



Personal Characteristics, Organizational Characteristics and Decision-Making among Indian Professionals

Age (in completed years) *

Gender *

Overall working experience (in years completed) *

Highest educational level attained *

Annual Income level (In Rs Lakhs)

Level in organization

Type of industry *

Retail

Manufacturing

Banking

Information technology

Healthcare

Real estate

Government

Fast food

Self employed

Accounting

Energy

Media

Telecommunications

Transportation

Education

Other

Size of organization (Annual Sales in Rs. Crore): *

My organization has formal training in ethics: *

My organization has a code of ethics: *



My performance evaluation includes an ethical component: *

I have attended training session(s) in ethics: *

I am aware of my organization's code of ethics: *

Scenario A

Scenario A. Jane is an operations manager who oversees a call center in a medium-sized organization. The call center is experiencing poor operational efficiency. Jane recently received several suggestions from her boss about improving efficiency, one of which involved a “quick fix” by reducing the staff by two workers, and the other involved some employee retraining that will take more time and effort to work. Her boss also indicated that poor efficiency is not viewed favorably in the company, and that continued poor performance might cause Jane to lose her annual bonus. All call center employees are hard-working, have received good performance reviews, and really need their jobs. Action: Two days later, Jane calls two workers into her office to give them the bad news. They no longer work at the call center. Do you believe that this situation involves an ethical issue or problem?

Please assess Scenario A by using the following scale: *

	1	2	3	4	5	6	7	
Completely disagree it involves an ethical issue								Completely agree it involves an ethical issue
*								
Fair	1	2	3	4	5	6	7	Unfair
*								
Just	1	2	3	4	5	6	7	Unjust
*								
Morally right	1	2	3	4	5	6	7	Not morally right
*								
Acceptable to my family	1	2	3	4	5	6	7	Not acceptable to my family



*									
	1	2	3	4	5	6	7		
	Traditionally acceptable								Traditionally unacceptable
*									
*									
	1	2	3	4	5	6	7		
	Culturally acceptable								Culturally unacceptable
*									
	1	2	3	4	5	6	7		
	Self promoting for the manager								Not self-promoting for the manager
*									
	1	2	3	4	5	6	7		
	Personally satisfying for manager								Not personally satisfying for the manager
*									
	1	2	3	4	5	6	7		
	Produces the greatest utility								Produces the least utility
*									
	1	2	3	4	5	6	7		
	Maximizes benefits while minimizes harm								Minimizes benefits maximizes harm
*									
	1	2	3	4	5	6	7		
	Does not violate an unspoken promise								Violates an unspoken promise
*									
	1	2	3	4	5	6	7		
	Does not violate an unwritten contract								Violates an unwritten contract

Please indicate the extent to which you would engage in the manager's actions described in this scenario by checking between each of the opposites that follow: *

	1	2	3	4	5	6	7	
Likely								Unlikely



*									
	1	2	3	4	5	6	7		
Probable									Improbable
*									
	1	2	3	4	5	6	7		
Possible									Impossible
*									
	1	2	3	4	5	6	7		
Definitely would									Definitely would not

Scenario C

Scenario C. A company will receive a big order from abroad if the managing director agrees to charge excess price for an order and transfer, through an intermediate, put this amount back to a Swiss bank account indicated by the customer. When the matter is looked at, the managing director concludes that the risk for getting caught is non-existing. The order would guarantee half-a-year's work for the company.

Action: The managing director decides to agree with the arrangement.

Please assess Scenario C by using the following scale: *

*									
	1	2	3	4	5	6	7		
Fair									Unfair
*									
	1	2	3	4	5	6	7		
Just									Unjust
*									
	1	2	3	4	5	6	7		
Morally right									Not morally right
*									
	1	2	3	4	5	6	7		
Acceptable to my family									Not acceptable to my family
*									
	1	2	3	4	5	6	7		
Traditionally acceptable									Traditionally unacceptable
*									
	1	2	3	4	5	6	7		
Culturally acceptable									Culturally unacceptable

*



Questions of what is ethical for everyone can never be resolved since what is moral or immoral is up to the individual *

1 2 3 4 5 6 7

Strongly disagree

Strongly agree

Moral standards are simple personal rules which indicate how a person should behave, and are not to be applied to making judgments of others *

1 2 3 4 5 6 7

Strongly disagree

Strongly agree

Ethical considerations in interpersonal relations are so complex that individuals should be allowed to formulate their own individual codes *

1 2 3 4 5 6 7

Strongly disagree

Strongly agree

Rigidly codifying an ethical position that prevents certain types of actions could stand in the way of better human relations and adjustment *

1 2 3 4 5 6 7

Strongly disagree

Strongly agree

No rule concerning line can be formulated; whether a lie is permissible or not permissible totally depends upon the situation *

1 2 3 4 5 6 7

Strongly disagree

Strongly agree

Whether a lie is judged to be moral or immoral depends upon the circumstances surrounding the action *

1 2 3 4 5 6 7

Strongly disagree

Strongly agree



Organizational Characteristics

Please tell us about the code of ethics in your organization and the extent to which you agree with the statements using the following scale: 1 = Strongly disagree, 2 = Moderately disagree, 3 = Slightly disagree, 4 = Neither disagree nor agree, 5 = Slightly agree, 6 = Moderately agree, 7 = Strongly agree.

The ethics code serves as "window dressing" only in my organization *

1 2 3 4 5 6 7

Strongly disagree Strongly agree

The average employee in my organization accepts the ethics code and its requirements *

1 2 3 4 5 6 7

Strongly disagree Strongly agree

The ethics code is effective in discouraging unethical behavior in my organization *

1 2 3 4 5 6 7

Strongly disagree Strongly agree

Employees in my organization perceive that people who violate the ethics code still get formal organizational rewards *

1 2 3 4 5 6 7

Strongly disagree Strongly agree

The ethics code serves only to maintain my organization's public image *

1 2 3 4 5 6 7

Strongly disagree Strongly agree

The average employee in my organization is guided by ethics code everyday *

1 2 3 4 5 6 7

Strongly disagree Strongly agree

Ethics code requirements are consistent with informal organizational norms *

1 2 3 4 5 6 7

Strongly disagree Strongly agree

The average employee in my organization fully understands ethics code and its requirements *

1 2 3 4 5 6 7

Strongly disagree Strongly agree



Employees are required to acknowledge that they have read and understood the ethics code *

1 2 3 4 5 6 7

Strongly disagree

Strongly agree

Employees learn about the ethics code through required orientation and/or training *

1 2 3 4 5 6 7

Strongly disagree

Strongly agree

The organization has established procedures for employees to ask questions about the ethics code requirements *

1 2 3 4 5 6 7

Strongly disagree

Strongly agree

Employees are regularly required to assert that their actions are in compliance with the ethics code *

1 2 3 4 5 6 7

Strongly disagree

Strongly agree

The code of conduct is widely distributed throughout the organization *

1 2 3 4 5 6 7

Strongly disagree

Strongly agree

Individual Religiosity

This section is a measure of your level of religiosity but if you are not religious, you could skip this section. Please rate the following statements with the following scale: 1 = Strongly disagree, 2 = Moderately disagree, 3 = Slightly disagree, 4 = Neither disagree nor agree, 5 = Slightly agree, 6 = Moderately agree, 7 = Strongly agree.

I enjoyed reading about my religion *

1 2 3 4 5 6 7

Strongly disagree

Strongly agree

It doesn't much matter what I believe as long I'm good *

1 2 3 4 5 6 7

Strongly disagree

Strongly agree

It is important to me to spend time in private thought and prayer*

1 2 3 4 5 6 7

Strongly disagree

Strongly agree



I go to religious services mostly to spend time with my friends *

1 2 3 4 5 6 7

Strongly disagree

Strongly agree

I go to religious service mainly because I enjoy seeing people I know there *

1 2 3 4 5 6 7

Strongly disagree

Strongly agree

Organizational Characteristics

Please indicate the extent to which the following items describe your organization (1 = not descriptive, 7 = very descriptive)

1. Our mission statement clearly communicates the firm's core values – code of ethics to our workforce. *

1 2 3 4 5 6 7

Not descriptive

Very descriptive

2. Top managers communicate core values to our workforce. *

1 2 3 4 5 6 7

Not descriptive

Very descriptive

3. Our workforce is aware of the firm's core values. *

1 2 3 4 5 6 7

Not descriptive

Very descriptive

4. Our mission statement inspires our workforce commitment towards code of ethics. *

1 2 3 4 5 6 7

Not descriptive

Very descriptive

Organizational Control System

Please rate the extent to which you agree or disagree with the following (1 = strongly disagree and 7 = strongly agree):

1. Our firm relies on a code of business conduct to define appropriate behavior for our workforce.

1 2 3 4 5 6 7

Strongly disagree

Strongly agree



2. Our code of business conduct informs our workforce about behaviors that are off-limits.

1 2 3 4 5 6 7

Strongly disagree

Strongly agree

3. Our firm has a system that communicates to our workforce risks that should be avoided.

1 2 3 4 5 6 7

Strongly disagree

Strongly agree

4. Our workforce is aware of the firm's code of business conduct.

1 2 3 4 5 6 7

Strongly disagree

Strongly agree

Organizational Control Systems

Please rate The Extent To Which Your Top Management Team Currently Relies on Performance Measures, or Performance Management and Control System on Ethical Dimensions- Code of Conduct to (1 = to a small extent, 7 = to a large extent):

Track progress towards goals. *

1 2 3 4 5 6 7

To small extent

To a large extent

Monitor results. *

1 2 3 4 5 6 7

To small extent

To a large extent

Compare outcomes to expectations. *

1 2 3 4 5 6 7

To small extent

To a large extent

Review key measures. *

1 2 3 4 5 6 7

To small extent

To a large extent

Enable discussion in meetings of superiors, subordinates and peers. *

1 2 3 4 5 6 7

To small extent

To a large extent

