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**Ethical decision-making:
The Role of Future Orientation, Self-monitoring
and Social Networks**

Tese de Doutorado

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Orientation, Self-monitoring and Social Networks**

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Abstract

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Despite the growing awareness of ethical problems in corporations, the daily news around the world is replete with cases of fraud and corruption, suggesting that much is still to be understood to curb unethical behavior. This research represents a step forward to our understanding of ethical decision-making through the adoption of multiple and simultaneous factors. Based on an extensive review of the literature, this study proposed an integrated theory of self-monitoring, temporal orientation as individual factors, and social networks influencing unethical options. A web survey and a web experiment were used to uncover sources of unethical intention and behavior. The sample consisted mostly of individuals from management positions in different industries, including a considerable number of women in high-level corporate positions. Data were analyzed using different quantitative analytical tools – structure equation modeling and cluster analysis –to provide supplemental results over theory. This study found evidence that individual factors, especially self-monitoring but also future orientation, increase the risk of unethical decision-making. Moreover, gender plays a role in the network structure, and the high self-monitors in network closure are the ones who increase the likelihood of unethical acts. An inverted pattern of the network structure emerged among respondents who chose the unethical options, compared to the network structure of the ethical respondents. The findings provided evidence about the different dynamics of how individual factors influence the creation of social networks, and how the connection of these two can pose a higher risk of unethical business decision-making.

Keywords

Ethical decision-making; future orientation; self-monitoring; social networks; gender.

Resumo

Bon, Ana Carla; Volkema, Roger. **Ética na tomada de decisões: o papel do auto monitoramento, orientação futura e redes sociais**. Rio de Janeiro, 2014. 212p. Tese de Doutorado – Departamento de Administração, Pontifícia Universidade Católica do Rio de Janeiro.

Apesar da crescente consciência dos problemas éticos nas empresas, diariamente são divulgadas notícias de fraude e corrupção mostrando o quanto ainda é necessário ser feito para coibir o comportamento antiético. Esta pesquisa se propõe a contribuir na compreensão do processo de tomada de decisão ética por meio da adoção de múltiplos e simultâneos fatores (individuais e situacionais). Baseado em uma extensa revisão da literatura, este estudo propõe uma teoria integrada dos conceitos de auto monitoramento e orientação futura como fatores individuais e redes sociais no ambiente de trabalho para analisar sua influência em tomadas de decisões éticas. Um questionário e um experimento, ambos *online*, foram utilizados para descobrir fontes de intenção e comportamento antiético. A amostra foi composta, principalmente, por indivíduos em cargos de gestão de diferentes indústrias, incluindo um número considerável de mulheres em cargos corporativos de alto nível. Os dados foram analisados utilizando-se diferentes ferramentas quantitativas – modelagem de equações estruturais e análise de agrupamento – para fornecerem resultados complementares sobre a teoria. Este estudo encontrou evidências de que não só fatores individuais, especialmente auto monitoramento, mas também a estrutura fechada da rede social do indivíduo aumentam o risco de tomada de decisão antiética. Além disso, o gênero desempenha um papel diferenciado na estrutura de rede dos entrevistados. Um padrão invertido da estrutura da rede surgiu entre os entrevistados que escolheram as opções antiéticas, em comparação com a estrutura da rede dos entrevistados éticos. Os resultados forneceram evidências de que fatores individuais e a consequente criação de redes sociais interagem proporcionando risco mais elevado de decisões antiéticas.

Palavras-chave

Tomada de decisões éticas; auto monitoramento; orientação futura; redes sociais; gênero.

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