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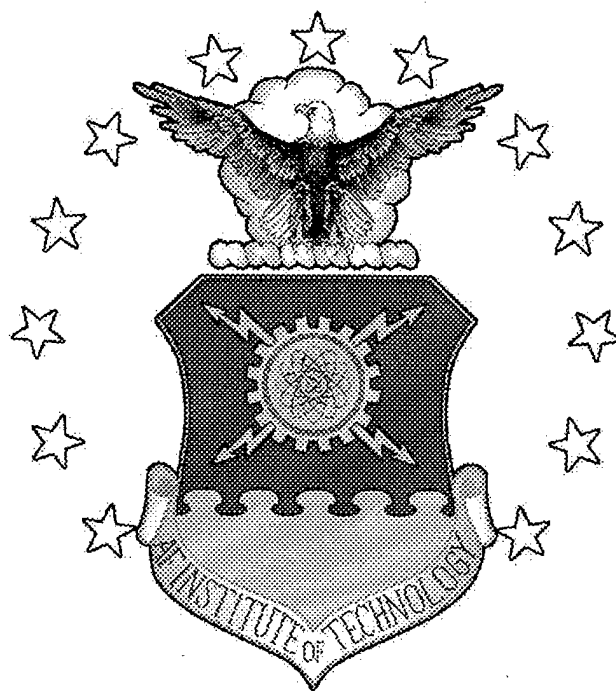


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**ORGANIZATIONAL AND INDIVIDUAL
EFFECTS ON THE REPORTING OF
WRONGDOING IN THE WORKPLACE**

THESIS

Brian M. Stumpe, 1st Lieutenant, USAF

AFIT/GEE/ENV/00M-15

DEPARTMENT OF THE AIR FORCE
AIR UNIVERSITY
AIR FORCE INSTITUTE OF TECHNOLOGY

Wright-Patterson Air Force Base, Ohio

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20000515 017

REPORT DOCUMENTATION PAGE			Form Approved OMB No. 074-0188	
Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of the collection of information, including suggestions for reducing this burden to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188), Washington, DC 20503				
1. AGENCY USE ONLY (Leave blank)		2. REPORT DATE March 2000	3. REPORT TYPE AND DATES COVERED Master's Thesis	
4. TITLE AND SUBTITLE ORGANIZATIONAL AND INDIVIDUAL EFFECTS ON THE REPORTING OF WRONGDOING IN THE WORKPLACE			5. FUNDING NUMBERS	
6. AUTHOR(S) Brian M. Stumpe, 1 st Lieutenant, USAF				
7. PERFORMING ORGANIZATION NAMES(S) AND ADDRESS(S) Air Force Institute of Technology Graduate School of Engineering and Management (AFIT/EN) 2950 P Street, Building 640 WPAFB OH 45433-7765			8. PERFORMING ORGANIZATION REPORT NUMBER AFIT/GEE/ENV/00M-15	
9. SPONSORING / MONITORING AGENCY NAME(S) AND ADDRESS(ES)			10. SPONSORING / MONITORING AGENCY REPORT NUMBER	
11. SUPPLEMENTARY NOTES Mark A. Ward, Major, USAF, DSN: 785-2998 mark.ward@afit.af.mil				
12a. DISTRIBUTION / AVAILABILITY STATEMENT APPROVED FOR PUBLIC RELEASE: DISTRIBUTION UNLIMITED.			12b. DISTRIBUTION CODE	
ABSTRACT (Maximum 200 Words) The study focuses on the organizational context in which the act of whistle-blowing occurs within organizations. The study suggests that many aspects of the context in which whistle-blowing actually occurs may be within the span of control of managers. Thus, management can possibly take steps to alter certain aspects of the organizational context and ensure that organizational members are willing to report wrongdoing observed within their organization. To fulfill this objective, the study analyzes survey responses taken from military members' and civilian employees' responses to a 1997 survey distributed throughout the Aeronautical Systems Center (ASC), Wright Patterson Air Force Base (WPAFB), Ohio.				
14. SUBJECT TERMS Whistle Blowing, Aeronautical Systems Center, Perceived Organizational Support, Leader Member Exchange, Continuance Commitment, Reporting Channels, Organizational Behavior.			15. NUMBER OF PAGES 72	
			16. PRICE CODE	
17. SECURITY CLASSIFICATION OF REPORT UNCLASSIFIED	18. SECURITY CLASSIFICATION OF THIS PAGE UNCLASSIFIED	19. SECURITY CLASSIFICATION OF ABSTRACT UNCLASSIFIED	20. LIMITATION OF ABSTRACT UL	

NSN 7540-01-280-5500

Standard Form 298 (Rev. 2-89)
Prescribed by ANSI Std. Z39-18
298-102

The views expressed in this thesis are those of the author and do not reflect the official policy or position of the United States Air Force, Department of Defense, or U. S. government.

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THE REPORTING OF WRONGDOING IN THE WORKPLACE
THESIS

Presented to the Faculty
Department of Systems and Engineering Management
Graduate School of Engineering and Management
Air Force Institute of Technology
Air University
Air Education and Training Command
In Partial Fulfillment of the Requirements for the
Degree of Master of Science in Engineering and Environmental Management

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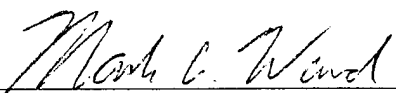
March 2000

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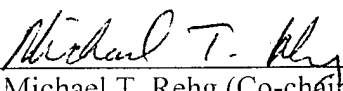
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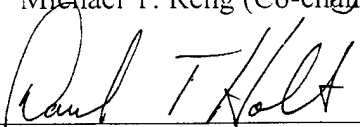
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3 Mar 00
date



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3 MAR 00
date

Acknowledgements

I would like to express my sincere appreciation to my faculty advisors, Major Mark Ward, Major Mike Rehg, and Captain Danny Holt for their guidance and support throughout this thesis effort. Their experience and guidance were certainly appreciated.

I am also indebted to the other faculty members who spent their valuable time answering my questions. A special thanks goes to Major Paul Thurston, who served as a freelance consultant when I needed one.

I would not have been able to complete this project, or the rest of the accompanying graduate school, without the encouragement, understanding and the unconditional love I received from my lovely wife Sunny. The sacrifices she has made during the past eighteen months have allowed me to focus on my studies and complete this thesis effort. As always, she was here for me when I needed her, ready with a sympathetic ear, or encouraging word. Without her support, this journey would have been impossible for me.

Brian Stumpe

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Abstract

This study focuses on the organizational context in which the act of whistle-blowing occurs within organizations. The study suggests that many aspects of the context in which whistle-blowing actually occurs may be within the span of control of managers. Thus, management can possibly take steps to alter certain aspects of the organizational context and ensure that organizational members are willing to report wrongdoing observed within their organization. To fulfill this objective, the study analyzes survey responses taken from military members' and civilian employees' responses to a 1997 survey distributed throughout the Aeronautical Systems Center (ASC), Wright Patterson Air Force Base (WPAFB), Ohio.

The study starts with the examination of organizational characteristics (i.e., reporting channels, organizational continuance commitment). At a mid-point between the macro-and micro-level characteristics, the study focuses on an individual's perceptions regarding support from their organization, or perceived organizational support (POS). As a micro-level contextual factor, the study examines the individuals' perceptions regarding their relationships with their immediate supervisor, or leader-member-exchange (LMX). The analysis revealed that significant differences exist between military members and civilian employees with respect to their perceptions of reporting channels, commitment, POS, and LMX.

ORGANIZATIONAL AND INDIVIDUAL EFFECTS ON THE REPORTING OF WRONGDOING IN THE WORKPLACE

I. Introduction

Background

Whistle-blowing is the act of revealing an improper organizational practice to someone who might be able to correct it (Dozier & Miceli, 1985). It occurs with an individual's intent to bring about organizational change. Whistle-blowing takes place when a person in an organization observes a behavior that violates his or her sense of fairness, morals, ethics, or laws, and then alerts others to the wrongdoing. The act of whistle-blowing is a complex phenomenon, resulting from the interplay between individual, situational, and organizational variables (Miceli & Near, 1992). Whistle-blowing research has been conducted on these three classes of variables, and has considered organizations in both the public sector (MSPB, 1981) and the private sector (Near & Miceli, 1988).

While some whistle-blowing may be threatening to the authority structure of an organization (Weinstein, 1979), it can also be a functional, prosocial behavior in the context of long-term organizational effectiveness. The act of whistle-blowing may actually suggest improvements or solutions to organizational problems (Brief & Motowidlo, 1986). Because of this potential positive effect of whistle-blowing, it may be beneficial to organizations to better understand the variables that affect a person's decision to blow the whistle and try to create an environment that fosters this behavior.

Society has painted two opposing views of the whistle-blower, the first portraying the whistle-blower as disloyal, or "rats," while the second sees the whistle-blower as the hero who selflessly battles with the organization against wrongdoing (Miceli & Near, 1992). Regardless of what label is attached to the whistle-blower, the act of whistle-blowing itself is of concern here. No sector of our economy seems to be excluded from acts worthy of whistle-blowing. Wrongdoing can occur in any type of organization, and the resulting costs can be immense (Murphy, 1993). The reporting of such acts depends upon several variables including, but not limited to, personal characteristics of the individual observing the act and the atmosphere of the organization wherein the act occurs. Whistle-blowing occurs when the individual does not sacrifice their ethical beliefs and may be risking their personal security to bring an act of wrongdoing to light. The individual may report the incident to individuals within the organization (internal whistle-blowing) or seek an outside agency that is able and willing to correct the wrongdoing (external whistle-blowing).

Research has shown that whistle-blowing is positively related to the seriousness of wrongdoing, the gender of the observer, and the whistle-blower's ideal values (Sims & Keenan, 1998). Studies have also been performed in an attempt to describe the consequences of whistle-blowing, such as retaliation or being stigmatized by peers, and their interrelationship (Parmerlee, Near, & Jensen, 1982; Miceli & Near, 1987). Although managers may be able to control retaliation by the organization, not much exists in terms of information that managers can use to guide the development of systems that facilitate the behavior of whistle-blowers. One might argue that the impact of this research has been relatively limited in proportion to the amount of effort that has been expended.

In comparison to other aspects of whistle-blowing such as personal characteristics, the organizational context in which whistle-blowing occurs seems to have received only limited study. This may be due to the unwillingness of organizations to admit that wrongdoing does occur, and to allow research on a sensitive topic to be conducted and published about them. It is interesting to note that characteristics of organizations in which whistle-blowing occurs have been proposed as an influence on a person's decision to report wrongdoing (Miceli & Near, 1992). More importantly, many aspects of the organizational context in which whistle-blowing actually occurs may be within the span of control of managers. If so, managers can take steps to alter certain aspects of the organizational context and ensure that their organization's members are willing to report wrongdoing which is observed in their organization.

As Miceli and Near (1992) noted, a variety of contextual factors may influence a person's decision to blow the whistle. For the purposes of this research, organizational contextual factors are defined as those factors that are not explicitly related to the nature of the whistle-blower (e.g., personality traits) or the wrongdoing (e.g., type of wrongdoing observed). Organizational contextual factors may, however, be considered part of the context in which the wrongdoing and subsequent report of the wrongdoing occurs. Therefore, factors such as job characteristics, functional areas of the whistle-blower, the nature of the interpersonal relationships, the nature of the organization's reporting channels, and the organizational structure would all be considered contextual factors.

A few studies have examined the potential impact of such contextual variables on a person's decision to blow the whistle. Miceli and Near (1985) posit that characteristics of organizations such as size, structure, and organizational culture may affect the response of

individuals who observe wrongdoing. These same characteristics may also affect the organization's response to whistle-blowing (Graham, 1986; Near & Miceli, 1985).

Although there are many aspects of the organizational context that potentially influence an individual's decision to blow the whistle, it is beyond the capability of this researcher to investigate them all. However, relevant aspects of the context that reflect the gamut of potential factors are investigated. At a macro-level, I examine organizational characteristics (i.e., organizational reporting channels). At a mid-point between the macro- and micro-level characteristics, I focus on an individual's perceptions regarding organizational support (hereafter referred to as perceived organizational support, POS) and organizational continuance commitment. As a micro-level contextual factor, the study examines the individual's perceptions regarding their relationships with their immediate supervisor (hereafter referred to as leader-member-exchange, LMX). These are types of relationships that form the immediate framework for a person making the decision to blow the whistle.

Objective

The overall objective of this research study is to identify characteristics of the organization, which influence a person's decision to report the organization and its members when wrongdoing is observed. By doing this, I hope to provide insight to some variables of the organizational context which managers can alter to ensure organizational members are willing to report wrongdoing, which is observed in their organization.

Assumptions

The following assumptions were inherent in the research for this thesis:

1. Responses were given in an honest manner and accurately represent the attitude of the individual and their reasons for reporting wrongdoing.
2. The items included in the survey were appropriate in that they allowed necessary information to be gathered as to the decision of an employee to report wrongdoing.

Scope

This study had the following limitations:

1. The study applied to a population of the Air Force which included active duty military officers and enlisted members, as well as civilian personnel. Due to possible attitudinal differences among the three groups, generalizing the findings of this study to other populations may not be meaningful.
2. Since the survey subjects were guaranteed anonymity, there is no possibility of following up survey results by re-sampling specific individuals.
3. The researcher was not involved in the construction of the survey or the collection of the data, and therefore, can make only limited comments in these areas.

Advantages of the Study

This study had the following advantages:

1. The survey was strongly supported by the organization commander. Such backing by the organization's leader suggests that the study is of great importance and the majority of respondents took the survey seriously.

2. The guarantee of anonymity, while listed as a limitation for follow-up studies, may also be an advantage because survey respondents were more likely to answer how they actually feel, as opposed to how they think they are supposed to feel.

3. A significant advantage to the survey used in this study is the large amount of data collected by the initial researchers. A large number of useable surveys (3,288) were returned, providing a cross-section of the entire organization of interest.

Outline

This study's literature review explores existing literature and studies on whistle-blowing and presents findings relevant to the developed hypotheses. The hypotheses presented in this chapter focus on four organizational characteristics. The characteristics of concern are individual's perceptions of reporting channels available to them, their perceived organizational support, their perceived leader-member exchange, and their organizational continuance commitment. The mean scores for these four variables were calculated for military members and for civilian personnel in order to compare the two groups of respondents.

The methodology chapter provides pertinent information about the sample population chosen for the study, and describes the instrument that was used. The procedures used to disseminate and collect data for the analysis are also discussed. The method used to classify the respondents of interest, non-observers, inactive observers, internal reporters, and external reporters is discussed, and the selection of dependent variables is explained. A sample measure from the survey for each of the four characteristics of concern is provided, along with a description of the method used for analyzing the data.

The results of the data analysis are described in chapter four, and a description of the analysis performed on each measure is presented. Results from the analysis are compared to the corresponding hypotheses developed for each measure. Chapter five summarizes the findings of the study and draws conclusions on the results of the data analysis. Recommendations for possible future research are also made.

II. Literature Review

Introduction

This chapter reviews literature relevant to the study of whistle-blowing behavior. The chapter begins with a definition of whistle-blowing followed by a look at some of the earlier studies of this particular behavior. Next, studies of organizational factors associated with whistle-blowing including reporting channels, POS, LMX, and continuance commitment are examined, followed by a chapter summary.

Definition of Whistle-Blowing

Despite the recent attention whistle-blowing has gathered, there seem to be as many definitions for the word as there are people interested in the topic. The Merriam-Webster dictionary defines the term whistle-blower as “one who reveals something covert or who informs against another” (2000).

The American consumer advocate Ralph Nader provided a more detailed definition of whistle-blowing as:

... “an act of a man or woman who, believing that the public interest overrides the interest of the organization he serves, blows the whistle that the organization is involved in corrupt, illegal, fraudulent or harmful activity.” (Myers & Matthews, 1991).

Miceli and Near (1985) defined whistle-blowing to be “the disclosure by organization members (former or current) of illegal, immoral, or illegitimate organizational acts or omissions to parties who can take action to correct the wrongdoing” (1985: xv). The whistle-blower lacks the power and authority to make the change being sought and therefore must appeal to someone of greater power or authority (Near & Miceli, 1988).

Regardless of the exact wording, perhaps the most complex question in defining legitimate whistle-blowing concerns the definition of wrongdoing itself. While illegal acts are most easily discernable, employees also may act because they consider an action to be immoral, unethical, or simply beyond the realm of what they feel their organization legitimately can expect them to do. Definitions of legitimate whistle-blowing by experts in this area often include this broader conception of wrongdoing. The present study shall use the definition given by Miceli and Near (1985), they define actions worthy of whistle-blowing as “illegal, immoral, or illegitimate practices under the control of the employer” (1985: xv). Employees may blow the whistle about their employer to the media, the police, an external regulatory authority, or supervisors within their organization.

Background

The issue of whistle-blowing has garnered widespread attention in the United States over the past several decades. Whistle-blowers have sometimes been treated as heroes, being glorified in the media and in Hollywood films. Whistleblowers have also been regarded as snitches or traitors, suffering serious reprisals from their employers and co-workers in response to their actions. It is the protection of employees from such reprisals that most whistle-blowing legislation has been directed.

For the purposes of this study, survey respondents were categorized into four groups. The first being non-observers, or those respondents that reported not witnessing wrongdoing in the workplace. The next group is inactive observers, those respondents that witnessed wrongdoing but did not report it. The third group, internal reporters, observed wrongdoing and reported it within their organization. The last group, external reporters,

being those respondents who observed wrongdoing and reported it using a reporting channel outside the organization.

Early Theories

Since the beginning of time, man has been fascinated with the desire to influence and, where possible, control the behavior of others. This interest eventually evolved into the study of human behavior. Abraham Maslow (1954) and Frederick Herzberg (1959) were pioneers of major content theories of job satisfaction in the field of human behavior. They developed time valued theories and concepts which have become the basis for much of the human behavior research that has been accomplished to date. A relatively new field of study is one focused on the act of whistle-blowing. Researchers have examined the phenomena of whistle-blowing from several aspects, but compared to other areas of research interest, whistle-blowing studies are still relatively limited.

Much of the past research has focused on characteristics of individuals in an attempt to understand behaviors of interest. Studies have also been performed on characteristics of organizations. Since characteristics of organizational structure can affect the actions and perceptions of individuals, studies that focus in this area are explored first.

ORGANIZATIONAL FACTORS

Perceived Organizational Support

Eisenberger, Huntington, Hutchison, and Sowa (1986) tell us that POS entails an employee's beliefs concerning the extent to which an organization values their contributions and cares about their well being. They conducted empirical research that

found perceived organizational support to be positively related to performance of conventional job responsibilities, citizenship behavior, and commitment.

Eisenberger, et al. (1986) presented evidence in support of the social exchange view that an employee's organizational commitment is strongly influenced by the employee's perception of the organization's commitment to them. Their study used the Survey of Perceived Organizational Support, which was distributed throughout nine different organizations ranging from factories to law firms. They found employees in an organization form global beliefs concerning the extent to which the organization values their contributions and cares about their well-being. This POS is assumed to increase the employees affective attachment to the organization and his or her expectancy that greater effort toward meeting organizational goals will be rewarded.

Buchanan (1974) suggests that rewards such as pay, rank, job enrichment, and influence over organizational policies affect POS because they signify positive evaluations of the employee. The Organizational Commitment Questionnaire found a positive relation between managers' beliefs that the organization recognized their contributions and affective attachment to the organization.

The act of whistle-blowing may be considered by many whistle-blowers, as an act of loyalty to their organization (Powell, 1990). Westin (1981) found that the majority of corporate whistle-blowers considered themselves to be loyal employees that were attempting to alert top management to observed wrongdoing in order to prevent any further damage to the organization. This link between organizational loyalty and POS suggests there may be a positive relation between the two. Blackburn (1998) suggests, however, that loyalty to an organization may prevent some potential whistle-blowers from taking action because it involves inappropriate criticism of the organization.

The link between organizational loyalty, POS, and whistle-blowing would suggest that differences in mean scores of POS would be found between the groups of non-observers, inactive observers, internal reporters, and external reporters. Since non-observers observed no wrongdoing, their perception of POS are untainted by the observance of wrongdoing and may be considered as a control group for gauging the three groups of observers' perceptions of POS. Low perceived POS scores would be expected for inactive observers and external reporters. These low scores are expected because they either did not report the wrongdoing or they used external channels; possibly due to their perception that the organization would not support them. Internal reporters, therefore, would be expected to have a higher perception of POS, which prompted them to use internal reporting channels because they felt the organization would support them. The research presented has suggested that an individual's perception of POS may have either a positive or negative correlation with whistle-blowing. This leads to the first hypothesis:

Hypothesis 1:

There is no significant difference in the level of perceived organizational support for:

- (a) *non-observers*
- (b) *inactive observers*
- (c) *internal reporters*
- (d) *external reporters*

Leader Member Exchange

Leader member exchange theory examines the relationship between the supervisor and subordinate from the perspective of role theory. The basic premise of this theory is that role development results in differentiated role exchanges between the leader and subordinates within an organization (Settoon, Bennett, & Liden, 1996).

Dienesch and Linden (1986) theorized that because of time restrictions and assorted pressures, leaders generally develop close relationships with only a few subordinates who are termed the "in group." The leader's relationships with members of the "in group" can result in increased job latitude, influence in decision making, open communications, support for the member's actions, and confidence in and consideration for the member. The member can reciprocate by providing greater availability and commitment to the success of the entire unit or sub-organization.

Leader relationships with "out group" members, on the other hand, are characterized by low levels of mutual influence. The primary source of leader influence is legitimate authority in combination with coercive power and a limited degree of reward power. The only requirement for "out group" members to satisfy the terms of the exchange relationship is their compliance with formally prescribed role expectations (e.g., job duties, rules, standard procedures) and with legitimate directions from the leader. As long as such compliance is forthcoming, the subordinate receives the standard benefits (e.g., compensation) for his or her position in the organization.

It has also been suggested that through a series of role episodes and negotiations the leader defines what the subordinate's role expectations will be. This interpersonal exchange relationship is especially pronounced for new organizational members. Graen and Cashman (1975) note that these role expectations develop quickly and remain stable after they have been formed. They point out further that a group member's compatibility, competence, and dependability are significant factors in determining whether an individual becomes a member of the "in" or "out" group.

Leader-member exchange has been operationalized in a number of ways over the years. For example, degree of trust, competence, loyalty, perceived equity of exchange,

mutual influence, and amount of interpersonal attraction between the leader and subordinate have been used to define leader-member exchange. LMX research has shown there is variance among subordinates in the frequency with which they engage in activities that extend beyond the employment contract (Liden & Graen, 1980; Wayne & Green, 1993). Employment contracts, however, vary in terms of the nature and amount to be exchanged. Members who benefit greatly from their formal contracts, even those with low LMX relationships, may feel obligated and willing to contribute to the organization (Settoon, et al. 1996).

Therefore, an employee belonging to the “in group” would perceive a good relationship with their leader, have high LMX, and would be more likely to notify the leader of wrongdoing for the benefit of the organization. On the other hand, an employee in the “out group” who perceives a poor relationship with their leader would have low LMX, and less likely to report wrongdoing to the leader. The research presented suggests that members of the “out group” may report wrongdoing if they stand to benefit personally from contributing to the organization. Therefore, a difference in the levels of LMX between inactive observers, internal reporters, and external reporters would be expected. The next hypothesis being:

Hypothesis 2:

There is no significant difference in the level of perceived leader member exchange for:

- (a) *inactive observers*
- (b) *internal reporters*
- (c) *external reporters*

Continuance Commitment

Continuance commitment, the desire to remain with one's current employer, would result from the perceived economic advantages accrued in one's current job, relative to alternative employment opportunities (Koslowsky, Kluger, & Yinon, 1988). An individual's continuance commitment is based on personal sacrifice associated with separating from their present organization.

Continuance commitment has been operationalized by the Ritzer and Trice (1969) or Hrebiniak and Alutto (1972) scales. The scales measure an individual's continuance commitment by requiring them to indicate the likelihood that they would terminate their employment with their organization, having been given various enticements from another organization. Enticements would include increased pay, more job freedom, and more opportunity for promotion.

Meyer and Allen (1984) also developed a questionnaire to measure an individual's continuance commitment. Their questionnaire measured the perceived costs associated with leaving one's organization. Costs can be measured as either personal loss or sacrifice, and a lack of comparable alternative jobs. Allen and Smith (1987) found a negative correlation between continuance commitment and self-reported measures of the individual's motivation and personal performance. Therefore, individuals with high continuance commitment reported that they contributed less to their organization's effectiveness than those with low continuance commitment did.

Therefore, an individual with high continuance commitment may feel they are trapped in their present organization due to the unavailability of alternative job choices, or that leaving the organization would cause personal sacrifices. The research presented suggests that these individuals with high continuance commitment contribute less to their

organizations and would be less likely to report wrongdoing (e.g. inactive observers).

Individuals with low continuance commitment are more willing to contribute to the organization, and would therefore be more likely to contribute to the organization by reporting wrongdoing (e.g. internal reporters). This leads to the next hypothesis:

Hypothesis 3:

Among observers of wrongdoing, there is no significant difference in the level of continuance commitment for:

- (a) inactive observers*
- (b) internal reporters*
- (c) external reporters*

INDIVIDUAL FACTORS

Although the focus of this research effort is on organizational characteristics and their effects on an individual's perceptions, a look at personal distinctions between the individual respondents was also necessary. Several variables, which are explored later, may affect some survey respondents in a manner that affected their responses to survey items. Therefore, the distinction was made between active duty members of the Air Force and civilian government employees.

Employee Type

Due to the unique nature of the sample population of the survey, which contained both military members and civilian personnel, the next analysis distinguishes between the two groups. The survey asked respondents to identify their employment status as either military or civilian. Although both military members and civilian personnel work in the same organizations performing similar tasks, there may be differences in their perceptions

of the workplace due to differences in their personal experiences, job expectations, or overarching bureaucracies.

Perception differences may be due to the supervisor's military or civilian status, military rank or civilian grade of the respondent and supervisor, and length of time assigned to the organization. Affecting military members' perceptions may be the respondent's frequency and duration of temporary duty assignments away from their permanent duty station, or events related to the Air Force's wartime mission. By classifying the respondents by the type of employee, an analysis of the differences in perceptions between the two groups is possible. It should be noted that the distinction between employee types is made in an unbiased attempt to group like employees together and compare the mean scores of their perceptions pertaining to the variables of interest. The following hypothesis is a summation of the first three hypotheses, controlling for the type of employee.

Hypothesis 4:

There is no significant difference in the mean scores of military members and civilian personnel for:

- (a) *POS*
- (b) *LMX*
- (c) *continuance commitment*

Perception of Reporting Channels

For the purposes of this study, a reporting channel is defined as a system established by an organization, which allows employees to voice concerns, dissatisfaction, or complaints about events concerning the workplace. Examples of such systems in place within the Department of Defense (DoD) are commanders' open-door policies, suggestion

programs, surveys, and commanders' action lines, which address problems in an open format such as a base newsletter.

According to Sheppard, Lewicki, and Minton (1992), an organization establishes reporting systems in order to: (1) assure fair treatment of employees, (2) provide a mechanism for employees to appeal unfair treatment, (3) improve the organization's effectiveness, and (4) sustain employee loyalty and commitment. Sheppard et al. (1992) also list five characteristics of effective reporting systems as: (1) accessibility to the worker, (2) correctness, or unbiased actions, (3) responsiveness, or timeliness of response, (4) non-punitiveness, or reprisal, and (5) elegance, or simple procedures covering wide range of problems. Only the first four characteristics were addressed in the original survey used for this study. The survey questions pertaining to these four characteristics, accessibility, correctness, responsiveness, and non-punitiveness were used to measure survey respondents' perceptions of the reporting channels within the ASC.

Because the ASC employs both military members and civilian personnel, separate reporting channels were designed for each group of employees. Of interest to this study, the ASC has four channels for the reporting of wrongdoing. For military members, the Office of Inspector General (IG) and Social Actions Office (SA) are the primary channels by which wrongdoing is reported. For civilian personnel, the Civilian Personnel Office (CPO) and Equal Employment Opportunity office (EEO) are available as reporting channels.

In a study of predictors of external whistle-blowing, Sims and Keenan (1998) found that organizational policies, which support external whistle-blowing, are a significant predictor of the reporting of wrongdoing. Their data was collected from a self-administered questionnaire given to a convenience sample of adult college students

enrolled in a business program. Barnett, Cochran, and Taylor (1990) conducted a survey of approximately three hundred personnel executives, which examined the effects of a company's reporting channels and reporting policies on internal and external whistle-blowing. Their study found that organizations with developed reporting channels and policies were likely to experience lower levels of internal whistle-blowing, but found no relationship between the existence of reporting channels and policies with external whistle-blowing.

Because the two channels available to military members are different than the two available to civilian personnel, the following hypothesis discerns between the two types of employees. This distinction was made in order to measure the respondent's perception of only the reporting channels available to them. A comparison of the mean scores of perception of reporting channels for military and civilians is performed in an attempt to identify differences in the perceptions of the reporting channels available to the two groups.

Hypothesis 5:

There is no significant difference in the level of perception of reporting channels between non-observers, inactive observers, internal reporters, and external reporters for:

- (a) military members*
- (b) civilian personnel*
- (c) military members vs. civilian personnel*

Summary

A look at the variables of interest and past research concerning these variables has been presented. Where possible, differing views of researchers were described, followed by hypotheses developed with regard to the expected outcome of this research effort. This leads us to an explanation of the methods used in the collection and analysis of research data gathered for this study.

III. Methodology

Introduction

The purpose of this chapter is to describe the method and procedures used in this research effort. A description of the sample is presented, followed by a discussion of the measurement instrument. Finally, the data gathering procedures and the data analysis methods is discussed. The survey used for this study was conducted between late October 1997 and early December 1997. All questionnaire participants were active duty military members or civilian employees of the Aeronautical Systems Center (ASC) located at Wright Patterson Air Force Base (WPAFB), OH.

Sample

To the greatest extent possible, every military member and civilian employee within the ASC at WPAFB was invited to participate in the study, however, participation was strictly voluntary. The survey administrators used the manpower database to obtain an accurate count of all personnel assigned to the ASC. Contractors who were working on base with the ASC, but were not assigned to the base were not included in the sample. A total of 9,900 surveys were delivered to ASC personnel, approximately one-third of the people contacted voluntarily participated in the survey. Out of the total number of questionnaires distributed, 3,288 were returned in time to be included in the original analysis, representing a response rate of 33%. Data from questionnaires cannot be matched with a particular person, nor can the individual respondents be identified.

Of the total (3,288) number of returned surveys used, 1,280 participants (39%) reported that they had observed one or more activities which they perceived to be wrong (e. g. wasteful, improper, illegal, or unsafe). The most observed category of wrongdoing was

waste (15%), next was discrimination (5%) and abuse of position (5%). Of those that observed wrongdoing, just over 26% reported the incident. Of all the categories of wrongdoing, the most likely to be reported were safety issues (40%) and sexual harassment (38%). The respondents who completed the survey are comprised of 950 military members and 2,338 civilian employees.

Instrument Selection

Experts from Indiana University, The Ohio State University, and the Air Force Institute of Technology (AFIT) designed the questionnaire used to gather the data. Questions contained in the questionnaire were adapted from the 1992 Merit Systems Protection Board (MSPB) Survey of Merit Principles in order to include military members. The survey was written, pilot-tested, and the analysis of survey data was performed at AFIT. The questionnaire is presented in Appendix A.

Data Collection

The purpose of the study and the procedures used were published in the base newspaper, "The Skywriter," and on a world-wide web page developed by the ASC Human Resource Directorate. Due to the enormous size of the ASC, research team members were not able to meet with every employee in person. Instead, key workers within the 51 different work centers within the ASC distributed the surveys throughout their respective organizations. The research team conducted training sessions in order to ensure the key-workers were aware of their responsibilities to deliver the survey and a pre-addressed return envelope to every military and civilian employee of the ASC.

Control Variables

A series of control variables were used to separate the respondents into categories of interest. Respondents were classified according to their responses to the following survey items. The first question asked, "During the last 12 months, have you personally observed or obtained direct evidence of any of the activities listed below?" Following the question was a list of 17 activities such as "employees abusing his/her official position to obtain substantial personal services or favors," "waste of organization assets caused by buying unnecessary or deficient goods or services," and an eighteenth, "other" category. If the respondent answered "No" to all 18 items, they were classified as a non-observer, meaning that they had not witnessed any acts of wrongdoing in their workplace within the past 12 months.

The non-observers were asked to skip the next part of the questionnaire pertaining to the observation of wrongdoing. If the respondent answered "Yes" to observing any of the acts of wrongdoing, they proceeded to the next item in the survey. The next item asked, "did you report this activity to any individual or group?" Responses to this item were "Yes, and I was identified at some point," "Yes, and I remained anonymous," and "No." Respondents who checked "yes, and I was identified at some point," or "yes, and I remained anonymous" were classified as whistle-blowers. Respondents who answered "No" were classified as inactive observers, meaning those who observed wrongdoing but did not report it.

The respondents classified as whistle-blowers were further divided into two groups, internal whistle-blowers, and external whistle-blowers. The respondents were asked to place in order, their actions after observing the wrongdoing. To be classified as an internal whistle-blower, the respondent had to check that they had reported the wrongdoing to at

least one of the following sources, but no other responses; “head of responsible department,” “immediate supervisor”, or “organization’s front office.” Respondents who claimed they had reported to at least one of the following; “Inspector General,” “Civilian Personnel,” “EEO Office,” “Social Actions Office,” “Security Police,” or “DOD telephone hotline,” were classified as external whistle-blowers. If the respondent answered they had not reported to an internal channel, but reported using an external channel, they were classified as external reporters. Respondents were then separated according to their military or civilian status.

Therefore, by using the control variables, the respondents were broken down into four categories; inclusion into a category automatically excludes the respondent from being a member in any of the other three. The first group was the non-observers; respondents placed into this group stated that they had not witnessed any acts of wrongdoing at their workplace within the past twelve months. The second group was the inactive observers; respondents placed into this group reported that they had witnessed wrongdoing in the workplace within the past twelve months, but had not reported the act to anybody. The third group was the internal whistleblowers; respondents in this group witnessed wrongdoing and reported it to a person or department within their organization at the two-letter commander level or below. The fourth group, external reporters, was comprised of respondents who reported observed wrongdoing outside of their organization, above the two-letter commander.

Measures

The survey questionnaire that was used contained 137 items and measured a large number of demographic and attitudinal variables. Only a portion of the variables measured

by the survey were used in this study; therefore, only those variables incorporated into the present research are discussed. Appendix A includes a copy of the questionnaire used in this study and contains the items of interest, which are grouped according to the variables they are designed to study. 31 items answered by all respondents were included in the analysis. The items measured the respondents' (1) perception of existing reporting channels available to them; (2) perceived organizational support; (3) perception of leader-member exchange; and (4) organizational continuance commitment. Participants expressed their level of agreement with each item pertaining to their perception of reporting channels on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The other three variables, POS, LMX, and commitment used a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). In addition, scale scores were created for each study variable by computing the mean across the relevant survey items. A description of the measures used in the current study directly follows.

Perceived organizational support. To assess the extent to which employees perceived that the organization valued their contributions and cared about their well being, ten items from the survey, which measured POS were used. The same ten survey items were used for both military members and civilian personnel. An example item from the scale stated, "The organization strongly considers my goals and values." The reliability of the survey items used to measure POS was estimated using Cronbach's alpha and was .94.

Leader-member exchange. To assess the extent, which employees perceived that they had a favorable working relationship with their supervisor, seven survey items, which measured respondents' perception of LMX were used. The same seven survey items were used for both military members and civilian personnel. An example item from the survey

stated, "My working relationship with my supervisor is effective." The reliability of the survey items used to measure LMX was estimated using Cronbach's alpha and was .95.

Organizational commitment. To assess the extent, which employees perceived their continuance commitment to the organization, six survey items were used to measure the respondents' organization continuance commitment. The same six items were used for both military members and civilian personnel. An example item from the survey stated, "One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have here." The reliability was estimated using Cronbach's alpha and was .81.

Perception of reporting channels. To assess the employee's view of the effectiveness and fairness of the organization's reporting channels, eight items from the survey were used to measure both military members' and civilian personnel's perception of their reporting channels. An example item from the survey stated: "When people report wrongdoing to the [Inspector General] IG, it leads to outcomes that they consider to be desirable." These eight measures were broken down in two, four-item measures. Only responses for reporting channels, which were available to the individual respondent based upon their military status, were used. For example, only the measures pertaining to Social Actions and Inspector General were used for military members, and only responses pertaining to Equal Employment Office and Civilian Personnel Office were used for civilians. The reliability for both military and civilian reporting channels was estimated using Cronbach's alpha. The reliability of the survey items used to measure military perception of reporting channels had an alpha of .81. The reliability of the survey items used for civilian perception of reporting channels had an alpha of .85.

Data Analysis

To address the objectives and hypotheses of this study, results were obtained by analyzing the research data with a one-way analysis of variance (ANOVA). Significant differences in the means were determined using the Bonferroni post-hoc test; this also controlled for differences in sample sizes. The Statistical Package for the Social Sciences (SPSS) software package was used for data analysis. The hypotheses are stated in null hypothesis form when tested for statistical significance. That is, the research questions were formatted in a manner, which stated that there was no difference between the respective means of military members and civilian personnel for non-observers, inactive observers, internal reporters, and external reporters. The ANOVA technique was used to verify the statements in null hypothesis form or to indicate that there were significant differences. The 0.05 alpha level was used in all cases to determine whether to reject the null hypothesis.

IV. Results

Introduction

This chapter presents the results of the data analysis pertaining to the respondents' perceptions of the factors of interest. The chapter starts with a table containing correlations among variables used in this study. Next, for each of the variables of concern, the hypotheses pertaining to the variable are re-stated and results of the analyses are reported in table format.

The purpose of this study was to identify characteristics of the organization and the individual, which act as an influence on a person's decision to report the organization and its members when wrongdoing is observed. In order to achieve this objective, five hypotheses pertaining to military members' and civilian personnel's perception of POS, LMX, organizational continuance commitment, and reporting channels were tested.

Descriptive Statistics

The variables used for the determinant groupings had significant simple correlations between them. The variables of interest are the perception of reporting channels, perceived organizational support, leader-member exchange, organizational continuance commitment, and employee type. A correlation matrix for these variables is displayed in Table 1.

Table 1. Variable Correlation Matrix

Variables	Mean	SD	1	2	3	4	5
1 Military Perception Reporting Channels	3.50	.89	.81				
2 Civilian Perception Reporting Channels	3.11	1.06	NA	.85			
3 POS	3.98	1.31	.40** (600)	.40** (1287)	.94		
4 LMX	5.01	1.44	.30** (638)	.29** (1348)	.60** (2698)	.95	
5 Commitment	4.32	1.14	-.08* (609)	-.06* (1301)	-.14** (2602)	-.10** (2712)	.81
6 Employee Type	.29	.45	-	NA	.12** (2820)	.10** (2943)	-.20** (2833)

N are included in parentheses.

* Correlation is significant at the .05 level.

** Correlation is significant at the .01 level.

Reliability on diagonal where appropriate.

Perceived Organizational Support

The first analysis was performed on the variable regarding the respondents' perceived organizational support. The first hypothesis is as follows:

Hypothesis 1:

There is no significant difference in the level of perceived organizational support for:

- (a) *non-observers*
- (b) *inactive observers*
- (c) *internal reporters*
- (d) *external reporters*

Respondents' mean POS scores were calculated for non-observers, inactive observers, internal reporters, and external reporters. The data were tested to determine if there were significant differences between the four groups. It was assumed, in null

hypothesis form, that there were no significant differences between the respective means of their POS scores.

The results of the one-way ANOVA are displayed in Table 2. For non-observers, the 1,626 respondents' mean POS score was 4.30, SD = 1.21. The 746 inactive observers' mean POS score was 3.50, SD = 1.31. For internal reporters, the 178 respondents' mean POS score was 3.69, SD = 1.32. The 84 external reporters' mean POS score was 3.74, SD = 1.49. The Bonferroni post-hoc test revealed POS mean scores for non-observers were significantly greater than mean scores for inactive observers, internal reporters, and external reporters, thereby causing the rejection of hypothesis 1.

Table 2.
Comparison of Non-Observer & Observer Levels of POS Using One-Way Anova

Determinant	N	Mean	S D	F
Non Observer	1626	4.30*	1.21	74.95
Inactive Observer	746	3.50	1.31	
Internal Reporter	178	3.69	1.32	
External Reporter	84	3.74	1.49	

* Mean difference significant at ($p < .05$) determined using Bonferroni test.

Leader Member Exchange

The second analysis was performed on the variable regarding the respondents' perception of their relationship with their supervisors, through the leader member exchange construct. It was assumed, in null hypothesis form, that there were no significant differences between the respective means of the LMX scores. The second hypothesis is as follows:

Hypothesis 2:

There is no significant difference in the level of perceived leader member exchange for:

- (a) *inactive observers*
- (b) *internal reporters*
- (c) *external reporters*

Respondents' mean LMX scores were calculated for inactive observers, internal reporters, and external reporters. The data were tested to determine if there were significant differences between the three groups. It was predicted that there would be significant differences between the respective means of their LMX scores.

The results of the one-way ANOVA are displayed in Table 3. The 784 inactive observers' mean LMX score was 4.66, SD = 1.57. For internal reporters, the 188 respondents' mean LMX score was 4.69, SD = 1.52. The 88 external reporters' mean LMX score was 4.69, SD = 1.82. Surprisingly, the Bonferroni post-hoc test revealed no significant difference between the mean scores of the three groups of respondents, resulting in the acceptance of hypothesis 2.

Table 3.
Comparison of Observers' Levels of LMX Using One-Way Anova

Determinant	N	Mean	S D	F
Inactive Observer	784	4.66	1.57	.047
Internal Reporter	188	4.69	1.52	
External Reporter	88	4.69	1.82	

Continuance Commitment

The third analysis was performed on the variable regarding the respondents' continuance commitment. It was assumed, in null hypothesis form, that there were no significant differences between the respective means of the continuance commitment scores. The third hypothesis is as follows:

Hypothesis 3:

Among observers of wrongdoing, there is no significant difference in the level of continuance commitment for:

- (a) *inactive observers*
- (b) *internal reporters*
- (c) *external reporters*

Respondents' mean continuance commitment scores were calculated for inactive observers, internal reporters, and external reporters. The data were tested to determine if there were significant differences between the three groups. The results of the one-way ANOVA are displayed in Table 4. The 741 inactive observers' mean commitment score was 4.46, SD = 1.16. For internal reporters, the 178 respondents' mean commitment score was 4.37, SD = 1.16. The 84 external reporters' mean commitment score was 4.23, SD = 1.18. Therefore, hypothesis 3 is accepted due to no significant differences existing between the three groups of observers.

Table 4.
Comparison of Observer Levels of Continuance Commitment Using One-Way Anova

Determinant	N	Mean	S D	F
Inactive Observer	741	4.46	1.16	1.71
Internal Reporter	178	4.37	1.16	
External Reporter	84	4.23	1.18	

Employee Type

The fourth analysis was performed on the variables POS, LMX, and continuance commitment with respect to the respondents' military or civilian status. It was assumed, in null hypothesis form, that there were no significant differences between the respective means of the POS, LMX, and commitment scores. The fourth hypothesis is as follows:

Hypothesis 4:

There is no significant difference in the mean scores of military members and civilian personnel for:

- (a) *POS*
- (b) *LMX*
- (c) *continuance commitment*

Military members' and civilian personnels' mean scores were calculated for POS, LMX, and continuance commitment. The data were tested to determine if there were significant differences between military and civilian mean scores for all three variables. It was assumed, in null hypothesis form, that there were no significant differences between military and civilian mean scores.

The results of the one-way ANOVA are displayed in Table 5. For POS, the 798 military members' mean score was 4.24, SD = 1.26. The 1,836 civilian personnel's mean score was 3.91, SD = 1.32. For LMX, the 836 military members' mean score was 5.25, SD = 1.32. The 1,913 civilian personnel's mean score was 4.95, SD = 1.46. For continuance commitment, the 801 military members' mean score was 3.94, SD = 1.08. The 1,846 civilian personnel's mean score was 4.47, SD = 1.13. Due to the existence of significant differences between military and civilian scores for all three variables, POS, LMX, and commitment, hypothesis 4 is thereby rejected.

Table 5.
Comparison of Military & Civilian POS, LMX, & Commitment Using One-Way Anova

Determinant		N	Mean	SD	F
POS	Military	798	4.24	1.26	36.63*
	Civilian	1836	3.91	1.32	
LMX	Military	836	5.25	1.32	25.38*
	Civilian	1913	4.95	1.46	
Commitment	Military	801	3.94	1.08	127.24*
	Civilian	1846	4.47	1.13	

* Mean difference significant at ($p < .05$) determined using Bonferroni test.

Perception of Reporting Channels

The fifth analysis was performed on the variable concerning the respondents' perception of their reporting channels. Mean scores were determined for the four groups of respondents with regard to their perception of their reporting channels. The data was tested for differences in the mean scores between non-observers, inactive observers, internal reporters, and external reporters with respect to military members, civilian personnel, and between military and civilian. The fifth hypothesis is as follows:

Hypothesis 5:

There is no significant difference in the level of perception of reporting channels between non-observers, inactive observers, internal reporters, and external reporters for:

- (a) military members*
- (b) civilian personnel*
- (c) military members vs. civilian personnel*

The first part of the hypothesis five analyses concerned military members and tested for differences between the mean scores of non-observers, inactive observers, internal reporters, and external reporters as to their perception of reporting channels. Military members' mean scores were calculated for non-observers, inactive observers, internal reporters, and external reporters. The data were tested to determine if there were significant differences between the four groups. It was assumed, in null hypothesis form, that there were no significant differences between the respective means of their scores.

The results of the one-way ANOVA are displayed in Table 6. For non-observers, the 392 respondents' mean score was 3.72, SD = .83. The 159 inactive observers' mean score was 3.21, SD = .81. For internal reporters, the 56 respondents' mean score was 3.21, SD = .84. The 22 external reporters' mean score was 2.96, SD = 1.01. Due to the existence of significant differences between groups of non-observers and observers, hypothesis 5 (a) is rejected.

Table 6.
Comparison of Military Perception of Reporting Channels Using One-Way Anova

Determinant	N	Mean	SD	F
Non Observer	392	3.72*	.83	20.41
Inactive Observer	159	3.21	.81	
Internal Reporter	56	3.21	.84	
External Reporter	22	2.96	1.01	

* Mean difference significant at ($p < .05$) determined using Bonferroni test.

The second part of the hypothesis five analyses concerned civilian personnel and tested for differences between the mean scores of non-observers, inactive observers,

internal reporters, and external reporters as to their perception of reporting channels.

Civilian personnel's mean scores were calculated for non-observers, inactive observers, internal reporters, and external reporters. The data were tested to determine if there were significant differences between the four groups. It was assumed, in the null hypothesis, there were no significant differences between the respective mean scores.

The results of the one-way ANOVA are displayed in Table 7. For non-observers, the 724 respondents' mean score was 3.39, SD = 1.00. The 437 inactive observers' mean score was 2.84, SD = .99. For internal reporters, the 105 respondents' mean score was 2.83, SD = 1.20. The 63 external reporters' mean score was 2.75, SD = 1.16. The Bonferroni post-hoc test revealed the only significant difference in mean scores was between non-observers and the three groups of observers, therefore, hypothesis 5 (b) is rejected. These results are identical to the results found for military members.

Table 7.
Comparison of Civilian Perception of Reporting Channels Using One-Way Anova

Determinant	N	Mean	SD	F
Non Observer	724	3.39*	1.00	33.15
Inactive Observer	437	2.84	.99	
Internal Reporter	105	2.83	1.20	
External Reporter	63	2.75	1.06	

* Mean difference significant at ($p < .05$) determined using Bonferroni test.

The third part of the hypothesis five analysis tested for differences between military members' and civilian personnel's mean scores for non-observers, inactive observers, internal reporters, and external reporters as to their perception of reporting channels. The data were tested to determine if there were significant differences between military

members and civilian personnel for each of the four groups. It was assumed, in null hypothesis form, that there were no significant differences between the respective means as to their perception of the reporting channels.

The results of the one-way ANOVA are displayed in Table 8. For non-observers, the 392 military members' mean score was 3.72, SD = .83. The 724 civilian personnel's mean score was 3.39, SD = 1.00. For inactive observers, the 159 military members' mean score was 3.21, SD = .81. The 437 civilian personnel's mean score was 2.84, SD = .99. For internal reporters, the 56 military members' mean score was 3.21, SD = .84. The 105 civilian personnel's mean score was 2.83, SD = 1.20. For external reporters, the 22 military members' mean score was 2.96, SD = 1.01. The 63 civilian personnel's mean score was 2.75, SD = 1.16. Thus hypothesis 5 (c) is rejected.

Table 8.
Comparison of Military & Civilian Perception of Reporting Channels Using One-Way Anova

Determinant		N	Mean	SD	F
Non Observer	Military	392	3.72	.83	31.30*
	Civilian	724	3.39	1.00	
Inactive Observer	Military	159	3.21	.81	18.36*
	Civilian	437	2.84	.99	
Internal Reporter	Military	56	3.21	1.20	4.35*
	Civilian	105	2.83	1.20	
External Reporter	Military	22	2.96	1.01	.55
	Civilian	63	2.75	1.16	

* Mean difference significant at ($p < .05$) determined using Bonferroni test.

V. Discussion

Introduction

This chapter presents possible explanations of the survey respondents' perceptions of the variables of interest. Managers may find that items, which are within their realm of control, can be changed in order to aid in managing employees.

Observations

POS. The data indicated that non-observers had higher perceptions of POS than did inactive observers, internal reporters, and external reporters. The respondents labeled as non-observers had reported not witnessing wrongdoing, which indicates that non-observers have not personally dealt with the reporting channels. Therefore, non-observers are most likely basing their POS on personal experiences unrelated to reporting channels.

Perceptions that non-observers have formulated about reporting channels are most likely based upon information they have received about reporting channels through formal training sessions or from other employees.

No significant differences in perception of POS existed between inactive observers, internal reporters, and external reporters. This lack of perception differences between the three groups of observers may be due to personal dilemmas caused by their loyalty to the organization. Powell (1990) suggested that the act of whistle-blowing may be considered by many whistle-blowers, as an act of loyalty to their organization. Blackburn (1998) suggests, however, that loyalty to an organization may prevent some potential whistle-blowers from taking action because it involves inappropriate criticism of the organization.

This would explain the similar POS scores for those who observed wrongdoing and did not report, and those who did report.

Another reason that inactive observers', internal reporters', and external reporters' mean scores are lower than non-observers' mean scores may be that witnessing wrongdoing caused the three groups of observers to view the organization negatively. This distorted view may have caused them to hold the organization responsible for allowing the wrongdoing to occur, thereby accounting for their lower POS. The lower POS scores for the three groups of observers, compared to the POS scores for non-observers may also be due to personal dissatisfaction with the results received from the reporting channels. The reporters' dissatisfaction with results from reporting channels may have resulted in their view of organizational support to be lower.

LMX. The data indicate, like that for POS, that differences exist between the perceptions of LMX between non-observers and the other three categories of observers. The finding that non-observers had significantly higher levels of LMX than did inactive observers, internal reporters, and external reporters shows that non-observers perceive their relationships with their supervisors to be better than did the three groups of observers. Non-observers, having not witnessed wrongdoing, may feel that their supervisor is doing a good job of deterring wrongdoing in the workplace, therefore, the non-observer most likely agrees with the supervisor's methods and views their relationship with the supervisor positively.

Although possibilities can only be drawn as to reasons why non-observers' perceived LMX scores were higher than those of observers; findings between inactive observers and reporters were in agreement with previous LMX research (Liden & Graen, 1980; Wayne & Green, 1993). Their research showed variance in the frequency with

which employees engage in extra-role behaviors such as whistle-blowing; employees with high perceptions of LMX are more likely to bring wrongdoing to the supervisor's attention. Although not significant, this research effort found a lower LMX mean score for inactive observers than for internal reporters and external reporters. This may be due to inactive observers' poorer relationships with the leader, therefore making them less likely to report the wrongdoing. The inactive observer may not have reported the wrongdoing because he felt the supervisor would not, or could not take action to correct the wrongdoing.

The similar LMX scores for internal reporters and external reporters, however, was not what was expected. Observers who perceived a good relationship with their supervisor were expected to be more likely to alert the supervisor of the wrongdoing. Because the internal reporter alerted the supervisor of the wrongdoing, representing trust in the supervisor, one would expect to see that reflected in a higher LMX score for the internal reporters. The low LMX score for internal reporters may be because the observer had perceived a good relationship with the supervisor, resulting in their alerting the supervisor of the wrongdoing. If the supervisor, however, handled their report unsatisfactorily, it may have led to the internal reporters' lower perceived LMX.

Continuance Commitment. Although not significant, the inactive observers' commitment score was greater than the mean scores for both internal reporters and external reporters. This result could be expected due to the inactive observer feeling trapped in their position with no alternative job opportunities, not willing to report the observed wrongdoing. This finding is consistent with the theory presented by Allen and Smith (1987), who found a negative correlation between continuance commitment and self-reported measures of an individual's motivation and personal performance. The inactive

observers' high continuance commitment score is indicative of their low motivation and performance, which may have resulted in their not reporting the wrongdoing.

When employees were categorized according to employee type, some interesting observations were made. The data revealed that military members' POS score and LMX score were both significantly higher than civilian personnel scores for POS and LMX. The results may be due to military members identifying with the organization (Air Force) more so than civilian personnel do. Another explanation for the higher POS and LMX scores may be that military members view themselves as a subgroup within ASC, having shared similar military experiences, forming tighter bonds with leaders, and having higher affinity for the Air Force.

The two groups surveyed (military & civilian) were instructed to consider the "organization" they are referring to, as the unit or sub-unit in which they most often work (i. e. the two or three letter organization). An explanation of the higher mean scores for military members may be that the military respondents' favorable perceptions of the Air Force (unto which they pledged a personal oath) influenced their perceptions pertaining to their working sub-unit. Therefore, civilian personnel may have considered only their working unit within the ASC as their supporting organization, whereas military members were also influenced by the Air Force as an organization overall. Civilians may spend their entire career in an organization within the ASC, receiving little exposure to the rest of the Air Force; they may be more likely to think of organizational support as coming just from within their working unit. Military members, however, stay in one location for a comparatively shorter time than civilians do; thus, they may consider themselves on temporary assignment to the ASC, but a permanent member of the Air Force, the organization from which they draw their support.

Continuance commitment was the only variable where civilian personnel's score was greater than military members' score. This is possibly attributable to the fact that military members are more mobile than are civilian personnel. Military members would more likely view their assignment to the ASC as one of many short assignments they will receive during a military career, whereas civilian employees may spend their career assigned to the ASC. The fact that civilians spend a greater amount of time in one place would suggest that they become more deeply rooted in their jobs, thereby making their continuance commitment to the organization greater than that of military members.

When only military members were examined, data revealed that for their perception of reporting channels, the only significant difference existed between the score of non-observers and the three groups of observers. For civilian personnel, like military members, data revealed similar results in that the only significant difference in scores was between non-observers and the three groups of observers. For both military and civilian, the data revealed little difference between scores for inactive observers, internal reporters, and external reporters. This tells us that observers of wrongdoing, regardless if they report it or not, have similar perceptions of their reporting channels.

When military perceptions of reporting channels were compared to civilian perception of reporting channels, the Bonferroni post-hoc test revealed for non-observers, inactive observers, and internal reporters there was a significant difference in the means between military members and civilian personnel. Military members' perceptions of the reporting channels available to them (SA & IG) were greater than the civilian personnel's perceptions of the reporting channels available to them (EEO & CPO). One would expect that the mean scores for both military and civilians would be equal. A possible cause for this finding is that actual differences in the reporting channels exist. Perhaps SA and IG

are more fair and more effective than EEO and CPO in the way they handle complaints, therefore explaining the higher perception rating by military members. Military external reporters' mean score was also higher than the mean score for civilians, however, the difference was not significant.

It is interesting to note that the analysis revealed scores for military and civilian non-observers were significantly higher than their counterparts in the inactive observer, internal reporter, and external reporter groups. This may be explained by assuming everybody starts off with a high perception of their reporting channels. This high perception may become lower because of negative personal experiences with the reporting channels or by learning of others' dissatisfaction with the channels. Because the non-observers had not observed any wrongdoing, it may be that they had not heard derogatory information about the reporting channels from other workers as well, resulting in the non-observers' higher perception of the channels.

Limitations

Due to time limitations imposed upon this research effort, factors that may have provided a better understanding of the results were not included in the analysis. One factor is the seriousness of the wrongdoing; the seriousness would consider the severity of the wrongdoing, the resultant financial costs, and personal injuries sustained as a result of the wrongdoing. The type (i.e. sexual harassment, fraud, waste) and frequency of occurrence of the wrongdoing were not considered either. If respondents were classified by the action they took based upon the seriousness of the wrongdoing, using the seriousness of wrongdoing as a control variable, perhaps a better explanation of the results would be obtained.

This study considered all internal whistle-blowers as those who reported the wrongdoing to their organization (two-letter) supervisor or below. No distinction was made between those who reported the wrongdoing to their immediate supervisor, and those who reported wrongdoing above their immediate supervisor but below the organization supervisor. By doing so, differences may be revealed between internal reporter groups with respect to POS and perceived LMX. Another category of respondent could be identified as those who reported wrongdoing to their supervisor, and for whatever reasons reported the wrongdoing above their supervisor as well. In short, internal whistle-blowers could be categorized into several groups based upon the internal actions they took after observing wrongdoing.

Only four external reporting channels for wrongdoing were considered in this study. External reporters could be separated into more specific categories based upon several other external reporting channels, including security police, civilian police, telephone reporting hot-lines, and the media. The fact that many external reporters had used internal methods of reporting before using external channels was not accounted for. The assumption that these individuals, who used internal channels and subsequently used external channels, were dissatisfied with the results of their internal reporting may have an effect on their POS and perception of LMX.

Implications

Based upon the findings in this study, the following are suggestions that supervisors can use for managing their organizations. Managers should establish clear policies of their own that encourage ethical behavior. Employees should not feel pressured to do something unethical in order to accomplish their work. Employees need to be aware

that they can report wrongdoing to their supervisor and not be punished for bringing wrongdoing to the supervisor's attention.

Managers must play an active role in handling complaints of wrongdoing and ensure fair and equal discipline is administered to the wrongdoers. A supervisor's inaction or improper actions in handling complaints of wrongdoing may undermine morale within their organization and lead others to behave unethically if wrongdoers are not punished. Managers should develop formal procedures for reporting wrongdoing, and employees should be trained on how to properly report observed wrongdoing. The foremost goal of managers is to make their organizations effective; the reporting and proper handling of wrongdoing will surely aid them in their effort.

Future Research

This research effort is only a snapshot in time of a few variables, which contribute to an employee's decision to report wrongdoing. Since it has been three years since the survey was administered, a follow-on study could reveal more information involved with the reporting decisions and the variables that contribute to them. With military members being reassigned every few years, the variables affecting reporting decisions may be changing as well.

Future research efforts could look at the effects of other variables on whistleblowing. For example, the seriousness of the wrongdoing, further division of internal and external reporters, respondents who used both internal and external reporting channels, and the respondents' rank and seniority. Future research considering these variables could provide a more detailed explanation of the results found by this study.

Appendix A: Sample Survey Questionnaire



Indiana University - Ohio State University
1997 Organizational Survey of Aeronautical
Systems Center (ASC)



How Do You Deal With Sensitive Issues At Work?

*A survey on the actions, reactions, and results experienced by ASC employees
in dealing with improper activities*

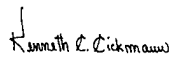
Department of the Air Force
Aeronautical Systems Center (ASC)



Dear Team Member,

Please take a few minutes to complete this anonymous survey about your reactions to any possible wrongdoing in the workplace. I want to ensure that every member of the ASC team enjoys a safe and equitable work environment. Your responses will help us fine-tune ASC processes to ensure any improper activities, that have the potential to harm individuals and waste critical resources, are reported and appropriately dealt with.

Sincerely,


KENNETH E. EICKMANN
Lieutenant General, USAF
Commander



Conducted by Indiana University, The Ohio State University
and the Air Force Institute of Technology for ASC Human Resources



ABOUT THE STUDY

Purpose: Our research team is investigating how sensitive issues are resolved within organizations. Our goal is to more fully understand why individuals perceive issues as they do, and how they perceive ways to resolve them. This survey will help us gauge the ASC work environment and understand employees' views on formal and informal complaint channels.

Confidentiality: We would greatly appreciate your completing the survey. Your perceptions and actual experiences with observing improper activities and reporting them through ASC complaint channels are essential. ALL ANSWERS ARE STRICTLY CONFIDENTIAL and, unless you wish to tell us your identity, all answers are anonymous. No one outside the research team will ever see your questionnaire. No identification of individual responses will occur. Findings will be reported at the group level only. We ask for some demographic and unit information in order to interpret results more accurately, and in order to link responses for an entire unit to the unit's responses to the 1996 culture survey.

Disposition: We will provide a report to Mr. Len Kramer of ASC Human Resources, who can make the results available to you. Results will help ensure all employees enjoy a safe and productive work environment.

Time Required: It will probably take you about 15-20 minutes to complete this questionnaire if you are not aware of any particular problems, and about 25 minutes if you are. To ensure your privacy, please complete the questionnaire, seal it in the envelope which is provided, and return it through the base mail system to: AFIT/LAL Survey Collection Point, Wright-Patterson AFB, OH 45433.

Contact Information: If you have questions or comments about the survey contact Dr. Near or Lt Col Van Scotter at the numbers below, or Dr. Miceli and Maj Rehg via email. Information about the survey also appears on the ASC/HR web page <http://www.wpafb.af.mil/base/asc/hr/other/index.htm>. Thank you very much for your participation.

Sincerely,

Dr. Marcia Miceli
Ohio State University
miceli.1@osu.edu

Dr. Janet Near / Maj Michael Rehg
Indiana University
near@indiana.edu
mrehg@indiana.edu
812-855-3368

Lt Col James Van Scotter, Ph.D.
Air Force Institute of Technology
jvanscot@afit.af.mil
255-0515

PRIVACY NOTICE

In accordance with AFI 37-132, Paragraph 3.2, the following information is provided as required by the Privacy Act of 1974:

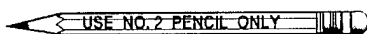
Authority: 10 U.S.C. 8012, Secretary of the Air Force; powers and duties; delegation by; implemented by AFI 36-2601, Air Force Personnel Survey Program.

Purpose: To obtain information regarding the reporting of improper activities that occur in the workplace, and the perception and use of complaint channels established to handle complaints in Aeronautical Systems Center.

Routine Use: A final report will be provided to the Commander, Aeronautical Systems Center. No analysis of individual responses will be conducted and only members of the research team will be permitted access to the raw data. Reports summarizing trends in large groups of people may be published.

Participation: Participation is VOLUNTARY. No adverse action will be taken against any member who does not participate in this survey or who does not complete any part of the survey.

MARKING INSTRUCTION



Make No Stray Marks

Fill Response Position Completely

Erase Completely To Change

Correct

Incorrect

Ex: A ● C

⊗ ⊗ ⊗

PART I. REPORTING CHANNELS

Within the past year, how often have you personally had contact with each of the following offices (i.e., phone call or visit)?

	0 - Never	1 - Once or Twice	2 - Three to Five Times	3 - More than Five Times	4 - I work in that office
Office of the Inspector General (IG)	0	1	2	3	4
Social Actions Office	0	1	2	3	4
Civilian Personnel Office	0	1	2	3	4
EEO Office in ASC	0	1	2	3	4

The following questions concern your perceptions and experiences with reporting perceived wrongdoing through ASC complaint channels. Employees can file complaints about perceived wrongdoing to the four offices listed above within ASC. Examples of perceived wrongdoing include waste of Federal assets, management's covering up poor performance (reflected in financial figures or non-financial measures), creating or tolerating a situation that poses a danger to public health or safety, sexual harassment, discrimination, etc. Examples of reprisal include suspension from one's job, denial of an award, a poor performance appraisal, pressure from co-workers to withdraw a complaint, etc.

For each question, please fill in the circle for the number that indicates the extent to which you agree the statement is true. Use the scale below for your responses.

	1 Strongly disagree	2 Slightly disagree	3 Neither disagree nor agree	4 Slightly agree	5 Strongly agree	DK Don't know
When people report wrongdoing to the IG, it leads to outcomes that they consider to be desirable.	1	2	3	4	5	DK
When people report wrongdoing, the IG will use a fair process (for example, the IG office will be consistent, timely, and respectful).	1	2	3	4	5	DK
When people report wrongdoing to the Social Actions office, it leads to outcomes that they consider to be desirable.	1	2	3	4	5	DK
When people report wrongdoing, the Social Actions office will use a fair process (for example, the Social Actions office will be consistent, timely, and respectful).	1	2	3	4	5	DK
When people report wrongdoing to the Civilian Personnel office, it leads to outcomes that they consider to be desirable.	1	2	3	4	5	DK
When people report wrongdoing, the Civilian Personnel office will use a fair process (for example, the Civilian Personnel office will be consistent, timely, and respectful).	1	2	3	4	5	DK
When people contact the Civilian Personnel office about an issue of wrongdoing, they are properly advised on how to pursue a complaint.	1	2	3	4	5	DK
When people contact the Civilian Personnel office, they are treated in a professional and courteous manner.	1	2	3	4	5	DK
When people report wrongdoing to the EEO office, it leads to outcomes that they consider to be desirable.	1	2	3	4	5	DK
When people report wrongdoing, the EEO office will use a fair process (for example, the EEO office will be consistent, timely, and respectful).	1	2	3	4	5	DK

Within the past year, how often have you personally reported perceived wrongdoing to each of the following offices?

	0 - Never	1 - Once or Twice	2 - Three to Five Times	3 - More than Five Times
Office of the Inspector General (IG)	0	1	2	3
Social Actions Office	0	1	2	3
Civilian Personnel Office	0	1	2	3
EEO Office in ASC	0	1	2	3

From the four choices above, please completely fill in the circle for the ONE office with which you feel most **familiar**.

☐ Office of the Inspector General (IG) ☐ Social Actions Office ☐ Civilian Personnel Office ☐ EEO Office in ASC

Please answer the following questions with respect to the office you selected as being most familiar with.

Did you observe this?

17. Discrimination based on race, sex, religion, national origin, veteran's status, disability, or other illegal basis.
18. Other serious violation of law or regulation.

YES

NO

(If "yes", please give a brief description below of the most serious violation that you know about).

Description: _____

Of the activities you observed in questions 1-18 please select the ONE activity that represents the most serious problem you observed or obtained direct evidence of and fill in its circle below:

- | | | | | |
|----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| <input type="radio"/> Activity 1 | <input type="radio"/> Activity 5 | <input type="radio"/> Activity 9 | <input type="radio"/> Activity 13 | <input type="radio"/> Activity 17 |
| <input type="radio"/> Activity 2 | <input type="radio"/> Activity 6 | <input type="radio"/> Activity 10 | <input type="radio"/> Activity 14 | <input type="radio"/> Activity 18 |
| <input type="radio"/> Activity 3 | <input type="radio"/> Activity 7 | <input type="radio"/> Activity 11 | <input type="radio"/> Activity 15 | |
| <input type="radio"/> Activity 4 | <input type="radio"/> Activity 8 | <input type="radio"/> Activity 12 | <input type="radio"/> Activity 16 | |

NOTE: For the remaining questions in this section, please refer to the activity you identified as MOST SERIOUS.
If you did not observe any such activity, please skip to PART IV on page 9.

In what unit did this problem occur? (Please fill in ONE circle).

- | | |
|--|--|
| <input type="radio"/> My current immediate work group. | <input type="radio"/> Within ASC, but in a different organization. |
| <input type="radio"/> Outside my current immediate work group, but inside my current organization. | <input type="radio"/> Outside ASC |
| | <input type="radio"/> Other (please describe): _____ |

How did you feel when you thought about whether to report this activity? (Please fill in ALL circles that apply).

- | | |
|--|---|
| <input type="radio"/> Morally compelled to do so. | <input type="radio"/> Needed to do so - wrongdoing personally affected me |
| <input type="radio"/> Not morally compelled to do so. | |
| <input type="radio"/> Required by my job to do so. | <input type="radio"/> Did not need to do so - wrongdoing did not personally affect me |
| <input type="radio"/> Not required by my job to do so. | |

If a dollar value can be placed on the activity, what was the amount involved? (Please fill in ONE circle).

- | | |
|--|---|
| <input type="radio"/> Less than \$100 | <input type="radio"/> More than \$100,000 |
| <input type="radio"/> \$100- \$999 | <input type="radio"/> A dollar value cannot be placed on the activity |
| <input type="radio"/> \$1,000- \$100,000 | <input type="radio"/> Don't know/ can't judge |

How frequently did the activity occur? (Please fill in ONE circle).

- | | | | |
|--------------------------------------|------------------------------------|----------------------------------|---|
| <input type="radio"/> Once or rarely | <input type="radio"/> Occasionally | <input type="radio"/> Frequently | <input type="radio"/> Don't know/ can't judge |
|--------------------------------------|------------------------------------|----------------------------------|---|

Did the activity appear to have any of the following consequences? (Please fill in ALL circles that apply).

- | | | | |
|---|--|---------------------------------|--------------------------------------|
| <input type="radio"/> Posed a threat to health or safety. | <input type="radio"/> Put one or more persons' life at risk. | <input type="radio"/> Harmed me | <input type="radio"/> None of these. |
|---|--|---------------------------------|--------------------------------------|

Sometimes termination of the activity may reduce an organization's future performance. To what extent did you think that termination of the wrongdoing would reduce the organization's performance? (Please fill in ONE circle).

- | | | | |
|---|--------------------------------|-----------------------------------|----------------------------------|
| <input type="radio"/> To a great extent | <input type="radio"/> Somewhat | <input type="radio"/> Very little | <input type="radio"/> Not at all |
|---|--------------------------------|-----------------------------------|----------------------------------|

How would you describe the evidence you had of wrongdoing? (Please fill in ALL circles that apply).

- | | |
|---|--|
| <input type="radio"/> I had written evidence. | |
| <input type="radio"/> I had physical evidence. | |
| <input type="radio"/> There were one or more witnesses besides me. | |
| <input type="radio"/> The evidence was very convincing to me. | |
| <input type="radio"/> The majority of other people who had seen the evidence agreed wrongdoing had occurred. | |
| <input type="radio"/> Most people who had nothing to gain or lose by the wrongdoing would have agreed that the evidence was strong. | |
| <input type="radio"/> The evidence was not strong. | |
| <input type="radio"/> I had little evidence. | |

Who or what was harmed by the activity? (Please fill in ALL circles that apply).

- | | | |
|--------------------------------------|--|--|
| <input type="radio"/> You personally | <input type="radio"/> Work group performance | <input type="radio"/> Public in general |
| <input type="radio"/> Co-workers | <input type="radio"/> Organization's performance | <input type="radio"/> Other (specify: _____) |
| <input type="radio"/> Customers | <input type="radio"/> Organization's culture | |

If you DID report this activity and WERE identified, what was the effect on you personally as a result of being identified?
(Please fill in ALL circles that apply.)

- ☐ I did NOT report the activity or I was not identified. → Go to PART IV on page 9
- ☐ My coworkers were unhappy with me for having reported the problem.
- ☐ My supervisor was unhappy with me for having reported the problem.
- ☐ Someone above my supervisor was unhappy with me for having reported the problem.

Did you experience any of the following forms of reprisal or threats of reprisal? (Please fill in ALL circles that apply).

FORMS OF REPRISAL		I was threatened with:	This was done to me:
a.	Co-workers not associating with me	<input type="radio"/>	<input type="radio"/>
b.	Co-workers not socializing with me	<input type="radio"/>	<input type="radio"/>
c.	Pressure from co-workers to stop the "complaint"	<input type="radio"/>	<input type="radio"/>
d.	Tighter scrutiny of daily activities by management	<input type="radio"/>	<input type="radio"/>
e.	Withholding of information needed to successfully perform job	<input type="radio"/>	<input type="radio"/>
f.	Personnel / staff withdrawn	<input type="radio"/>	<input type="radio"/>
g.	Verbal harassment or intimidation	<input type="radio"/>	<input type="radio"/>
h.	Poor performance appraisal	<input type="radio"/>	<input type="radio"/>
i.	Professional reputation was harmed	<input type="radio"/>	<input type="radio"/>
j.	Charged with committing an unrelated offense	<input type="radio"/>	<input type="radio"/>
k.	Denial of award	<input type="radio"/>	<input type="radio"/>
l.	Denial of promotion	<input type="radio"/>	<input type="radio"/>
m.	Denial of opportunity for training	<input type="radio"/>	<input type="radio"/>
n.	Relocation of desk or work area in office	<input type="radio"/>	<input type="radio"/>
o.	Restricted my access to offices or other work areas necessary to perform my job	<input type="radio"/>	<input type="radio"/>
p.	Assignment to less desirable or less important duties	<input type="radio"/>	<input type="radio"/>
q.	Transfer or reassignment to a different job with less desirable duties	<input type="radio"/>	<input type="radio"/>
r.	Reassignment to a different geographical location	<input type="radio"/>	<input type="radio"/>
s.	Security clearance withdrawn	<input type="radio"/>	<input type="radio"/>
t.	Required to take a fitness-for-duty exam	<input type="radio"/>	<input type="radio"/>
u.	Suspension from my job	<input type="radio"/>	<input type="radio"/>
v.	Grade level demotion	<input type="radio"/>	<input type="radio"/>
w.	Fired from my job	<input type="radio"/>	<input type="radio"/>
x.	Other, please specify _____	<input type="radio"/>	<input type="radio"/>

I did NOT experience any reprisal or threat. Fill in this circle - ☐ - then GO TO PART IV on page 9

Please list the order in which the reprisal actions above were done to you up to 7: (i.e., actions only, not threats).

Please fill in one circle for each line, if applicable

- 1st: a b c d e f g h i j k l m n o p q r s t u v w x
- 2nd: a b c d e f g h i j k l m n o p q r s t u v w x
- 3rd: a b c d e f g h i j k l m n o p q r s t u v w x
- 4th: a b c d e f g h i j k l m n o p q r s t u v w x
- 5th: a b c d e f g h i j k l m n o p q r s t u v w x
- 6th: a b c d e f g h i j k l m n o p q r s t u v w x
- 7th: a b c d e f g h i j k l m n o p q r s t u v w x

About how soon after reporting the activity in your agency did you first become aware of any reprisal against you?

(Please fill in ONE circle)

- ☐ Within 24 hours. ☐ 31 days to 6 months. ☐ Don't remember.
- ☐ Within 2 to 30 days. ☐ 7 to 12 months.

In response to the reprisal or threat of reprisal, did you take any of the following actions? (Please fill in ALL circles that apply).

- ☐ Took no action. ☐ Complained to the Inspector General.
- ☐ Complained to a higher level of organization management. ☐ Complained to Civilian Personnel Office.
- ☐ Filed a formal grievance within my organization. ☐ Complained to Social Actions.
- ☐ Filed an EEO (discrimination) complaint.

What happened to you as a result of the action specified in the preceding question? (Please fill in ALL circles that apply).

- ☐ It got me into more trouble.
- ☐ It made no difference.
- ☐ The threat of reprisal was withdrawn.
- ☐ The reprisal action itself was withdrawn.
- ☐ Actions were taken to compensate me for the reprisal action.
- ☐ Not applicable, or none of these things occurred.

How was the way you do your job affected by the reprisal or threat of reprisal? (Please fill in ALL circles that apply).

- ☐ I now ignore instances of wrongful activities that I would not have ignored before.
- ☐ I applied for and accepted a different job in the same organization.
- ☐ I was moved into a different job by my organization.
- ☐ I applied for another job with another organization.
- ☐ I left the unit and eventually moved to my present unit.
- ☐ My supervisor gave me a better performance rating because of my actions.
- ☐ None of these things occurred.

PART IV. ATTITUDES

We would like to determine whether individuals with different characteristics view reporting perceived wrongdoing in different ways. The following questions will help us do that.

In general, how satisfying do you find the ways you're spending your life these days? Would you call it completely satisfying, pretty satisfying, or not very satisfying? (Please fill in ONE circle).

- ☐ Completely satisfying
- ☐ Pretty satisfying
- ☐ Not very satisfying

Taking all things together, how would you say things are these days? Would you say you're very happy, pretty happy, or not too happy these days? (Please fill in ONE circle).

- ☐ Very happy
- ☐ Pretty happy
- ☐ Not too happy

In general, how well would you say that your job measures up to the sort of job you wanted when you took it--by job we mean working in the same type of occupation for your present employer? Would you say it is very much like, somewhat like, or not very much like the job you wanted when you took it? (Please fill in ONE circle).

- ☐ Very much like
- ☐ Somewhat like
- ☐ Not very much like

If you were free to go into any type of job you wanted, what would your choice be? (Please fill in ONE circle).

- ☐ The same job as I have now
- ☐ I would want to retire or not work
- ☐ Some job other than my present job.

All in all, how satisfied would you say you are with your main job--very satisfied, somewhat satisfied, not too satisfied, or not at all satisfied? (Please fill in ONE circle).

- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Not too satisfied
- ☐ Not at all satisfied

If a good friend of yours told you he/she was interested in working in a job like yours for your employer, would you strongly recommend this job, would you have doubts about recommending it, or would you strongly advise him/her against this sort of job? (Please fill in ONE circle).

- ☐ I would strongly recommend it
- ☐ I would have doubts about recommending it
- ☐ I would advise him/her against it

Knowing what you know now, if you had to decide all over again whether to take the job you now have, what would you decide? (Please fill ONE circle).

- ☐ I would decide without hesitation to take the same job
- ☐ I would have some second thoughts
- ☐ I would decide definitely not to take the job

9

11815

DO NOT MARK IN THIS AREA



- In the following statements, the word "organization" refers to the unit or subunit in which you *most often* work, for example, ASC/YP, 88 ABW/LGS, or WL/ML. Please answer each statement with respect to that unit.
- For each question, please fill in the circle for the number that indicates the extent to which you agree the statement is true.
- Use the scale below for your responses.

	1 Strongly disagree	2 Moderately disagree	3 Slightly disagree	4 Neither disagree nor agree	5 Slightly agree	6 Moderately agree	7 Strongly agree
■ The organization strongly considers my goals and values.	1	2	3	4	5	6	7
■ Help is available from the organization when I have a problem.	1	2	3	4	5	6	7
■ The organization takes pride in my accomplishments at work.	1	2	3	4	5	6	7
■ The organization really cares about my well-being.	1	2	3	4	5	6	7
■ The organization is willing to extend itself in order to help me perform my job to the best of my ability.	1	2	3	4	5	6	7
■ Even if I did the best job possible, the organization would fail to notice.	1	2	3	4	5	6	7
■ The organization cares about my general satisfaction at work.	1	2	3	4	5	6	7
■ The organization shows very little concern for me.	1	2	3	4	5	6	7
■ The organization cares about my opinions.	1	2	3	4	5	6	7
■ When awards are given in my work unit, they usually go to the most deserving people.	1	2	3	4	5	6	7
■ One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice--another organization may not match the overall benefits I have here.	1	2	3	4	5	6	7
■ It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5	6	7
■ Too much in my life would be disrupted if I decided I wanted to leave my organization now.	1	2	3	4	5	6	7
■ It wouldn't be too costly for me to leave my organization now.	1	2	3	4	5	6	7
■ I feel that I have too few options to consider leaving this organization.	1	2	3	4	5	6	7
■ Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5	6	7
■ One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.	1	2	3	4	5	6	7
■ I am not afraid of what might happen if I quit my job without having another one lined up.	1	2	3	4	5	6	7
■ My working relationship with my supervisor is effective.	1	2	3	4	5	6	7
■ My supervisor understands my problems and needs.	1	2	3	4	5	6	7
■ I can count on my supervisor to "bail me out," even at his or her own expense, when I really need it.	1	2	3	4	5	6	7
■ My supervisor has enough confidence in me that he/she would defend and justify my decisions if I was not present to do so.	1	2	3	4	5	6	7
■ Regardless of how much power my supervisor has built into his or her position, my supervisor would be personally inclined to use his/her power to help me solve problems in my work.	1	2	3	4	5	6	7
■ My supervisor recognizes my potential.	1	2	3	4	5	6	7
■ I usually know where I stand with my supervisor.	1	2	3	4	5	6	7
■ If I were to report an illegal or improper act, I would get results.	1	2	3	4	5	6	7
■ Reporting an illegal or improper act is a simple matter.	1	2	3	4	5	6	7
■ I know I can get someone to take action if I lodge a complaint.	1	2	3	4	5	6	7
■ When problems occur at work, I know how to get the right people involved to solve them.	1	2	3	4	5	6	7
■ Filing a complaint is not difficult at all.	1	2	3	4	5	6	7
■ I feel overwhelmed by the amount of information provided on integrity, reporting of wrongdoing, and related matters.	1	2	3	4	5	6	7
■ If I see something I don't like, I fix it.	1	2	3	4	5	6	7
■ Wherever I have been, I have been a powerful force for constructive change.	1	2	3	4	5	6	7
■ I enjoy facing and overcoming obstacles to my ideas.	1	2	3	4	5	6	7
■ No matter what the odds, if I believe in something I will make it happen.	1	2	3	4	5	6	7
■ I love being a champion for my ideas, even against others' opposition.	1	2	3	4	5	6	7
■ I excel at identifying opportunities.	1	2	3	4	5	6	7
■ I am always looking for better ways to do things.	1	2	3	4	5	6	7
■ I love to challenge the <i>status quo</i> .	1	2	3	4	5	6	7

For each question, please fill in the circle for the number that indicates the extent to which you agree the statement is true.
Use the scale below for your responses.

	1 Strongly disagree	2 Moderately disagree	3 Slightly disagree	4 Neither disagree nor agree	5 Slightly agree	6 Moderately agree	7 Strongly agree
When I have a problem, I tackle it head-on.	1	2	3	4	5	6	7
I can spot a good opportunity long before others can.	1	2	3	4	5	6	7
Nothing is more exciting than seeing my ideas turn into reality.	1	2	3	4	5	6	7
If I believe in an idea, no obstacle will prevent me from making it happen.	1	2	3	4	5	6	7
I am great at turning problems into opportunities.	1	2	3	4	5	6	7
There have been occasions when I took advantage of someone.	1	2	3	4	5	6	7
I'm always willing to admit it when I make a mistake.	1	2	3	4	5	6	7
I sometimes try to get even rather than forgive and forget.	1	2	3	4	5	6	7
I like to gossip at times.	1	2	3	4	5	6	7
At times I have really insisted on having things my own way.	1	2	3	4	5	6	7
I have never been irked when people expressed ideas very different from my own.	1	2	3	4	5	6	7
I have never deliberately said something that hurt someone's feelings.	1	2	3	4	5	6	7

The following scale consists of a number of words that describe different feelings and emotions. Please read each item and then fill in the circle that BEST reflects the way you usually feel. Please indicate to what extent you have felt this way during the past year.

	1 very slightly or not at all	2 a little	3 moderately	4 quite a bit	5 extremely
interested	1	2	3	4	5
distressed	1	2	3	4	5
excited	1	2	3	4	5
upset	1	2	3	4	5
strong	1	2	3	4	5
guilty	1	2	3	4	5
scared	1	2	3	4	5
hostile	1	2	3	4	5
enthusiastic	1	2	3	4	5
proud	1	2	3	4	5
irritable	1	2	3	4	5
alert	1	2	3	4	5
ashamed	1	2	3	4	5
inspired	1	2	3	4	5
nervous	1	2	3	4	5
determined	1	2	3	4	5
attentive	1	2	3	4	5
jittery	1	2	3	4	5
active	1	2	3	4	5
afraid	1	2	3	4	5

PART V. THE ORGANIZATION AND YOU

Are you:

☐ Male ☐ Female

Are you:

☐ American Indian or Alaskan Native ☐ Hispanic
☐ Asian American or Pacific Islander American ☐ White, not of Hispanic origin
☐ Black, not of Hispanic origin ☐ Other

How many years have you been an ASC employee?

☐ Less than 1 year ☐ 6-10 years ☐ 16-20 years ☐ 26-30 years
☐ 1-5 years ☐ 11-15 years ☐ 21-25 years ☐ 31 years or more

What is your present salary? (Please completely fill in ONE circle).

☐ less than \$20,000 ☐ \$30,000-\$39,999 ☐ \$50,000-\$59,999 ☐ \$70,000-\$79,999 ☐ \$90,000 or more
☐ \$20,000-\$29,999 ☐ \$40,000-\$49,999 ☐ \$60,000-\$69,999 ☐ \$80,000-\$89,999

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DO NOT MARK IN THIS AREA

Do you now write performance appraisals for other employees?

☐ Yes ☐ No

Which of the following best describes the kind of work you do? (Please mark the category which corresponds to your work and not the work of your organization or unit).

☐ Acquisition ☐ Administration ☐ Engineering ☐ Other
☐ Medical or health ☐ Base Support ☐ Research

What is your employment category? (Please fill in ONE circle only).

☐ U. S. Enlisted military ☐ U. S. Civilian ☐ Non-U.S. Military
☐ U. S. Military officer ☐ NAF Civilian Employee ☐ Non-U.S. Civilian

Which of the following training courses have you had in the last year? (Please fill in ALL circles that apply).

☐ Civilian Personnel ☐ EO 2000 Training ☐ Other sensitivity training ☐ None
☐ Management Course

Please find your organization from the list below and fill in the circle next to it.

Air Base Wing:

☐ 88th Civil Engineering Group ☐ 88th Support Group / SV
☐ 88th Communications Group ☐ 88th Support Group/SP
☐ 88th Logistics and Operations Group/LGT ☐ 88th Support Group/MSSQ
☐ 88th Logistics and Operations Group/LGS ☐ Environmental Management (EM)
☐ 88th Logistics and Operations Group/LGM ☐ Finance (FM)
☐ 88th Logistics and Operations Group/OS ☐ ABW Staff, including Chaplain (HC), Judge Advocate (JA) or
☐ 88th Logistics and Operations Group/WE Plans and Programs (XP)
☐ Other ABW

☐ MDG (including MDSS, MDOS, AMS, MDG/STAFF, and DS) ☐ ASC Staff, including AZ, MQ, HP, PA, HR, and ASC Staff other)

ACQUISITION:

☐ EM ☐ PK ☐ YD
☐ EN ☐ RA ☐ YF
☐ EW ☐ SE ☐ YP
☐ FB ☐ SM ☐ YS
☐ FM ☐ SY ☐ YT
☐ GR ☐ VJ ☐ YW
☐ LU ☐ XR ☐ Other
☐ LP ☐ YC Acquisition

WRIGHT LABS:

☐ WL/AA ☐ WL/PK
☐ WL/FI ☐ WL/FM
☐ WL/ML ☐ WL/DO
☐ WL/MN ☐ WL/XP
☐ WL/MT ☐ WL/STAFF
☐ WL/PO ☐ Other WL

OPTIONAL PART VI. CONSENT TO REVIEW

The following question is strictly optional and completely confidential, as are all other questions. If you have filed a formal complaint with the Inspector General, Social Actions, EEO, or Civilian Personnel, and you would be willing to grant us permission to review the files concerning that complaint, please print AND sign your name below, and indicate with whom the complaint was filed:

Printed Name

Signature

Office(s) with whom complaint(s) were filed: _____

This completes the questionnaire. If you have any other comments please write them here. Thank you very much for your participation.

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