierarchical (please see social dominance orientation section for further detail). I predicted that WSDO would be strongly influenced by SDO, demonstrating a strong positive association with SDO. However, I expected that the new scale would be distinct from the SDO scale because of its situational specificity.

Hypothesis 1a: There will be a moderate positive correlation between WSDO and SDO

Hypothesis 1b: SDO and WSDO will be empirically distinct constructs

1.4.1.2 gender. In general, research has found that both men and women hold very different views regarding the maintenance of hierarchy. Men traditionally hold more leadership

and dominant work roles such as military, political, and religious leaders (i.e., Brown, 1991). As such, men tend to hold stronger attitudes that are hierarchy enhancing such as increased prejudice, racism, sexism, and right-wing political attitudes in comparison to women (i.e., Avery, 1988; Eisler & Loye, 1983; Ekehammar & Sidanius, 1982; Shapiro & Mahajan, 1986).

Naturally, research has found that men are higher in social dominance orientation than women (i.e., Pratto, Sidanius & Stallworth, 1993; Sidanius, Liu, Pratto & Shaw, 1994; Lee, Ashton, Ogunfowora, Bourdage & Shin, 2010). This makes sense intuitively, as statements such as: women lack the skills and abilities needed to work and women frequently find the demands of work difficult, are endorsed by individuals who are high in SDO (Christopher & Wojda, 2008). In summation, I expected these trends to transfer to organizations wherein men would accept more inequality between groups within an organization compared to women.

Hypothesis 2: Men will more strongly endorse inequality within their organization (exhibited by higher WSDO scores) compared to women

1.4.1.3 honesty-humility. Honesty-humility was expected to be the primary personality correlate in a preference for workplace inequality. The Honesty-Humility factor distinguishes the HEXACO model from the Five-Factor Model (FFM) of personality and this factor measures content related to sincerity, fairness, modesty, and greed avoidance (Lee & Ashton, 2004), which has been neglected in the FFM. Specifically, people who have high scores on the Honesty-Humility scale avoid manipulating others for personal gain, feel little temptation to break rules, are uninterested in lavish wealth and luxuries, and feel no special entitlement to elevated social status. Conversely, persons with very low scores on this scale will flatter others to get what they want, are inclined to break rules for personal profit, are motivated by material gain, and feel a strong sense of self-importance (Ashton & Lee, 2007).

When studying the HEXACO framework and political attitudes, Lee and colleagues (2010) found that honesty-humility was relevant to hierarchy orientation. Since people who are low in honesty-humility "desire superior status and wealth and feel entitled to attain those advantages even through force or fraud" (Lee et al., 2010, p.116), they are more apt to prefer a hierarchical society versus an egalitarian one. Therefore, I expected that the WSDO scale would be linked to honesty-humility.

Hypothesis 3: There will be a moderate, negative correlation between Honesty-Humility and WSDO, wherein employees who score higher on the WSDO scale will be characterized as more deceitful and motivated by material gain (i.e., lower in Honesty-Humility)

1.4.1.5 meritocracy. Meritocracy refers to a social system in which individuals get ahead and earn their rewards in direct proportion to their individual efforts and abilities (Deutsch, 1975). In this system, when individuals are subject to unfair treatment, this status distribution is attributed to fair equitable inputs to outcomes rather than discrimination based on race, gender, status and so forth.

An individual who is high in WSDO may therefore neglect the current realities of discrimination and unfair practices by arguing that social systems are dictated by merit. Indeed, Son-Hing and colleagues (2011) have found that people who more strongly desire group-based dominance at work are more likely to endorse the beliefs that are associated with merit; a belief in a just world (people get what they deserve in life), the Protestant work ethic, the belief that equal opportunity exists for all groups, and the notion that income reflects people's competence (Haley & Sidanius, 2006; Pratto et al., 1994). I predicted that the support for group-based hierarchy at work (i.e., WSDO) would be related to the endorsement of meritocratic ideologies

Hypothesis 4: Employees who score high on the WSDO scale will more strongly endorse the belief that organizations should function as a meritocracy compared to employees who score low on the WSDO scale

1.4.2 Unrelated personal variables

1.4.2.1 extraversion. People who have high scores on the extraversion scale feel positive about themselves, feel confident when leading and addressing groups of people, enjoy social gatherings and experience positive feelings of enthusiasm and energy. In contrast, people who are low in extraversion will consider themselves unpopular and feel uncomfortable during social interactions (Ashton & Lee, 2007).

A meta-analysis conducted by Sibley and Duckitt (2008) found that, using the NEO-PI-R, extraversion was not related to SDO ($\rho = -.03$). This is not surprising given that extraverts favour social gains through friendships, and allies, by building and maintaining satisfying relationships (Ozer & Benet-Martinez, 2006). That is, these individuals are willing to devote time to build relationships (Ashton & Lee, 2007), and will likely not jeopardize these networks by deceiving others. As such, high extraversion predicts prosocial behaviours (Ozer & Benet-Martinez, 2006). This is inconsistent with the behaviours that are expected from individuals who are high in WSDO, and since the NEO-PI-R evaluation of extraversion is conceptually similar to the HEXACO model, this non-relation should transcend WSDO.

Hypothesis 5: Extraversion will be unrelated to an employees' level of WSDO

1.4.2.2 conscientiousness. Individuals who are high in conscientiousness are described as organized, disciplined, and precise, whereas those who are low in conscientiousness are lazy, negligent, sloppy, and absent minded. Individuals who are high in conscientiousness avoid behaviours that are deviant and counterintuitive with the organization's needs (Ozer & Benet-

Martinez, 2006). Therefore, these individuals will work to earn their fair share, and will achieve their means through legitimate ways.

Prior research conducted by Duckitt and Sibley (2010) found that one of the personality correlates of social conformity, or RWA, was high conscientiousness. Since RWA and SDO are distinct constructs, their personality correlates should also differ. Sibley and Duckitt's (2008) meta-analysis found that conscientiousness was correlated with RWA (ρ= .15), but not with SDO (ρ= -.05), using the NEO-PI-R. Therefore,

Hypothesis 6: Conscientiousness will be unrelated to an individuals' level of WSDO

1.4.3 Outcome variables

1.4.3.1 attitudes.

1.4.3.1.1 attitudes about affirmative action. Affirmative action refers to the voluntary and mandatory efforts undertaken by government and law enforcement officials to combat discrimination, and promote equal opportunity in both education and employment for all individuals (Crosby, Iyer, Clayton & Downing, 2003). An underlying assumption of affirmative action is that there may not be overt discrimination that impedes equality; however, even policies that appear neutral may be putting minority groups at a disadvantage (Crosby, Iyer, Clayton & Downing, 2003). Affirmative action policies are put in place to mitigate these negative effects (Crosby et al., 2003).

As previously mentioned, individuals who are high in SDO generally believe that society is meritocratic (Son-Hing et al., 2011). Naturally, an individual who believes in a meritocratic system in their workplace would react negatively to affirmative action plans. Indeed, people who are higher in SDO are more likely to oppose affirmative action policies (Frederico & Sidanius, 2002). Moreover, individuals who are high in SDO appeal to justice-based arguments and argue

that merit has been violated because qualifications are not the sole determinant in hiring and promotional decisions (c.f., Bobocel, Son-Hing, Davey, Stanley & Zanna, 1998; Sniderman & Carmines, 1997). However, their motivation truly stems from a position of maintaining and legitimizing group-based inequalities (Bobocel et al., 1998). Similarly to individuals high in SDO, I expected that individuals who are high in WSDO would express negative attitudes towards policies of affirmative action because they are opposed to equality and prefer policies that maintains and even enhances group dominance.

> *Hypothesis 7:* There will be a moderate negative correlation between attitudes about affirmative action and WSDO, wherein employees who score higher on the WSDO scale will harbor negative attitudes towards affirmative action plans

1.4.3.2 behaviours. When individuals believe that "one or a small number of dominant and hegemonic groups [belong] at the top and one or a number of subordinate groups [belong] at the bottom" (Sidanius & Pratto, 1999, p.31), they hold a worldview that is consistent with this belief. Namely, high SDO individuals view the world as a highly competitive environment, where only a few make it to the top (Duckitt, Wagner, du Plessis & Birum, 2002; Leone, Desimoni & Chirumbolo, 2012). As a consequence, high SDO individuals will express ruthlessness, aggression, and dominance in order to win, since it is highly valued (Duckitt & Sibley, 2010). Moreover, when social situations that focus on group dominance are coupled with a limited amount of resources, then this competitive nature will be more strongly activated (see Duckitt, 2006; Perry, Sibley, & Duckitt, 2013). One such social situation includes the workplace.

I predicted that individuals who are high in WSDO would engage in exploitive workplace behaviours for the pursuit of selfish interests because they are likely to believe that one has to step on others to get ahead in this competitive jungle. To test this idea, I used three outcome

variables (organizational deviance, unethical business decisions, and workplace impression management), which are all characterized by their intention to harm the organization, colleagues, or the general public, for selfish gains. In the following sections, each of these three outcome variables will be briefly discussed.

1.4.3.2.1 workplace deviance. Workplace deviance is commonly defined as a "voluntary behavior that significantly violates organizational norms and in doing so, threatens the well-being of the organization or its members, or both" (Bennett & Robinson, 2000). The annual costs of workplace deviance incurred by an organization are estimated as high as $200 billion for a wide range of delinquent organizational behaviour (Bennett & Robinson, 2000). Hence, the topic of workplace deviance merits attention since its behavioural outcomes can have costly implications for the organization. Workplace deviance can be exhibited in a number of different forms such as showing up late for work, taking extended lunch breaks, turnover, absenteeism, and cyber-loafing (e.g., Beehr & Gupta, 1978; Mowday, Porter & Steers, 1982). In a competitive environment (i.e., the workplace), individuals who are high in WSDO are likely to feel that they are not compensated fairly for their work. I predict that in order to counteract feelings of injustice, and to reinstate their status in the hierarchy, these employees are more likely to transgress against other organizational members and the organization itself.

Hypothesis 9: Employees who score high on the WSDO scale will exhibit more deviant behaviours against their coworkers (interpersonal deviance) compared to employees who score low on the WSDO scale

Hypothesis 10: Employees who score high on the WSDO scale will exhibit more deviant behaviours against their organization (organizational deviance) compared to employees who score low on the WSDO scale

1.4.3.2.2 unethical business decision-making: In light of recent high-profile corporate scandals, there has been an emphasis on examining what drives high-powered individuals to make risky and potentially damaging business decisions (Trevino & Brown, 2005). Research has discovered that when there is an overemphasis on maximizing shareholder profits without regard for other stakeholders (Kochan, 2002), unethical business decisions are likely to be made. These decisions are classified as white-collar crimes that are conducted by high status, respectable individuals, and they are deliberate and intentional in nature (Chen & Tang, 2006).

WSDO might serve as a powerful predictor in unethical business decisions for those in upper management positions. That is, if a high WSDO manager benefits from an organizational decision, I predicted that they would have a greater intent to behave unethically compared to those who are low in WSDO. The increased monetary benefits provides managers with an incentive to not only ensure that a hierarchy remains intact, but those at the top are most profitable from theses decisions. Therefore, WSDO should be related to the intent to engage in unethical business decision-making.

Hypothesis 11: Unethical business decisions will be more acceptable for managers who prefer the unequal distribution of groups (score higher on WSDO) compared to those who do not strongly endorse this belief (score lower on WSDO)

1.4.3.2.3 impression management: Impression management (IM) has been defined as a form of strategic self-presentation that individuals engage in to influence a target's perception of them (Rosenfeld, Giacalone & Riordan, 1995). Impression management is a multidimensional concept that can include a number of tactics, which can be employed honestly or deceptively (Weiss & Feldman, 2006). The five-factor IM taxonomy created by Jones and Pittman (1982) is the only taxonomy to have been theoretically derived and empirically validated (Bolino &

Turnley, 1999; Kacmar, Harris & Nagy, 2007). The five-factor IM taxonomy is composed of five classes of IM tactics. These behaviours include ingratiation (where an individual uses flattery or conducts favors in an attempt to make an observer like them); self-promotion (where an individual highlights or points out their own abilities and or accomplishments to be seen as competent by the observer); exemplification (where an individual self-sacrifices or goes above and beyond the required threshold in an attempt to gain dedication from the observer); intimidation (where an individual signals their power or potential to punish in an attempt to be seen as dangerous by the observer); and supplication (where an individual makes others focus their attention on the individual's shortcomings or weaknesses in an attempt to be seen as needy by the observer) (Bolino & Turnley, 1999).

The motivational intent of using IM tactics is to upwardly distort the impressions others hold of them (Bolino & Turnley, 1999). By appealing to authority figures through manipulative self-serving tactics, they hope to move ahead. Therefore, employees who are high in WSDO may use IM tactics in order to maintain their respective status in a hierarchy, as well as to maintain the integrity of the chain of command that they believe should exist within an organization. In sum, the use of IM tactics should increase when individuals value group dominance and unequal distribution of hierarchies.

Hypothesis 12: Employees who score high on the WSDO scale are likely to upwardly distort others' impressions of him or herself by utilizing more impression management tactics compared to employees who score low on the WSDO scale

Chapter 2: Methods

2.1 Scale Construction

In accordance with Hinkin's (1998) scale development process, I first generated items that aligned with the construct definition of WSDO. Although domain sampling theory states that it is not possible to measure the complete domain of interest, it is important that the sample of items drawn from potential items adequately represents the construct under examination (Ghiselli, Campbell, & Zedeck, 1981). Therefore, the overriding goal of this process was to develop a set of items that represented the broadest content area. The pool of items was generated using the deductive item development approach (Hinkin, 1998). The deductive approach was deemed most appropriate because WSDO used an existing theoretical foundation to create a definition of the construct, and the definition was then able to guide item generation.

I also sought to ensure that the wording of each item was simple, clear, and succinct in order to facilitate respondents' interpretation of the items (Clark & Watson, 1995; Hinkin, 1998). I was mindful in addressing only a single issue in each statement, thereby avoiding "double-barrelled" items such as "Any disadvantages an employee claims to have at work is a feeble attempt to justify their shortcomings and failures," which was deleted because the item represented two constructs that could confuse the respondent. Items that all respondents would answer similarly were also avoided in order to ensure variability in participant responding. Last, an equal number of negatively and positively keyed items were written as the inclusion of negatively keyed items has been found to reduce response set bias (e.g., Price & Mueller, 1986). I worded the negatively keyed items carefully to ensure appropriate interpretations from the respondents. In addition to the items that I generated in tandem with a faculty researcher,

graduate students in the I/O Psychology department at the University of Calgary also generated items (See Appendix B).

In total, I created 26 items with the help of a faculty researcher, and graduate students (See Appendix C). Participants responded to these items using a 7-point likert scale (1 = Strongly Disagree; 2 = Disagree, 3 = Slightly Disagree, 4 = Neither Disagree Nor Agree, 5 = Slightly Agree, 6 = Agree, 7 = Strongly Agree). The eventual goal of scale creation was to retain less than 10 items since organizational researchers have cautioned against the use of lengthy measures on methodological grounds, stating that they can lead to careless responding or respondent fatigue (Hinkin, 1995; Schmitt & Stults, 1985). However, the final determination was made with accumulated evidence in support of the scale's construct validity. To test the scale's psychometric properties and to test the hypotheses, the study utilized two independent samples. The role of each sample along with the analyses will be discussed in the proceeding sections.

2.2 Participants

2.2.1 student employee sample. The student employee sample was recruited through a research participation system (SONA) at the University of Calgary. The participants were all Undergraduate University students. Participants were only able to register online if they had met the eligibility requirements. Specifically, participants must have been employed at the time of the study in either full-time or part-time positions, as the participants were asked to answer questions that are relevant to their workplaces. The questionnaire took no more than 30 minutes to complete and the students received course credits in exchange for their participation.

The final sample consisted of 198 undergraduate students, and of these individuals, 35 were male (17.7%) and 163 were female (82.3%). Participants varied in age from 18 to 37 with a mean age of 20.96 years (*SD* = 3.04). Participants had an average tenure of 20.81 months (*SD* =

26.46) in their current organization and had been in their current position within the organization for an average of 15.87 months (*SD* = 15.82). Participants worked in wide range of industries (e.g., education, retail, hospitality, etc.) and held a variety of jobs (e.g., lab coordinator, receptionist, piano teacher, cashier, sales associate, etc.).

2.2.2 managerial sample. Individuals in managerial positions were recruited through a crowdsourcing website that has gained popularity in recent years, namely, Mechanical Turk (or MTurk). Since participants were recruited online, the questionnaire was distributed using an online survey platform (Qualtrics). The participants were compensated $3.00 after the completion of the questionnaire, although they were able to quit at any time and still be remunerated.

The Mechanical Turk managerial sample consisted of 207 participants, and of these individuals, 132 were male (63.8%) and 75 were female (36.2%). Participants varied in age from 21 to 69. Their mean age was 33.66 years (*SD* = 9.23). Participants had an average tenure of 38.02 months (*SD* = 43.07) in their current organization. Participants worked in wide range of industries (e.g., agriculture, government, real estate, education, automotive, etc.) and held a variety of jobs (e.g., project manager, sales associate, teacher, manager, technician, etc.).

Upon completion of the questionnaire, participants from both samples were debriefed and provided with contact information should they have any questions or concerns.

2.3 Materials

In addition to the 26 items written for the development of the WSDO scale, I included additional scales to test the hypotheses, which are described in this section (See Appendix D for a detailed list of the measures). The means, standard deviations, and reliabilities for all scales are shown in Table 1 (Student employee) and Table 2 (Manager). All participants also completed

a demographics survey, which asked questions pertaining their gender, age, and careers (i.e., tenure, industry, position).

2.3.1 student employee and managerial sample.

2.3.1.1 social dominance orientation. Pratto and colleagues (1994) named the extent to which people endorse hierarchy-enhancing versus hierarchy-legitimizing myths as "social dominance orientation" (SDO) and created a scale to measure it using a 14-item scale (Sidanius & Pratto, 1993). Items on the SDO scale include "If certain groups stayed in their place, we would have fewer problems" and "It's probably a good thing that certain groups are at the top and other groups are at the bottom." The internal consistency reliability of this scale was .92 and .91 in managerial and student employee samples, respectively.

2.3.1.2 personality. Participants were asked to complete the 60-item version of the HEXACO Personality Inventory – Revised (HEXICO-PI-R; Lee & Ashton, 2004). This scale measures six personality dimensions, which include Honesty-Humility, Emotionality, Extraversion, Agreeableness, Conscientiousness, and Openness to Experience and responses were made on a 7-point Likert scale (1 = *strongly disagree* and 7 = *strongly agree*). The personality variables of interest in the current study were honesty-humility, extraversion, and conscientiousness, and only these variables will be discussed. The internal consistency reliability of the Honesty-Humility facet was .70 and .65 for manager and student employee samples, respectively (α = .70; α = .65). The internal consistency reliability of the Extraversion facet was .76 and .82 for manager and student employee samples, respectively (α = .76; α = .82). Last, the internal consistency reliability of the conscientiousness facet was .81 and .78 for manager and student employee samples, respectively (α = .81; α = .78).

2.3.1.3 impression management. Bolino and Turnley (1999) developed a 25-item scale that was designed to measure the frequency that individuals engage in five types of IM tactics in the workplace as conceptualized by Jones and Pittman's (1982). Some items from the scale include "Act like you know less than you do so people will help you out" and "Use intimidation to get colleagues to behave appropriately." The internal consistency reliability of this scale was .95 and .89 (α = .95; α = .89) for manger and student employee samples, respectively.

2.3.2 student employee sample.

2.3.2.1 meritocracy. The preference for the merit principle scale (PMP; Davey, Bobocel, Son-Hing, Zanna, 1999) consists of 15 items that taps into the belief that work and academic outcomes should be allocated on the basis of merit. Sample items include "Success ought to be/is possible for anyone who works hard enough" and "In organizations, people who do their job well ought to rise to the top." Items are measured on a 7-point Likert scale (1 = *strongly disagree* and 7 = *strongly agree*). The internal consistency reliability of this scale was .65 (α = .65).

2.3.2.2 attitudes about affirmative action. Kravitz and Platania's (1993) affirmative action scale was used in the current study, which included items such as "Affirmative action is a good policy" and "I would not like to work in an organization with an affirmative action plan." Responses were made on a 7-point Likert scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). A definition of affirmative action was provided to participants for those who did not know its meaning. The internal consistency reliability for this scale was .82 (α = .82).

2.3.2.3 workplace deviance. Workplace deviance was measured using Bennett and Robinson's (2000) 19-item scale measuring both interpersonal and organizational deviance. Responses were made on a 7-point Likert scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). Sample items include "Acted rudely towards someone at work" (interpersonal deviance)

and “Taken property from work without permission” (organizational deviance). The internal consistency reliability of this scale was .82 for interpersonal deviance and .84 for organizational deviance (α = .82; α = .84).

2.3.3 managerial sample.

2.3.3.1 ethical behaviours. The Unethical Business Decisions Scale (Ashton & Lee, 2008) consists of six scenarios in the business context involving ethical dilemmas. The participants were asked to indicate how likely they would be to choose selfish unethical decisions using a four point scale (1 = *very unlikely* and 4 = *very likely*). Therefore, high scores indicate that the individual is more likely to endorse unethical business decisions that could lead to seriously harmful consequences for public health and safety. The internal consistency reliability of this scale was .74 (α = .74).

Table 1

Means, Standard Deviations, and Internal Consistency Reliabilities (α) for Study Variables.

	Mean	SD	α
Student employee sample			
Age	20.96	3.04	-
WSDO7X	4.30	1.03	.81
Openness	4.61	1.04	.81
Conscientiousness	5.37	.85	.78
Agreeableness	4.31	.96	.80
Extraversion	4.64	.97	.82
Emotionality	4.74	.87	.74
Honesty-Humility	4.56	1.03	.65
SDO	2.66	1.05	.91
Impression Management	3.64	.77	.89
Self-Promotion	4.52	1.22	.83
Ingratiation	4.81	1.11	.83
Exemplification	4.35	1.11	.70
Intimidation	2.35	1.18	.86
Supplication	2.18	1.10	.88

Interpersonal Deviance	2.24	1.08	.82
Organizational Deviance	2.26	.97	.84
Preference for the Merit Principle	5.18	.55	.65
Affirmative Action	5.51	.92	.82

Table 2

Means, Standard Deviations, and Internal Consistency Reliabilities (α) for Study Variables.

	Mean	SD	α
Manager Sample			
Age	33.66	9.23	-
WSDO7X	4.79	1.17	.88
Openness	4.77	.96	.77
Conscientiousness	4.93	1.00	.81
Agreeableness	4.56	.92	.77
Extraversion	4.92	.88	.76
Emotionality	3.96	.78	.65
Honesty-Humility	4.28	.91	.70
SDO	3.17	1.16	.92
Unethical Business Decision	2.70	.91	.74
Impression Management	2.97	.78	.95
Self-Promotion	3.21	.90	.86
Ingratiation	3.25	.77	.79
Exemplification	3.12	.83	.77
Intimidation	2.70	1.04	.89
Supplication	2.49	.78	.92

Chapter 3: Results

3.1 WSDO Item Analysis

The first step was to evaluate the factor structure and reliability of the WSDO scale for both student employee and manager samples. As previously discussed, I initially generated 26 items that I believed were most representative of the conceptualization of WSDO. Of these 26 items, those with item-total correlations that fell below .4 in either, or both samples were

removed from further analysis following Kim and Mueller's (1978) suggestion. Of the 26 items, 13 were removed from further analysis (See Table 3).

Table 3

Corrected Item-Total Correlation for Student Employees and Managers

Item Acronym	Item Content	Manager	Student
WSDO1	Some deserve a salary significantly greater than any other organizational member	.527	.474
WSDO2	The workplace is a competitive jungle where only the elite make it to the top	.537	.417
WSDO3	Employees who fail to make it to the top just don't have the skills and abilities that sets them apart	.575	.478
WSDO4	At work, some groups are just more worthy than others	.716	.609
WSDO5	The subordinate should always be able to question the actions of a superior (reverse-keyed)	.138	.271
WSDO6	The subordinates should always do what the manager tells them to do	.384	.257
WSDO7	The variance in pay should be minimal (reverse-keyed)	-.100	.370
WSDO8	Each member in an organization is indispensible	-.067	.100
WSDO9	For an organization to run effectively, inequality must exist	.481	.437
WSDO10	It is rare to find a workplace that is biased free (reverse-keyed)	.016	-.178
WSDO11	Any 'disadvantages' an employee claims to have at work is a feeble attempt to justify their shortcomings and failures	.656	.533
WSDO12	The position you hold within an organization should be the primary determinant in the amount of money you receive in bonuses each year (reverse-keyed)	-.598	-.280
WSDO13	If important organizational decisions fall upon just anyone, the company will surely fail	.149	.281
WSDO14	Money should outweigh ethicality when organizational decisions are made	.643	.410
WSDO15	In the workplace, some groups are just better equipped to prevail	.689	.477
WSDO16	The workplace needs both employees that dominate their environments, and employees that struggles to survive	.618	.388

WSDO17	Organizations should care about the conservation of its weakest employees (reverse-keyed)	.041	.408
WSDO18	The workplace is a game of survival of the fittest	.514	.460
WSDO19	It is reasonable that some groups of individuals should be instantly discredited as having potential for upper management positions	.718	.510
WSDO20	It is never acceptable to act deceptively to get what you want at work (reverse-keyed)	.038	.098
WSDO21	Groups who are successful at work have worked harder than other groups	.529	.288
WSDO22	Employment equity programs are crucial to an organization's success (reverse-keyed)	.053	.352
WSDO23	It is OK for some groups to be more successful at work	.566	.417
WSDO24	Collaborative work between all workers will improve productivity (reverse-keyed)	.074	.172
WSDO25	For an organization to be successful, structure and distance between workers and their managers must exist	.551	.309
WSDO26	Some groups deserve higher positions than others	.734	.621

Next, I examined the content of each of the remaining items and eliminated items that were redundant (i.e., multiple items that assessed highly similar content), and items that may have been misinterpreted. For instance, item number 14 (WSDO 14; Money should outweigh ethicality when organizational decisions are made) was eliminated because the content was not consistent with the aforementioned construct definition. Rather, upon closer inspection, the content was related more closely with ethicality and unethical business decision-making. In total, I retained seven items because I found that these items were the best representation of the content domain.

The proposed 7-item scale consisted of the following items: (1) Some deserve a salary significantly greater than any other organizational member; (2) The workplace is a competitive jungle where only the elite make it to the top; (3) At work, some groups are just more worthy than others; (4) In the workplace, some groups are just better equipped to prevail; (5) The

workplace is a game of survival of the fittest; (6) It is OK for some groups to be more successful at work; and (7) Some groups deserve to be in higher positions than others.

3.1.1 WSDO scale validation. To examine the factor structure of the proposed 7-item scale, I submitted the items to an Exploratory Factor Analysis. The goal of scale creation was to create a parsimonious and simple structure, and as such, I hypothesized that the items loaded onto a single factor. Indeed, the results from the manager sample supported the unidimensionality of the WSDO scale. All of the items had adequate factor loadings (above .4), suggesting that each of the seven items represented one overriding construct (see Table 4). Moreover, inspection of the scree plot in Figure 2 clearly indicates the existence of a unidimensional factor structure, since only one factor had an eigenvalue greater than 1.

Table 4

EFA Factor Matrix for 7-Item WSDO Scale (Manager Sample)

Item	*Factor 1*
1. Some individuals deserve a salary that is significantly greater than any other organizational member	.677
2. The workplace is a competitive jungle where only the elite make it to the top	.644
3. At work, some groups are more worthy than others	.766
4. In the workplace, some groups are just better equipped to prevail	.779
5. The workplace is a game of 'survival of the fittest'	.577
6. It is OK for some groups to be more successful at work	.693
7. Some groups deserve higher positions than others	.839

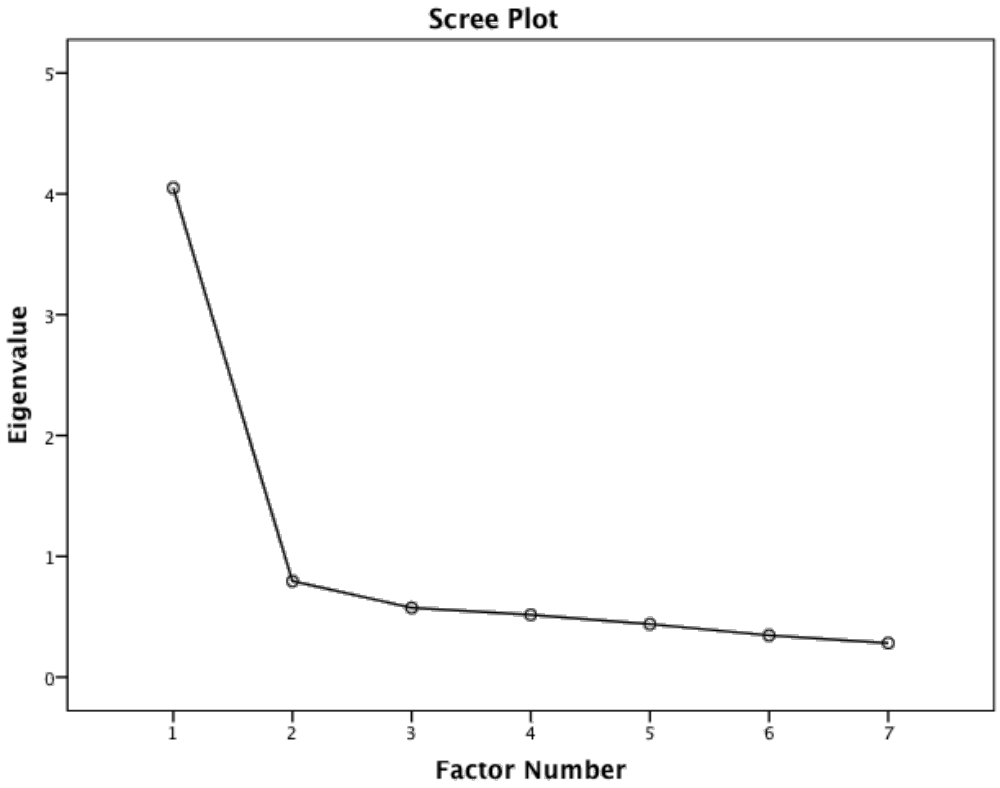

Figure 1. Scree plot depicting the EFA factor structure for the 7-item WSDO scale (Manager Sample).

Moreover, the findings for the student employee sample yielded a similar interpretation to the manager sample (See Table 5). A single factor solution seemed to be an optimal alternative since items loadings on the suggested second factor were a product of high cross-loadings. Further, Cattell (1966) noted that it is possible to visually examine the elbow of a scree plot for the sake of interpreting the number of factors. At the point where the scree plot starts to straighten out, this suggests that there are no further gains by choosing additional factors (See Figure 3). Based on this rationale, a unidimensional model best represented the data.

Table 5

EFA Factor Matrix for 7-item WSDO Scale (Student Employee Sample)

Item	*Factor 1*
1. Some individuals deserve a salary that is significantly greater than any other organizational member	.539
2. The workplace is a competitive jungle where only the elite make it to the top	.523
3. At work, some groups are more worthy than others	.705
4. In the workplace, some groups are just better equipped to prevail	.648
5. The workplace is a game of 'survival of the fittest' (R)	.511
6. It is OK for some groups to be more successful at work	.568
7. Some groups deserve higher positions than others	.782

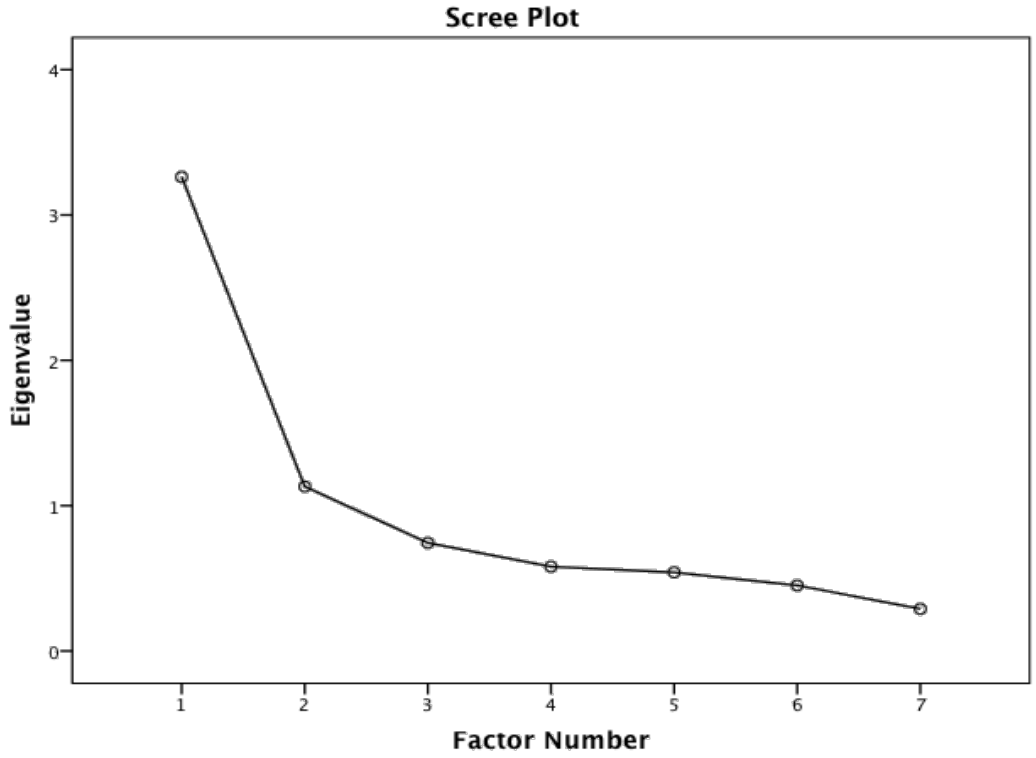

Figure 2. Scree plot depicting the EFA factor structure for the 7-item WSDO scale (Student employee sample).

Following the creation of this new measure, internal consistency reliability using Cronbach's alpha was calculated for the 7-item scale. A large coefficient alpha of greater

than .70 for exploratory measures provides an indication of strong item covariance and suggests that the sampling domain has been adequately captured (Nunnally, 1978). The internal consistency reliability was adequate in both student (α = .81) and manager (α = .88) samples.

In addition, the correlation between the SDO scale along with the new 7-item WSDO scale was examined. The correlation between these two scales was .60 in the manager sample, which suggests that the two constructs are not entirely redundant. In contrast, the corresponding correlation observed in the student employee sample was alarmingly high (r = .72). To evaluate the discriminant validity of WSDO (i.e., whether it is empirically distinct from SDO), I conducted a joint factor analysis involving 7 items in the WSDO scale and 14 items in the SDO scale.

3.1.2 joint factor analysis.

A joint factor analysis was conducted using the principal axis factoring extraction method with a Promax rotation. The Promax rotation allowed for the factors to be correlated with one another. When determining the number of factors that I wanted to constrain in the joint factor analysis, I predicted that the SDO scale would be best conceptualized as a two-factor model. A study conducted by Ho and colleagues (2012) found cross-cultural empirical evidence to suggest that the SDO scale is composed of SDO-Dominance (SDO-D), or the preference for some groups to dominate others, and SDO-Egalitarianism (SDO-E), which is a preference for non-egalitarian intergroup relations. Since all of the negatively worded items load onto one factor (7 items), and all of the positively worded items load onto another factor (7 items), it is difficult to ascertain whether these findings were due to statistical artifacts or whether a theoretically relevant two-dimensional structure does indeed exist. It is beyond the scope of this study to verify the nature of this distinction. However, in the present research, analyses involving the SDO items supported

the two-factor solution observed by Ho and colleagues (2012), and therefore, I examined the three factor solution in the joint factor analysis involving the SDO and WSDO scales (see Table 6 for student sample and Table 7 for manager sample).

Table 6

Joint Factor Analysis (Student Employee Sample)

	Factor 1	Factor 2	Factor 3
SDO9 R	.829	.025	-.125
SDO10 R	.822	-.137	.083
SDO12 R	.793	-.020	.001
SDO11 R	.758	.077	-.077
SDO13 R	.742	-.127	.089
SDO14 R	.740	-.027	.042
SDO8 R	.654	.213	-.127
SDO3	.415	.078	.300
WSDO26	.056	.889	-.181
WSDO23	-.059	.800	-.233
SDO4	-.120	.688	.144
WSDO15	-.017	.558	.101
SDO2	-.119	.525	.418
WSDO4	.111	.507	.188
WSDO1	.152	.418	.008
SDO5	.272	.329	.098
WSDO18	-.076	-.106	.754
WSDO2	-.041	-.104	.699
SDO7	.126	-.092	.635
SDO1	.017	.144	.613
SDO6	.126	.289	.417

Note:
Extraction method: Principle Axis Factoring
Rotation method: Promax with Kaiser Normalization
Rotation converged in 5 iterations

Table 7

Joint Factor Analysis (Manager Sample)

	Factor 1	Factor 2	Factor 3
SDO6	.866	.032	-.008
SDO5	.866	-.044	-.013
SDO4	.852	-.017	.078
SDO3	.844	.047	-.135
SDO7	.829	.031	-.047
SDO2	.824	-.016	.053
SDO1	.766	-.018	.079
WSDO4	.498	-.055	.378
WSDO23	.406	-.081	.378
SDO12 R	-.188	.908	.171
SDO9 R	.015	.864	-.020
SDO8 R	-.136	.848	.104
SDO14 R	-.154	.846	.078
SDO10 R	.112	.812	-.081
SDO13 R	.245	.750	-.208
SDO11 R	.269	.615	-.089
WSDO2	-.073	-.019	.737
WSDO1	.062	-.021	.678
WSDO18	-.003	.064	.611
WSDO26	.380	.080	.528
WSDO15	.343	.040	.496

Note:
Extraction method: Principle Axis Factoring
Rotation method: Promax with Kaiser Normalization
Rotation converged in 6 iterations

In the manager sample, there were two distinct factors for the SDO scale and these factors were consistent to Ho and colleagues' (2012) findings. In addition, a third factor emerged that distinguished the WSDO items from the SDO items. Two items in the WSDO scale showed cross-loadings, slightly more strongly on Factor 1 than on Factor 3. One of these items was intentionally written similarly to an item on the SDO scale, which may explain the cross loading observed in this study. To preserve conceptual redundancy between the two constructs, these

items may need to be removed from the WSDO scale. In the present research, we included this item for subsequent analyses.

In contrast, the student employee sample yielded a factor structure that deviated from the manager findings. Consistent with my expectations, the negatively keyed SDO items ("SDO-E") made up one factor; however, items from Factors 2 and 3 contained items from both the SDO-D (positively-keyed SDO items) and WSDO scales. These findings suggest that in the student sample, the WSDO items were not clearly distinguishable from the SDO-D items. As such, I believe the hypotheses associated with the student employee sample should be interpreted with caution.

Generally, the managerial sample provides a more promising distinction between SDO and WSDO scales, and these results might suggest that the manager sample is a more representative sample. As previously discussed, research has indicated that SDO is contextually dependent, and responses on the SDO scale will change depending on the scenarios that an individual is asked to think about. Therefore, given that the managerial sample is composed of mostly full time workers (compared to student employees), they are likely to be thinking more frequently about the workplace, and as such, their responses on the 7-item WSDO scale reflect this line of thought. Following the finalization of the unidimensional and distinct 7-item WSDO scale, the convergent, discriminant, and criterion validities were tested. The correlation matrices for student employee and manager samples can be found in Tables 8 and 9, respectively.

Table 8

Correlation Matrix – Student Employee Sample

	N	1	2	3	4	5	6	7	8	9	10	11	12
1. Age	198	-	-	-	-	-	-	-	-	-	-	-	-
2. Gender	198	.04	-	-	-	-	-	-	-	-	-	-	-
3. Workplace Social Dominance Orientation	197	-.25**	-.22**	-	-	-	-	-	-	-	-	-	-
4. Social Dominance Orientation	197	-.10	-.30**	.72**	-	-	-	-	-	-	-	-	-
5. Honesty-Humility	197	.12	.26**	-.40**	-.40**	-	-	-	-	-	-	-	-
6. Emotionality	197	-.13	.33**	-.12	-.16*	.19**	-	-	-	-	-	-	-
7. Extraversion	197	-.03	.01	.08	.08	-.12	-.12	-	-	-	-	-	-
8. Agreeableness	197	-.10	.05	-.16*	-.27**	.27**	.02	-.02	-	-	-	-	-
9. Conscientiousness	197	.16*	.22**	.04	.02	.16*	.12	.14	-.07	-	-	-	-
10. Openness to Experience	197	.11	.16*	-.25**	-.42**	.21**	.04	-.02	.00	-.02	-	-	-
11. Impression Management	197	-.15*	-.25**	.36**	.31**	-.52**	.01	.15*	-.21**	-.11	-.11	-	-
12. Self Promotion	197	-.04	-.15*	.36**	.32**	-.38**	-.09	.28**	-.21**	.05	-.12	.75**	-
13. Ingratiation	197	-.16*	-.02	.20**	.08	-.32**	.10	.20**	-.05	.01	.03	.75**	.56**
14. Exemplification	197	-.11	-.07	.12	.07	-.25**	.06	.10	-.06	.11	-.09	.71**	.46
15. Intimidation	197	-.10	-.32**	.35**	.38**	-.43**	-.10	.10	-.27**	-.17*	-.10	.64**	.39**
16. Supplication	197	-.12	-.27**	.18*	.17*	-.36**	.08	-.19**	-.10	-.38**	-.08	.52**	.08
17. Interpersonal Deviance	197	.03	-.18*	.24**	.29**	-.42**	-.14	.16*	-.32**	-.15*	-.05	.35**	.26**
18. Organizational Deviance	197	.02	-.13	.13	.24**	-.47**	-.02	.01	-.23**	-.32**	.01	.34**	.20**
19. Merit Principle	197	.03	-.10	.38**	.35**	-.05	-.04	.19**	-.15*	.34**	-.18*	.19**	.31**
20. Affirmative Action	197	-.07	.12	-.21**	-.36**	.16*	.20**	-.07	.13	.06	.31**	-.10	-.09

Note. Higher scores represent more of the quality in question. Scale means and standard deviations were calculated to represent the value on a 7-point scale.

[a] Male =1, Female = 2.

** $p < 0.01$ * $p < 0.05$

Table 8

Correlation Matrix – Student Employee Sample

	N	13	14	15	16	17	18	19	20
1. Age	198	-	-	-	-	-	-	-	-
2. Gender	198	-	-	-	-	-	-	-	-
3. Workplace Social Dominance Orientation	197	-	-	-	-	-	-	-	-
4. Social Dominance Orientation	197	-	-	-	-	-	-	-	-
5. Honesty-Humility	197	-	-	-	-	-	-	-	-
6. Emotionality	197	-	-	-	-	-	-	-	-
7. Extraversion	197	-	-	-	-	-	-	-	-
8. Agreeableness	197	-	-	-	-	-	-	-	-
9. Conscientiousness	197	-	-	-	-	-	-	-	-
10. Openness to Experience	197	-	-	-	-	-	-	-	-
11. Impression Management	197	-	-	-	-	-	-	-	-
12. Self Promotion	197	-	-	-	-	-	-	-	-
13. Ingratiation	197	-	-	-	-	-	-	-	-
14. Exemplification	197	.63**	-	-	-	-	-	-	-
15. Intimidation	197	.14*	.22**	-	-	-	-	-	-
16. Supplication	197	.22**	.11	.37**	-	-	-	-	-
17. Interpersonal Deviance	197	.15*	.13	.43**	.19**	-	-	-	-
18. Organizational Deviance	197	.17*	.07	.32**	.37**	.58**	-	-	-
19. Merit Principle	197	.18*	.24**	.05	-.16*	.10	-.10	-	-
20. Affirmative Action	197	.06	-.01	-.24**	-.04	-.16*	-.13	-.06	-

Note. Higher scores represent more of the quality in question. Scale means and standard deviations were calculated to represent the value on a 7-point scale.
[a] Male =1, Female = 2.
** $p < 0.01$ * $p < 0.05$

Table 9

Correlation Matrix – Manager Sample (Mechanical Turk)

	N	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1. Age	207	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2. Gender	207	-.02	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3. Workplace Social Dominance Orientation	205	-.06	-.06	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4. Social Dominance Orientation	206	-.09	-.08	.60**	-	-	-	-	-	-	-	-	-	-	-	-	-
5. Honesty-Humility	206	.18*	.09	-.30**	-.50**	-	-	-	-	-	-	-	-	-	-	-	-
6. Emotionality	206	.08	.27**	.13	.08	-.05	-	-	-	-	-	-	-	-	-	-	-
7. Extraversion	206	-.02	-.05	.03	-.35**	.33**	-.28**	-	-	-	-	-	-	-	-	-	-
8. Agreeableness	206	-.03	.03	-.24**	-.49**	.50**	-.29**	.58**	-	-	-	-	-	-	-	-	-
9. Conscientiousness	206	.10	-.01	-.13	.43**	.36**	-.22**	.57**	.40**	-	-	-	-	-	-	-	-
10. Openness to Experience	206	.11	.03	-.06	-.33**	.16*	-.23**	.50**	.35**	.38**	-	-	-	-	-	-	-
11. Impression Management	204	-.13	-.06	.51**	.48**	-.49**	.16*	-.15*	-.31**	-.51**	-.11	-	-	-	-	-	-
12. Self Promotion	204	-.08	-.05	.60**	.38**	-.32**	.07	.06	-.18*	-.23**	.05	.83**	-	-	-	-	-
13. Ingratiation	204	-.11	-.07	.35**	.22**	-.39**	.04	.09	-.08	-.22**	.07	.78**	.62**	-	-	-	-
14. Exemplification	204	-.13	-.15*	.23**	.26**	-.47**	.02	-.06	-.19**	-.21**	-.07	.76**	.52**	.67**	-	-	-
15. Intimidation	204	-.11	-.03	.49**	.52**	-.45**	.21**	-.26**	-.42**	-.61**	-.20**	.89**	.68**	.52**	.52**	-	-
16. Supplication	204	-.11	.02	.42**	.52**	-.41**	.25**	-.33**	-.34**	-.70**	-.24**	.88**	.61**	.52**	.52**	.85**	-
17. Unethical Business Decision Making	204	-.15*	-.06	.38**	.50**	-.49**	.05	-.29**	-.28**	-.43**	-.22**	.55**	.43**	.35**	.38**	.53**	.55**

Note. Higher scores represent more of the quality in question. Scale means and standard deviations were calculated to represent the value on a 7-point scale.

[a] Male =1, Female = 2.

** $p < 0.01$ * $p < 0.05$

3.2 Hypothesis Testing

3.2.1 convergent validity.

3.2.1.1 social dominance orientation. The relationship between SDO and WSDO was examined using a bivariate correlation. In the student employee sample, the correlation was .72 ($r = .72$), and the managerial sample correlation was .60 ($r = .60$). Although these relationships were significant ($p < .001$) and moderately high, the joint factor analysis suggested that these constructs were distinct, indicating that these scales do not substantially overlap at least in managerial sample. Therefore, both *Hypothesis 1a* and *1b* were generally supported in the manager sample.

3.2.1.2 gender. An independent samples t-test was conducted to compare WSDO between males and females. In the managerial sample, Levene's test suggested that equal variance was assumed ($F = 1.20$, $p = .159$), and the assumption of normality was not violated. Following this, I found that there was no significant difference between males and females in WSDO (t (204) = .813, $p = .417$). In the student employee sample, Levene's test of equality suggested that equal variance was not assumed ($F = 4.86$, $p < .05$), and therefore the assumption of normality was violated. Following this information, I examined the results given that equal variances was not assumed and found that there was a significant difference between men and women (t (43.48) = 2.74, $p < .05$). Men were significantly higher in WSDO ($M = 4.79$, $SD = 1.21$) compared to women ($M = 4.19$, $SD = .95$). In sum, *Hypothesis 2* was partially supported.

3.2.1.3 honesty-humility. There was a moderate negative correlation between honesty-humility and WSDO in both student ($r = -.40$, $p < .001$) and managerial ($r = -.30$, $p < .001$) samples; therefore, *Hypothesis 3* was supported. Furthermore, honesty-humility had the strongest correlation to WSDO compared to the other five personality traits in the HEXACO model of

personality (see Table 2 and 3). This finding suggests that individuals who are high in WSDO have a desire to dominate others, and will do anything (i.e., lie, cheat, steal) to ensure that a hierarchy remains intact. These findings are consistent with prior research that has found that a relationship exists between honesty-humility and an individual's social dominance orientation (Lee et al., 2010).

3.2.1.4 meritocracy. Prior research has supported a relationship between meritocratic beliefs and hierarchy endorsing tendencies (c.f. Son-Hing et al., 2011). In other words, individuals will justify unfair practices that maintain an unequal distribution of groups by appealing to principles of meritocracy (i.e., if an individual cannot be successful, it is their fault because they are not putting in enough work). This hypothesis was tested using the student employee sample. As predicted, meritocracy and WSDO were moderately positively correlated ($r = .38$, $p < .001$). Therefore, *Hypothesis 4* received support.

3.2.2. discriminant validity.

3.2.2.1 extraversion. The relationship between Extraversion and WSDO was examined using a correlation. In the student employee sample, the correlation was .08 ($r = .08$, $p = .259$), and the manager correlation was .03 ($r = .03$, $p = .655$). Therefore, *Hypothesis 5* was supported since WSDO was unrelated to the personality trait of Extraversion.

3.2.2.2 conscientiousness. The relationship between Conscientiousness and WSDO was examined using a bivariate correlation. In the student employee sample, the correlation was .04 ($r = .04$, $p = .627$), and the manager sample correlation was -.06 ($r = -.06$, $p = .358$). Therefore, *Hypothesis 6* was supported since WSDO was unrelated to the personality trait of Conscientiousness.

3.2.3 criterion validity.

To test these hypotheses, I examined correlations. In addition, I ran multiple regression analyses to determine whether WSDO can predict the outcome variables incrementally beyond what is predicted by gender, age, SDO, and Honesty-Humility. Regression analyses were run because it is not only important to understand how WSDO is related to workplace outcomes (behaviours and attitudes), but its contribution when controlling for other known correlates is equally as important. If WSDO were able to predict the outcome variables above those already established scales, then this would lend credence to the value of the WSDO scale.

3.2.3.1 attitudes about affirmative action. In support of *Hypothesis 7,* there was evidence to suggest that individuals who are high in WSDO held negative attitudes towards affirmative action (r = -.21, p < .001). This hypothesis was tested using the student employee sample. Next, I considered the contribution of SDO, Honesty-Humility, WSDO, age, and gender in predicting attitudes about Affirmative Action. The regression analysis suggested that SDO significantly predicted Attitudes about Affirmative Action (β =-.40, p < .001); however, Honesty-Humility (β = .04, p = .60), WSDO (β = .07, p = .52), age (β = -.10, p = .16), and gender (β = .04, p = .96) did not (See Table 10).

Table 10

Summary of Multiple Regression Analysis for Affirmative Action (Student Sample)

Variable	B	SE(B)	β	*t*	Sig. (*p*)
1. Age	-.029	.021	-.098	-1.397	.164
2. Gender	.009	.170	.004	.050	.960
3. Honesty-Humility	.035	.067	.040	.526	.599
4. SDO	-.348	.087	-.400	-3.991	.000
5. WSDO	.058	.090	.065	.646	.519

Note. R^2 = .144, SDO (Social Dominance Orientation), WSDO (Workplace Social Dominance Orientation)

3.2.3.2 workplace deviance. Research suggests that there are two-factors to organizational deviance; namely, organizational deviance and interpersonal deviance. Therefore, these two factors were separately examined. The student employee sample was used to test these hypotheses. Interpersonal deviance was significantly related to WSDO (r = .24, p < .01) (support for *Hypothesis 9*); however, organizational deviance was not (r = .013, p = .08; no support for *Hypothesis 10*).

In the regression analysis, I observed that honesty-humility did predict interpersonal deviance (β =-.36, p < .001), although WSDO (β = .00, p = .97), SDO (β = .14, p = .15), age (β = .09, p = .20), and gender (β = -.04, p = .52) did not (See Table 11). In the equation predicting Organizational Deviance, SDO (β = .19, p < .05) and Honesty-Humility (β =-.47, p < .001) were found to be significant predictors, however, WSDO (β = -.18, p = .05), age (β = .05, p = .44), and gender (β = .01, p = .89) were not (See Table 12).

Table 11

Summary of Multiple Regression Analysis for Interpersonal Deviance (Student Sample)

Variable	B	SE(B)	β	*t*	Sig. (*p*)
1. Age	.030	.024	.086	1.276	.203
2. Gender	-.125	.193	-.044	-.648	.518
3. Honesty-Humility	-.380	.076	-.364	-5.023	.000
4. SDO	.143	.098	.140	1.452	.148
5. WSDO	.004	.102	.004	.036	.971

Note. R^2 = .206, SDO (Social Dominance Orientation), WSDO (Workplace Social Dominance Orientation)

Table 12

Summary of Multiple Regression Analysis for Organizational Deviance (Student Sample)

Variable	B	SE(B)	β	*t*	Sig. (*p*)
1. Age	.016	.021	.051	.775	.439
2. Gender	.023	.169	.009	.134	.893
3. Honesty-Humility	-.442	.066	-.471	-6.670	.000
4. SDO	.177	.086	.192	2.044	.042
5. WSDO	-.174	.090	-.184	-.1942	.054

Note. R^2 = .243, SDO (Social Dominance Orientation), WSDO (Workplace Social Dominance Orientation)

3.2.3.3 unethical business decision-making. As predicted, managers who were higher in WSDO were more likely to endorse making unethical business decisions (r = .38, p < .001; *Hypothesis 11*), even though the implications may be to harm others and natural surroundings.

However, when examined using a multiple regression analysis, only Honesty-Humility (β = -.31, $p < .001$), and SDO (β = .27, $p < .01$) significantly predicted unethical business decisions making. In contrast, WSDO (β = .13, $p = .08$), age (β = -.07, $p = .28$), and gender (β = .01, $p = .91$) were not significant predictors of unethical business decision-making (See Table 13).

Table 13

Summary of Multiple Regression Analysis for Unethical Business Decisions (Manager Sample)

Variable	B	SE(B)	β	*t*	Sig. (*p*)
1. Age	-.007	.006	-.069	-1.186	.237
2. Gender	.013	.109	.007	.119	.905
3. Honesty-Humility	-.307	.067	-.308	-4.592	.000
4. SDO	.218	.063	.274	3.478	.001
5. WSDO	.099	.056	.126	1.770	.078

Note. $R^2 = .350$, SDO (Social Dominance Orientation), WSDO (Workplace Social Dominance Orientation)

3.2.3.4 impression management. Individuals who were high on WSDO tended to engage in more IM tactics in both manager ($r = .51$, $p < .001$) and student ($r = .36$, $p < .001$) samples, thereby providing support for *Hypothesis 12*. However, when considered in tandem with SDO, WSDO, age, and gender, Honesty-Humility was the only significant predictor of IM in both student (β = -.43, $p < .001$) and manager (β = -.31, $p < .001$) samples (See Table 14 and Table 15). In the manager sample, WSDO (β = .35, $p < .001$) also significantly predicted IM use, however, none of the other predictors were significant in either sample.

Table 14

Summary of Multiple Regression Analysis for Impression Management (Manager Sample)

Variable	B	SE(B)	β	*t*	Sig. (*p*)
1. Age	-.004	.005	-.051	-.909	.365
2. Gender	.001	.089	.000	.007	.994
3. Honesty-Humility	-.278	.055	-.328	-5.080	.000
4. SDO	.068	.051	.101	1.331	.185
5. WSDO	.235	.046	.353	5.128	.000

Note. R^2 = .397, SDO (Social Dominance Orientation), WSDO (Workplace Social Dominance Orientation)

Table 15

Summary of Multiple Regression Analysis for Impression Management (Student Sample)

Variable	B	SE(B)	β	*t*	Sig. (*p*)
1. Age	-.015	.016	-.058	-.922	.358
2. Gender	-.200	.129	-.099	-1.558	.121
3. Honesty-Humility	-.319	.050	-.427	-6.332	.000
4. SDO	-.016	.066	-.022	-.247	.805
5. WSDO	.131	.068	.174	1.926	.056

Note. R^2 = .312, SDO (Social Dominance Orientation), WSDO (Workplace Social Dominance Orientation)

Chapter 4: Discussion

The purpose of the current study was to create a scale to measure WSDO, which is defined as an individuals' preference to sustain inequality in power and status between organizational groups. In general, the preliminary psychometric properties of the 7-item WSDO scale were found to be acceptable, however, there are some issues that could be addressed in future studies, which I will describe below.

First, results of the joint factor analysis showed that the WSDO scale was empirically distinct from the SDO scale in the manager sample, but less so in the student employee sample. There could be several explanations for this occurrence. First, the student employees may have had difficulty bringing workplace ideologies to mind. Specifically, the student employee sample worked, on average, 13.80 hours per week (M = 13.80, SD = 7.26), and the manager sample worked approximately 42.85 hours per week (M = 42.85, SD = 11.80). Due to this discrepancy in working time, student workers, or any casual employees, may have less exposure to work situations and therefore have difficulty conceptualizing their beliefs about hierarchy at work. The scale may need to be revised to be applicable to a diverse range of employees.

Second, the WSDO scale rarely showed any significant incremental prediction for many outcomes above and beyond the SDO scale. One possible explanation for these findings may be that individuals thought about social hierarchical factors such as race, gender, and sexual orientation (i.e., all related to the original SDO scale), rather than organizational hierarchical factors (.e., consistent with the construct definition of WSDO), resulting in construct contamination. In future studies, participants could be instructed to complete the WSDO scale, and then can be asked to indicate what came to mind when thinking of "workplace hierarchies". If participants were to think mainly about sociological variables such as gender and race, rather

than workplace variables, like rank (i.e., CEO versus Intern), and order, then we could expect that the WSDO scale might not be tapping into the appropriate construct. Further, if individuals are found to think primarily about sociological variables, then it might be suitable to tailor the instructions to frame individuals' thoughts towards the appropriate categorization of "hierarchy" in the workplace.

Once these amendments have been made, this tool could have some practical utility. The WSDO scale could be used to examine how recruiters who are high in WSDO affect hiring decisions that are made. Individuals that are responsible for recruiting are an integral component to an organization. These individuals make decisions that can help or hinder the success of an organization. Individuals who are high in WSDO may compromise the organization's ability to hire the most qualified candidates. That is, if an individual is high in WSDO, it is quite possible that they may refrain from hiring individuals from specific (less revered) departments. These are just some of the negative outcome that may occur.

Research has found; however, that individuals high in SDO are more likely to obey authority (Son-Hing et al., 2007; Umphress et al., 2008) and as such, the negative relationship between SDO and the intent to select a candidate (from a lower hierarchical wrung) was weaker when authority figures provide specific instructions to focus on job qualifications (Umphress et al., 2008). Further, participants gave legitimate authority to the leader even though role assignments were minimally justified (Son-Hing et al., 2007). What these findings suggest is that perhaps the negative effects of WSDO may be mitigated for people with positions of power, if they are made aware of their prejudices. As such, it would be interesting to examine how making a variable salient (like skills, and qualifications) can help reduce the less than optimal hiring choices made by recruiters, by putting all candidates on even playing grounds.

In sum, organizations are motivated to avoid unnecessary costs, such as those incurred by deviant behaviours and unethical business decisions. The understanding of how non-egalitarian preferences can influence workplace outcomes provide insight into the obstacles that organizations must still overcome in order to work cooperatively, and be more productive. As evidenced by the preceding paragraphs, there are many future research questions that we can endeavour to answer. Although the findings provide preliminary support of the WSDO scale, there are several limitations in this study that should be addressed and discussed.

4.1 Limitations

One of the limitations of this scale is that there are no reverse-keyed items. Although negatively-keyed items were included in the initial item pool, none of these items adequately loaded onto the unidimensional factor structure of the WSDO scale. This might have occurred for many reasons, one such being that I used strong words such as “weakest”, which could carry negative connotations. Since there is now preliminary evidence to support the WSDO scale, it would behoove the researchers to slightly modify the language of some of the items in this 7-item scale in order to frame the question negatively. Negatively keyed items are important in scale creation because it can reduce response set bias (Hinkin, 1998). Subject matter experts could rate the relevance of each of the items to the construct definition of WSDO. In addition, to ensure that negatively worded items are interpreted without adverse impact, subject matter experts could be asked to rate the extent to which the item provokes negative versus positive affective responses.

Another limitation of this study was that I used self-administered surveys to collect the data, and therefore, correlational data was used to infer results. This precludes any statements about the direction of the relation and about cause and effect. Using self-report ratings also raises

the possibility that common method variance (CMV) may account for the observed relations (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). It is, worth noting that self-report is generally considered to be the most valid approach to assessing perceptual outcomes and internal states (Chan, 2009).

Another issue that warrants discussion is the Undergraduate student employee sample. This sample was intended to be representative of a working population; however, there are findings to suggest that these results should be cautiously interpreted. First, the two-factor structure for the SDO scale that was proposed by Ho and colleagues (2012) emerged in the manager sample, but was less clear in the student employee sample. Although this might suggest that the items in the WSDO scale are linked more closely with dominating other groups (evidenced by cross-loadings with SDO-D items), this sample may also deviate from the norm. To rectify the potential limitations that are associated with using a student employee sample, I used the Mechanical Turk Managerial Sample.

Mechanical Turk is a new method of collecting data, and as such, the strengths and limitations warrant a brief discussion. Given that Mechanical Turk is likely to face particular scrutiny given its major deviation from status quo approaches to data gathering, researchers have begun to examine its validity as a research tool. However, research suggests that the Mechanical Turk sample tends to be representative of the general population. For instance, many researchers (e.g., Behrend, Sharek, Meade, & Wiebe, 2011; Buhrmeister, Kwang, & Gosling, 2011) have viewed the comparison between an undergraduate university sample and Mechanical Turk very favourably for Mechanical Turk, in that samples obtained through this method are substantially more representative of a working population than student participants.

Despite these findings, caution must still be exercised when designing a study using a Mechanical Turk sample. Careless responding is one such concern that is raised with crowdsourcing websites. The current study mitigated careless responding by embedding quality control items within the questionnaire. These items had a verifiable response. Participants were asked to answer the questions "In any given week, I spend more than one million dollars" and "I know every language on this earth". Participants who provided implausible answers (i.e., participants who responded with "Agree", "Slightly Agree", and "Strongly Agree") to these items were filtered out of the analysis, yielding a cleaner sample (as suggested by Kittur, Chi & Suh, 2008; Barger & Sinar, 2011). In total, four participants were removed from answering implausibly to one or both of the items.

To ensure that there were also no influential cases, I conducted a test of Mahalanobis Distance, which is a determinant of the distance that a point is from the multidimensional mean of the input variables. A larger distance from the mean would indicate a possible outlier. I used the input variables (i.e., affirmative action, organizational and interpersonal deviance, unethical business decisions, impression management) in the calculation. Although there were outliers (student: N = 27, manager: N = 34), there was no change in results when analyzing the data with and without these outliers. Therefore the total sample was retained for both students and managers.

Last, a limitation to the current study is that there is a possibility that systematic differences in responses exist because of the participants' cultures. For instance, one of the issues that Mechanical Turk has recently faced has been an influx of responders originating from India. These individuals are apt to take these surveys as a full-time appointment rather than as a supplemental component to their income. In other words, filling out surveys on Mechanical Turk

is considered their full-time job. Although it is uncertain as to whether these individuals have systematically different answers than other working samples, one concern for the current study is that individuals from India might be more attuned and accepting of hierarchies, because they originate from a collectivist, and high power distance culture. Therefore, the answers for the Mechanical Turk sample might reflect such cultural norms.

4.2 Conclusion

The acceptance of inequality between groups is undoubtedly a salient component of an individuals' everyday work environment and this alone presented a reason to pursue the topic further. Oftentimes it is difficult to objectively measure a latent construct, and so researchers must rely on scales that are empirically sound. By fulfilling psychometric expectations that were set in the scale construction phase, I created a scale that measures social dominance orientation in the workplace, encompassed by a 7-item scale. Data was collected from two independent samples, and results suggested a unidimensional scale. The utilization of a managerial sample mitigated the limitations that might present itself from the use of only a student employee sample, who generally do not have full time jobs. The 7-item WSDO scale was related to various personal characteristics, and behavioural outcomes that are of interest to organizations. Further, this scale was unrelated to theoretically inconsistent variables.

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Appendix A: Items on the 14-item Social Dominance Orientation Scale
(Pratto, Sidanius, Stallworth & Malle, 1994)

1) Some groups of people are simply not the equals of others
2) Some people are just more worthy than others
3) This country would be better off if we cares less about how equal all people were
4) Some people are just more deserving than others
5) It is not a problem if some people have more of a chance in life than others
6) Some people are just inferior to others
7) To get ahead in life, it is sometimes necessary to step on others
8) Increased economic equality
9) Increased social equality
10) Equality
11) If people were treated more equally we would have fewer problems in this country
12) In an ideal world, all nations would be equal
13) We should try to treat one another as equals as much as possible (All humans should be treated equally)
14) It is important that we treat other countries as equals

Items 8-14 should be reverse coded. The response scale was very negative (1) to very positive (7)

Appendix B: Graduate Student Item Creation

Instructions: Carefully read the following definition and create four questions that you think would adequately capture this construct.

SOCIAL DOMINANCE ORIENTATION:

Social dominance orientation (SDO) is an individual difference variable (i.e., individuals can vary in their level of SDO) that captures how people perceive and evaluate groups. Individuals high in social dominance orientation endorse the statement that some groups are more deserving than others, and if a group is not able to achieve the success they want, it is because of lack of effort or laziness. Therefore, they endorse that some groups should dominate others and as such, inequality should be maintained between groups. In contrast, those who are low in social dominance believe that all groups should have equal opportunities, and vast inequalities between groups are unacceptable.

In society, attributes like race, and gender comprise these minority groups, whereas in the workplace, the preference for hierarchy or inequality between groups is better encapsulated by the gap between the elite and the others (i.e., CEO's versus their subordinates). For the purposes of this study, we are creating a scale that measures one's social dominance orientation in the **workplace** (one's preference for inequality between groups in the workplace) that we will name the **workplace inequality scale**.

Example Questions for SDO scale.
If certain groups stayed in their place, we would have fewer problems
It's probably a good thing that certain groups are at the top and other groups are at the bottom

Example Questions for the Workplace Inequality Scale.
At work, some groups are just more worthy than others
For an organization to run effectively, inequality must exist

Question 1:

Question 2:

Question 3:

Question 4:

Thank you for your participation!!

Appendix C: Workplace Social Dominance Orientation Scale

1) Some deserve a salary significantly greater than any other organizational member
2) The workplace is a competitive jungle where only the elite make it to the top
3) Employees who fail to make it to the top just don't have the skills and abilities that sets them apart
4) At work, some groups are just more worthy than others
5) The subordinate should always be able to question the actions of a superior (Reverse)
6) The subordinates should always do what the manager tells them to do
7) The variance in pay should be minimal
8) Each member in an organization is indispensible (Reverse)
9) For an organization to run effectively, inequality must exist
10) It is rare to find a workplace that is biased free (Reverse)
11) Any 'disadvantages' an employee claims to have at work is a feeble attempt to justify their shortcomings and failures
12) The position you hold within an organization should be the primary determinant in the amount of money you receive in bonuses each year (Reverse)
13) If important organizational decisions fall upon just anyone, the company will surely fail
14) Money should outweigh ethicality when organizational decisions are made
15) In the workplace, some groups are just better equipped to prevail
16) The workplace needs both employees that dominate their environments, and employees that struggles to survive
17) Organizations should care about the conservation of its weakest employees (Reverse)
18) The workplace is a game of survival of the fittest
19) It is reasonable that some groups of individuals should be instantly discredited as having potential for upper management positions
20) It is never acceptable to act deceptively to get what you want at work (Reverse)
21) Groups who are successful at work have worked harder than other groups
22) Employment equity programs are crucial to an organization's success (Reverse)
23) It is OK for some groups to be more successful at work
24) Collaborative work between all workers will improve productivity (Reverse)
25) For an organization to be successful, structure and distance between workers and their managers must exist
26) Some groups deserve to be in higher positions than others

The response scale was from (1) strongly disagree to (7) strongly agree.

Appendix D: Measures

Demographics

1. Please indicate your email address

2. Age:

3. Gender:
Male / Female

4a. How many jobs do you currently work at?
4b. If you work at more than one job, please refer to your primary job (i.e., the job at which you work the most hours) when completing the following questions.

5. How many months have you been working with your current organization?

6. How many months have you been working in your current position?

7. How many months have you been working with your current supervisor?

8. What is the gender of your supervisor?
Male
Female

9. What is your job title?

10. What industry do you work in?

11a. Do you work in a team?
11b.If so, how many people (excluding your supervisor) are on your team?

12. Do you supervise other employees as part of your role at work?

13. How often do you interact with other people in your organization (supervisor and work peers) during a typical workday?

1	2	3	4	5
Never	Rarely	Somewhat regularly	Regularly	Often

14. On average, how many hours a week do you work at your current job?

15. What is your highest level of education?

1	2	3	4	5	6
Less than High School	Some High School	High School	College/University	Master's Degree	Doctorate

Meritocracy

Please indicate the extent to which you agree with each of the following statements (1 = Strongly Disagree, 7 = Strongly Agree)

1. In work organizations, each employee ought to be named employee of the month at least once, even if he or she is not deserving
2. In organizations, people who do their job well ought to rise to the top
3. It is wrong for an employee to give a job to someone they know without advertising the job to other candidates
4. In life, people ought to get what they deserve
5. The effort a worker puts into a job ought to be reflected in the size of a raise he or she receives
6. When students are working on a group project, each member of the group ought to receive the same grade regardless of the amount of effort each team member puts in
7. Promotion decisions ought to take into account the effort workers put into their jobs
8. Members of a work team ought to receive different pay depending on the amount each person contributed
9. Sometimes it is appropriate to give raise to the worker who most needs it, even if he or she is not the most hard working
10. Qualifications ought to be given more weight than seniority when making promotion decisions
11. Between two equally smart students applying for the same job, the one who is the harder worker ought to always get the job
12. When a bonus is given to a work team for good performance, the money ought to always be divided equally among the group members
13. It is never appropriate to choose which student to hire by how much the student needs the job
14. People ought to be able to get away with poor quality work under some circumstances
15. If every person in an office has the same abilities, the promotion ought to always be given to the person who puts in the most effort

Attitudes about Affirmative Action

Please indicate the extent to which you agree with each of the following statements (1 = Strongly Disagree, 7 = Strongly Agree)

1. Affirmative action is a good policy
2. I would not like to work at an organization with an affirmative action plan
3. The goals of affirmative action are good
4. Employees should be actively involved in attempts to improve the affirmative action conditions at their place of employment
5. I would be willing to work at an organization with an affirmative action plan
6. All in all, I oppose affirmative action plans in industry for M/W/H

Workplace Deviance

Please indicate the extent to which you agree with each of the following statements (1 = Strongly Disagree, 7 = Strongly Agree)

1. Made fun of someone at work
2. Said something hurtful to someone at work
3. Made an ethnic, religious, or racial remark at work
4. Cursed at someone at work
5. Played a mean prank on someone at work
6. Acted rudely toward someone at work
7. Publicly embarrassed someone at work
8. Taken property from work without permission
9. Spent too much time fantasizing or daydreaming instead of working
10. Falsified a receipt to get reimbursed for more money than you spent on business expenses
11. Taken an additional or longer break than is acceptable at your workplace
12. Come in late to work without permission
13. Littered your work environment
14. Neglected to follow your boss's instructions
15. Intentionally worked slower than you could have worked
16. Discussed confidential company information with an unauthorized person
17. Used an illegal drug or consumed alcohol on the job
18. Put little effort into your work
19. Dragged out work in order to get overtime

Impression Management

1. Talk proudly about your experience or education
2. Make people aware of your talent or qualifications
3. Let others know that you are valuable to the organization
4. Let others know that you have a reputation for being competent in a particular area
5. Make people aware of your accomplishments
6. Compliment your colleagues so they will see you as likeable
7. Take an interest in your colleagues' personal lives to show them that you are friendly
8. Praise your colleagues for their accomplishments so they will consider you a nice person
9. Use flattery and favours to make your colleagues like you more
10. Do personal favours for your colleagues to show them that you are friendly
11. Try to appear like a hard-working, dedicated employee
12. Stay at work late so people will know you are hard working
13. Try to appear busy, even at times when things are slower
14. Arrive at work early in order to look dedicated
15. Come to the office at night or on weekends to show that you are dedicated
16. Be intimidating with coworkers when it will help you get your job done
17. Let others know that you can make things difficult for them if they push you too far
18. Deal forcefully with colleagues when they hamper your ability to get your job done
19. Deal strongly or aggressively with coworkers who interfere in your business
20. Use intimidation to get colleagues to behave appropriately
21. Act like you know less than you do so people will help you out
22. Try to gain assistance or sympathy from people by appearing needy in some area
23. Pretend not to understand something to gain someone's help
24. Act like you need assistance so people will help you out

25. Pretend to know less than you do so you can avoid an unpleasant assignment

Unethical Business Decisions

Please read each of the scenarios described below, and then answer the question that follows each scenario. Note that each scenario is different, so please *read and consider each scenario carefully* **before choosing your response.**

(I) Suppose that a violent new sport called TotalFighting has recently become fairly popular, with many people watching televised championship fights. Following the past few championship fights, rates of assault and homicide increased about 10%, nationwide, for several days.

The company that runs the sport of TotalFighting has become very profitable, and is likely to become even more profitable in the future as similar sports are introduced into the market. You currently have some money to invest, and you now have the opportunity to buy some shares in this company.

Would you invest your money in the company that runs this sport?

(1) Definitely Not (2) Probably Not (3) Probably Yes (4) Definitely Yes

(II) Suppose that you are on the board of directors of a mining company. This company has recently identified major deposits of precious metals in a remote region of a tropical country. These deposits are large enough that a mine would be extremely profitable.

However, the mining operations would cause serious long-term pollution of the region's water and soil, and would do heavy damage to the natural environment. Also, the native people who inhabit of the region have expressed their opposition to any mining projects, and these people would need to be relocated by the country's government prior to the development of the mine.

The government of that country is eager to profit from the mining operation, regardless of any impacts on the environment or on the local inhabitants; the government officials are ready to sign an agreement and to allow the mining to begin. The mining operation would be very profitable for your company, and this would mean a large bonus for you.

Would you vote to have your company begin the mining operation?

(1) Definitely Not (2) Probably Not (3) Probably Yes (4) Definitely Yes

(III) Suppose that you are in charge of new products for a food processing company. Your research-and-development team has come up with a new snack food, "Tastee Nuggets", that has received high marks in preliminary "taste tests".

Part of the reason for the good taste of Tastee Nuggets is the use of some flavourful new artificial sweeteners and oils. However, some laboratory tests performed by your company suggest that these sweeteners and oils are likely to have addictive properties similar to those of some drugs, and are also likely to increase the risks of obesity, heart disease, and cancer in people who consume large amounts of those substances.

Projections by your company's marketing team suggest that this product will be extremely profitable, and this will almost certainly lead to a major raise and promotion for you personally. It is now your decision as to whether or not Tastee Nuggets should be added to your company's product line, so that advertising and sales can soon begin.

Would you decide to have your company add Tastee Nuggets to its product line?

(1) Definitely Not (2) Probably Not (3) Probably Yes (4) Definitely Yes

(IV) Suppose that you are an executive for a major forest products company. In recent years, your timber production (and profits) been reduced somewhat by new conservation laws. These laws are intended to preserve some forests for logging in future generations, but also to preserve the natural environment by securing the habitats of various species and allowing "greenhouse gases" to be removed from the atmosphere.

Despite the new laws, it is very clear that the government has neither the resources nor the political will to enforce them. In fact, it is now obvious to you that your company could get away with cutting down several times more timber than the law allows.

Extracting the excess timber would be extremely profitable for your company (and for your stock options), because the wood is of excellent quality, and recent forest preservation efforts have reduced worldwide supply, driving prices way up.

Would you recommend that your company cut down timber beyond the legal amount?

(1) Definitely Not (2) Probably Not (3) Probably Yes (4) Definitely Yes

(V) Suppose that you are in charge of sales for a large corporation that exports telecommunications equipment to countries around the world. Recently, you have been trying to obtain the contract for supplying a new telecom system to Impoveria, a developing nation that has only recently begun to modernize.

In negotiations with the president of Impoveria and his cabinet, you have learned that your company's bid is not the lowest; instead, two of your competitor companies have lower bids. However, the president and his cabinet members have told you that you can still have the contract, if you agree to send back 5% of the money received from the Impoverian government to their own personal bank accounts in Switzerland. It is clear to you that, even with this 5% "kickback", your company will still make a substantial profit on this contract, and that you will be seen as the person who made it happen.

Would you recommend that your company agree to the conditions and sign the contract?

(1) Definitely Not (2) Probably Not (3) Probably Yes (4) Definitely Yes

(VI) Suppose that you are a lawyer for an industrial products company that sells equipment used in drilling for oil and natural gas. You are aware that the country of Petronia is interested in buying large amounts of equipment from your company. However, because Petronia's government has a very poor human rights record, it is illegal for any company from your country to do business with Petronia.

Despite the laws against doing business with Petronia, you have discovered a legal loophole. If your company sets up a subsidiary company overseas—for example, in a small Caribbean island—then you can sell the equipment to Petronia through this company, and thereby avoid being prosecuted by your own government for breaking the law. This would result in large profits for your company, and also a large raise and promotion for yourself.

Would you advise your company about the loophole of setting up an overseas subsidiary?

(1) Definitely Not (2) Probably Not (3) Probably Yes (4) Definitely Yes