The Effectiveness of an Ethics Program Depends on Cognitive Moral Development: Summary of Research Findings

An experiment compared the amount that employees stole from their company as a function of whether or not their office had an ethics program in place and their level of cognitive moral development. It was found that an ethics program had no appreciable effect on employee theft among workers at the preconventional level but that an ethics program successfully reduced employee theft among workers at the conventional level.

Source: Based on data reported by Greenberg, 2002; see Note 79.
The Relationship Between Outcome Favorability and Procedural Justice

Many different studies have reported that the relationship between outcome favorability and procedural justice takes the form summarized here. Specifically, people’s reactions to favorable outcomes are affected little by the fairness of the procedure, whereas people’s reactions to unfavorable outcomes are enhanced by the use of fair procedures.

Source: Based on suggestions by Brockner & Weisenfeld, 2005; see Note 16.