

An Empirical Study of Unethical Leadership and Workplace Bullying in Industry Segments **4**

While schoolyard bullying has received so much attention that 15 states have initiated or passed laws addressing it, workplace bullying has received relatively little attention and no regulation or legislation. Building on research that does address leadership and bullying, this study examined potential correlations between unethical leadership and bullying. Data was gathered from 220 people surveyed in various industry segments plus the academic community. Results supported the hypothesis to some degree. All industry segments had strong correlations between ethical leadership and bullying even though the strength of their perceived ethical values varied relative to each other. Analysis revealed a strong correlation between ethical leadership and reduced bullying within the higher-education, tenured segment.

Michael Onorato

The Path of Measuring Moral Courage in the Workplace **17**

The more employees at all levels have the moral courage to stand up for what is right, the greater the chance that an organization's ethical infrastructure (including codes of conduct) will be effective in actuality. Ideally, moral courage is a measurable attribute, and constructing such a scale—especially for new hires—has attracted scholarly attention. Building on previous work in this area, the authors developed a study comprising three data-collection phases: first phase, first-responders and lay people; next two phases, firefighters. Known for their bravery, firefighters provide the foundation for other types of courage. After the validation and purification process, altruism and risk-taking behavior emerged as key factors for organizations to measure, while the relative importance clearly varies with the type of organization.

Olga Chapa and Donna Stringer

Sustainability Makes Auditors See Green **25**

Judgements concerning corporate governance are key in an audit report. Being socially responsible – “going green” – can suggest good governance, so a company may seek a corporate social responsibility (CSR) report toward this end. Will this result in lower audit fees? A study of 2010 audit fees for 120 such companies (based on Global Reporting Initiative guidelines) versus over 3,000 non-GRI firms in two industries suggests it will not. Although a CSR report may lead an auditor to reduce its assessment of the risk of misstated earnings, other activities can offset this, namely: incurring higher expenses if the auditor must help gather and then verify CSR data; selecting a high-priced audit firm to make an impression on stakeholders or regulators; and triggering an auditor's opinion that the firm “over-invested” in CSR. These potential negatives may be offset if the company obtains independent third-party verification of the CSR report before the audit.

Kent Byus, Donald Deis, and Anita Reed

The Relationship among Job Satisfaction, Motivation, Leadership, Communication, and Psychological Empowerment: An Egyptian Case Study 33

Western companies operating in a fast-moving, competitive global environment have largely absorbed the need for less centralized decision-making and greater employee empowerment, recognizing that high-job satisfaction aids productivity and retention. However, few have investigated the recognition and acceptance of such concepts in Arab countries. Toward this end, data were collected from 455 usable questionnaires from employees of a large Egyptian construction company and were analyzed using several techniques. Results indicated significant positive relationships among the variables listed in this article's title. This should help companies operating in an Egyptian or similar context to effectively manage a skilled workforce.

Eman Mohamed Abd-El-Salam, Ayman Yehia Shawky, Tawfik El-Nahas, and Yehia Sabri Nawar

Using a Fishbone Diagram to Develop Change Management Strategies to Achieve First-Year Student Persistence 51

Due to increasing competition posed by online degree programs, academic institutions are facing greater pressure to maintain student enrollment and increase retention and graduation rates in an effort to remain profitable and competitive. Implementing effective change management strategies may help academic institutions navigate the paradigm shifts in education. This study examines the factors affecting the persistence of first-year students as a key to managing retention and graduation rates. A fishbone diagram is used to identify and analyze the causal factors affecting first-year student persistence. These causal factors are then presented in responsibility and action matrices that assign stakeholders, identify the degree of control the stakeholders have, and list necessary actions.

Mayur S. Desai and Ronald A. Johnson

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