

THE RELATIONSHIP BETWEEN HOURS WORKED AND MORAL JUDGMENT IN
LEADERS

by

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A Dissertation Presented in Partial Fulfillment
of the Requirements for the Degree
Doctor of Business Administration

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2012

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ABSTRACT

This quantitative correlational research study investigated the relationship between the hours worked of a business leader and their level of moral judgment. In addition, the research studied whether this relationship was statistically different between males and females. The population was individuals working in Erie, Pennsylvania who operated in a managerial capacity as defined by the United States Department of Labor. The Moral Judgment Test was administered via an Internet survey to measure the participants' moral level. Findings from Pearson's Product-Moment Correlation suggested an association existed between work hours and moral judgment. However, an independent t-test determined no statistical difference between the genders within this research environment and population. The information gathered from this study is significant to leadership because it added to the existing body of knowledge regarding moral judgment, issues of long work hours, and gender. The findings can be used for support in changing workplace dynamics, increasing productivity, profit maximization, and maintaining company survival.

DEDICATION

I would like to dedicate my dissertation to my parents – all of them. Your continuous support, love, and prayers have not only strengthened me over these few years but are forever imprinted upon my heart. Each of you has motivated me in different ways even when you never thought I was looking. Mom (Paulette), you helped me relax when I became too stressed and reminded me to appreciate the process. Dad (Leon), you helped me stay focused and gave me hope that this part of life was just a piece of what God had in store for me. I love you both more than what my vast vocabulary can describe. Winnie, I thank you for loving me as your daughter. You hold a special place in my heart reserved only for you. Larry, when my brain needed recharging it was your peach-pear cobbler that gave it its necessary boost. I am blessed to have two sets of parents and I dedicate this piece of my life to you.

My final dedication is to the hard-working business men and women of the world. The intent of my dissertation is to add some knowledge that will be beneficial for all business leaders. Hopefully, we will all learn something from it.

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TABLE OF CONTENTS

LIST OF TABLES	x
LIST OF FIGURES	xi
CHAPTER 1: INTRODUCTION	1
Background of the Problem	1
Statement of the Problem.....	3
Purpose of the Study	4
Significance of the Study to Leadership	5
Significance to Business	5
Significance to Leadership.....	6
Nature of the Study	8
Research Question and Hypotheses	10
Theoretical Framework.....	11
Cognitive Dissonance Theory.....	11
Social Exchange Theory	12
Resource Dependency Theory	13
Moral Reasoning Theory	15
Definition of Terms.....	16
Assumptions.....	17
Scope, Limitations, and Delimitations.....	17
Limitations	18
Delimitations.....	19
Summary.....	20

CHAPTER 2: REVIEW OF THE LITERATURE	21
Documentation	21
History of Working Long Hours.....	22
The Importance of Sleep.....	24
Adverse Effects of Working Long Hours	24
Motivations Behind Working Longer Hours	27
The Origin of Morality.....	28
History of Work Ethics	30
Organizational Influences	33
Moral Judgment and Leadership.....	35
Perception of Moral Leadership.....	36
Conclusion	41
Summary	41
CHAPTER 3: METHOD	43
Research Design and Appropriateness.....	44
Population	47
Sampling	48
Informed Consent.....	49
Confidentiality	49
Geographic Location.....	50
Data Collection	50
Instrumentation	51
Validity and Reliability.....	54

Internal Validity	55
External Validity	56
Data Analysis	56
Summary	57
CHAPTER 4: RESULTS	60
Data Gathering	60
Missing Data	61
Descriptive Statistics.....	61
Moral Judgment Variable	61
Work Hours Variable.....	62
Sleep Variable.....	63
Gender Variable	63
Assumptions.....	64
Findings for Research Question One	66
Findings for Research Question Two	67
Summary	67
CHAPTER 5: CONCLUSION AND RECOMMENDATIONS	69
Conclusions.....	70
Findings for Research Question One	71
Findings for Research Question Two	72
Implications.....	73
Significance to Leadership.....	73
Ethical Dimension.....	74

Recommendations.....	75
Limitations	75
Research Study Shortcomings	76
Research Study Strengths	76
Future Research	77
Leaders, Practitioners, and Scholars	78
References.....	80
APPENDIX A: CONSENT FORM.....	90
APPENDIX B: MORAL JUDGMENT TEST	91
APPENDIX C: EMAIL COMMUNICATIONS	97
APPENDIX D: PERMSSION TO USE EXISTING SURVEY	98
APPENDIX E: COMMUNICATION TO SURVEY AUTHOR	99
APPENDIX F: PREMISE PERMISSION FORM	102

LIST OF TABLES

Table 1 <i>Descriptive Statistics of the Variables</i>	64
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LIST OF FIGURES

<i>Figure 1. Sample of Business Leaders According to Moral Judgment Levels</i>	<i>62</i>
<i>Figure 2. Sample of Business Leaders According to Work Hours.....</i>	<i>63</i>
<i>Figure 3. Sample of Business Leaders According to Sleep Hours.....</i>	<i>63</i>
<i>Figure 4. Normal Probability Plot of Work Hours and Moral Judgment.....</i>	<i>65</i>
<i>Figure 5. Scatter Plot of Work Hours and Moral Judgment.....</i>	<i>66</i>

CHAPTER 1: INTRODUCTION

According to Anderson (2011), people no longer integrate a 40 hour workweek with time for leisure activities. It is expected now for an individual to be able to accomplish more work-related activities within a 24-hour time period or in the course of a week. People are working longer hours at their jobs and leaving little time for rest and recovery. This type of lifestyle has become increasingly common in the United States (Cha, 2010). A continuation of this type of behavior can lead to numerous mental, physiological, and family-related challenges. It also leads to organizational problems. These problems may include a leader's inability to effectively make morally responsible business decisions. This research study focused on the relationship between the employment hours of business leaders in the Erie, Pennsylvania and the impact it had on their moral judgment. It also examined whether these results varied between the genders.

Chapter 1 begins with a discussion of the background of the problem of how working long hours in relation to a leader's judgment level was important to research. The specific problem and the purpose of this study are described in detail. Next, the chapter identifies how this study was significant to leadership and the business industry. The nature of the research, the research question and hypotheses, and supportive theories are identified. Terms are defined and any assumptions, limitations, and delimitations are highlighted. Chapter 1 concludes with a summary.

Background of the Problem

The primary activities of many Americans today consist of sleep, work, commuting, socializing, school, and leisure (Basner et al., 2007). Leisure was not considered a top priority when it came to time usage (Carlsson, Johansson-Stenman & Martinsson, 2007). Anderson

(2011) agreed that the pursuit of leisure can be difficult to sustain in the face of worldly demands.

Almost one in every five working professionals in America worked on their jobs for approximately 50 hours or even more (Golden & Figart, 2000). This number did not include the additional hours assigned to other activities, such as time spent to further education, business-related community activities, or work-based social events. According to the United States Department of Labor (2009), men worked even longer on the job than women. This lifestyle affected how a person reasoned, performed on the job, and how they articulated simple statements (Virtanen et al., 2009). Additional research identified the consequences of such long working hours to include not only health factors or diminished work performance but also detrimental effects on public safety and family life if that work was done continuously without a proper amount of rest (Dembe, 2009).

Filling the majority of the day with work-related activities continually could limit the proper amount of sleep necessary for individual and societal well being. Even though people could reduce the amount they received, they cannot continue that behavior for a lengthy amount of time without becoming affected by it. Insufficient sleep is defined as having less than 6.5 hours of sleep a day if sustained continuously (Wilson, 2008). Chronic disorders, diabetes, cardiovascular diseases, a weakened immune system (Yang et al., 2006), and less than satisfactory health (Steptoe, Peacey, & Wardle, 2006) were associated with low sleep duration. Studies have also shown a correlation between insufficient sleep and deficiencies in performance and productivity (Bonnet, 2011), workplace accidents (CCOHS, 2007), and fatal vehicular accidents (United Department of Transportation, 2010). Prolonged sleep deprivation could damage a person's judgment and create negligence.

Trevino and Nelson (2007) stated that moral judgment was a vital element in the area of business research. While the laws of a country are ultimately responsible for governing the actions of an organization, it is suggested by Becker (2009) that there was a better tool for protecting the interests of the organization itself, the employees, the shareholders, and the consumers. He suggested that the best tool for governing was morally-conscious leaders. Business leaders are responsible for defining the culture of a company, its operational principles, and its code of conduct. Leaders are trusted on multiple levels to act as agents on behalf of many. Whatever they do is built upon doctrines, principles, philosophies, etc. of right, good, and just, and not personal gain. There must be an indispensable aspect of morality that cannot be forgotten or ignored in the day-to-day operations of a company. People must believe in who is handling their money, their livelihoods, and their lives (Becker). This is why it is essential for a business leader to be able to morally reason when making strategic decisions for all stakeholders involved; this ability is hindered when leaders work constantly with little time to rejuvenate their thinking.

Statement of the Problem

Most people in the United States are expected to work more than 40 hours on their jobs (Chatziheochari & Arber, 2009). Maintaining this type of schedule continuously can leave little time for the body to restore itself. A person has only 24 hours in a day in which to accomplish all the daily tasks. The general problem is that the time for rest and rejuvenation is decreasing as the workday workload increases.

Specifically, this increase in workloads and decline in rest negatively impact short-term memory, articulation, and comprehension of laborers (Virtanen et al., 2009). The loss of sleep over a continual amount of time not only wears down the physical body, but it can also affect

how an individual thinks morally and makes effective decisions. The importance of this study was to examine the negative impact increased workloads and decreased rest had on the moral aspect of business leaders who are responsible for reacting with quick, well thought out responses in certain ethical situations.

A quantitative, correlational research methodology was used to determine if a relationship existed between the specific problem of declining moral judgment and increasing work hours. An additional independent t-test analysis of the same data was used to explore whether this relationship differed for men and women. An electronic survey was used to collect data and a statistical software program to analyze the findings. The general population for this study was business leaders working in Erie, Pennsylvania.

Purpose of the Study

The purpose of this quantitative correlational study was to determine the relationship between the average number of hours spent on work-related activities and moral judgment. Correlational methodology was appropriate because the judgment levels of the participants who worked a variety of hours were compared to determine if there was a correlation between the two variables. The specific population was leaders from various types of work, culture, ethnicity, gender, education, and income levels working in the city of Erie, Pennsylvania. The sample size was determined through formal power analysis. The data collection instrument was an electronic survey administered via the Internet to gather information on the participants' total weekly work hours and their level of moral judgment. This vehicle was appropriate because it collected concise, measurable, and objective data for research analysis (Creswell, 2009). Information from participants was gathered quickly, anonymously, and cost-effectively, and reached a large population group in a short amount of time.

Significance of the Study to Leadership

Stakeholders expect and demand business leaders to be able to make sound moral decisions. This expectation is warranted because the effects of such decisions may affect these stakeholders directly, indirectly, immediately, or in the future. This is why it was important to consider the number of hours a business leader committed to work and related activities. That commitment may have affected how they morally judge. It was also beneficial to know if this relationship had a greater effect on men versus women, so that proper support or alternative management practices could be implemented to avert immoral decision making.

Significance to Business

According to Hardwig (2010), the primary purpose of a business is to maximize the profits of the shareholders. This is the main responsibility of a leader. If a leader could not succeed in this area then that leader should be replaced with another who could. Anything potentially threatening a company's profitability should change, be eliminated, or avoided.

One threat to profitability is the absorption of unexpected costs that arise from worker's compensation claims. When a leader lives a life consumed by work activities, there is less time for sleep. A lack of sleep can cause poor moral judgment such as those relating to safety. When safety is jeopardized accidents may occur. Traumatic injury and workers' compensation claims increase in the absence of sufficient rest, partly because a person is too tired to think or reason clearly. Even though these data mainly focuses on blue collar workers, a comparable argument can be made for fatigued managers.

Another threat that can reduce shareholder profit is the loss associated with a decrease in employee efficiency and productivity. A person who worked long hours and received an insufficient amount of rest was less likely to perform at a peak level (Bonnett, 2011). A sleep-

deprived business leader's ability to reason and thereby judge ethically becomes compromised. Compromises in decision making may lead to errors that later have to be corrected, costing additional money and resources.

Minimal rest from work and continual short sleep duration also result in an adverse effect on a leader's health. These consequences included physical and mental health challenges (burnout, stress, or substance abuse) and job and family strain (Yang et al., 2006; Steptoe et al., 2006). Worker fatigue costs increase productivity losses, which affect the main objective of profit maximization.

The relationship if any between the numbers of hours a business leader spent on work-related activities and how that time affected their level of moral judgment was explored. This knowledge allows organizations to reexamine and reconsider their workplace requirements of long work hours and establish principles, values, or policies that will provide a less demanding, more productive work environment. The potential consequences of ignoring such information could indirectly support the continuation of poor moral decisions from leaders. Poor decision making can cost an organization in fines, lawsuits, and lost revenue. It could lead to scandals, illegal activities, a damaged corporate image, and the loss of business relationships domestically or abroad.

Significance to Leadership

The study is significant to leadership. It is important for business leaders to understand how working a demanding schedule that restricts proper rest may have negative effects on the body and may possibly hinder their ability to judge morally. One of the responsibilities of leaders is to avoid distractions that may interfere with their duty to make moral and just decisions. If the mind is preoccupied with potential health challenges, this could result in a

distraction. A life filled with continuous work limits the amount of rest received, and this could lead to chronic infection or disease, challenges in a woman's reproductive system, digestive and respiratory issues, nervous disorders, musculoskeletal injuries, or depression and psychological conditions (Trinkof et al., 2006). Business leaders cannot perform leadership functions effectively if they are not healthy or if they are distracted by such issues (Burke, 2009).

This study also holds a special significance for transformational organizations. Bolman and Deal (2008) stated that a company that cares for its employees (or has a soul) is more likely to do things right and experience long-term success. In essence, a company cannot just emphasize the maximization of profits. It must also focus on guiding and inspiring the employees. Driving workers to commit themselves to longer hours on the job in hopes of increasing productivity is counter-productive, since it benefits neither the employee nor the company, when the worker is not reasoning at the maximum moral level. Some have even viewed this type of driving encouragement as unethical (Dembe, 2009). Business leaders are expected to serve the best interest of all stakeholders (Bolman & Deal, 2008). This means accepting the responsibility to make adjustments to work schedules if necessary for the betterment of their own health.

The final reason for the significance in leadership is the importance of morality in leadership. The absence of morality in leadership produces disastrous outcomes because it is such a critical factor. A person operating as a leader has a large span of control and circle of influence. Any immoral decision or action, or simply the lack of a moral decision or action, can therefore potentially affect a large range of stakeholders. Weber and McGivern (2010) defines moral reasoning as the ability to come to a preferred behavior by weighing and filtering information based upon ethically cognitive decision processes. Effective decision making needs

moral judgment but this may be challenged when an individual is continually committed to working long hours.

A business leader has to be more than technically competent in order to be viewed as effective; leaders must possess moral capacities. Typically, people use a set of values and standards that guide them when making ethically-challenged decisions. According to Chatzidakis and Mitussis (2007), ethicality in business was influenced by gender. Women are characterized as using social sensitivity and men using aggression. Despite gender, organizations value ethical decision making (Bateman & Valentine, 2010).

Nature of the Study

Based upon the intent of this research study, a quantitative correlational approach was used to gather information. According to Creswell (2009), this method was appropriate for studies seeking to solve a problem by explaining a trend or relationship between variables with concise, specific, objective, and measurable methods in a numerical fashion. The purpose of this study was to provide evidence that may add knowledge to the information on moral judgment and issues relating to long working hours. It is because of the possible relationship between working long hours and the decline in a leader's level of moral judgment that this design was suitable.

A correlational design has two primary types: explanatory and predictive. The explanatory design was chosen because this study was intended to explain the association of two variables. The data were cross-sectional, in that it was collected from one time period. Interpretations of the results were based on formal statistical tests.

The population for this research was business leaders in Erie, Pennsylvania who, according to the Bureau of Labor and Statistics, worked in a managerial capacity. Convenience

sampling was used and the Erie Regional Commerce & Growth Partnership was selected as its population. This type of sampling was satisfactory because the location of the participants should not be a relevant factor in determining the correlational link between hours worked and moral judgment. It was also the most cost effective determinant. The G*Power 3.1.2 (Faul, Erdfelder, Buchner & Lang, 2009) power analysis tool was used to determine the sample size of 64 business leaders based upon the input parameters of a Type I alpha error rate of .05, a power of .80, and an effect size of .3 for a one-tailed test.

The number of hours spent weekly on the job, at work-related social events, commuting to and from work, and working from home varied. The survey instrument, SurveyMonkey™ (2011), was a simple, easy to administer tool used to gather measurable information for analysis. When used electronically the survey reached a larger participatory group, made it convenient for the user to take, and convenient for data collection via the Internet.

Lind's (1978) Moral Judgment Test (MJT) was used to measure the business leader's level of moral judgment and administered as a survey. The MJT analyzed the responses to two moral dilemmas. The data were compared based upon the total number of hours each leader worked to determine whether there was a relationship. This comparison was also used to determine any differences between the male and female leaders. Additionally, an independent t-test was used to compare the differences of moral judgment and work hours (if any) between these two independent genders. The results were statistically analyzed with a software program, considering both the research questions and the hypotheses.

Research Questions and Hypotheses

According to Shank (2006), it was important to have research questions that were potentially testable, of sufficient scope for resolution with the provided resources, and clearly

defined. Creswell (2009) stated such questions helped narrow the purpose of the study to possibly show the relationships between the variables. The research questions and hypotheses of this study accomplished those guidelines.

Virtanen et al. (2009) studied the affect of work hours on various cognitive functions among middle-aged, British blue collar workers. The focus of this research was the association between work hours and the moral dimension of cognition among white collar workers in the United States. Cha (2010) stated that an increase in work hours and work-related activities had become the standard. Cognition is important for a business leader because a factor such as moral judgment is the basis of sound, effective decision making. These decisions can affect a wide range of stakeholders. The following research question and hypotheses led to a study of the relationship between moral judgment and its relationship to long work hours:

- R1. What is the relationship between the number of working hours and the moral judgment of business leaders?
- H₀1. As working hours increase the level of moral judgment stays the same or increases.
- H₁1. As working hours increase the level of moral judgment decreases.

Gilligan's (1982) moral orientation theory states that women use different cognitive styles than men when handling moral situations. They use emotions such as compassion and caring, making them more responsive to the concerns of others, versus the more assertive, no-nonsense approach given by their male counterparts. Studies by Atakan, Burnaz, and Topcu (2008) also showed that females have more ethical orientation than men. Even at a young age women have shown a higher respect toward moral values than their male peers. Since assertiveness is considered a necessity for success in a competitive market and a hierarchically

structured organization, a man's behavior is more likely to collide with moral imperatives. Men prefer inequality in power and status whereas women are more sensitive to the needs of others (Nunner-Winkler, Meyer-Nikele, & Wohlrab, 2007). Research studies by Lund (2008) and Valentine and Rittenburg (2007) have reported a substantial difference in the moral judgment between men and women. This led to the following research question and hypotheses:

- R2. What is the difference in the level of moral judgment between male and female business leaders with respect to working long hours?
- H₀2. There is no difference in the level of moral judgment between men and women.
- H₁2. There is a difference in the level of moral judgment between men and women.

Theoretical Framework

This current study was supported by a number of theories that undergird the understanding and logic of its framework. Such frameworks are defined as being a collection of various assumptions, theories, and explanations that shared in a major concept. The theories used to explain this research were cognitive dissonance theory, social exchange theory, resource dependency theory, and moral reasoning theory.

Cognitive Dissonance Theory

Cognitive dissonance theory deals with the relationships among cognitions according to Festinger (1957). Based upon this theory, individuals need to feel a sense of consistency in their beliefs, attitudes, behaviors, and opinions. Whenever there is a dissonance (inconsistency) among any of these elements, something must change. If there is a discrepancy between a person's opinion and a particular required behavior, the opinion may change in order to adjust to the behavior. There are a few ways to lessen the strength of a dissonance. One way is to reduce

the importance of the belief, attitude, or opinion that is inconsistent. Another way is to completely change it so that there is no inconsistency.

Based upon Festinger's (1957) discussions, dissonance occurred mainly when an individual had to choose between two beliefs or behaviors that were incompatible but equally important. Contradictory to other behavioral theories that believe an individual would change their actions to adapt to a belief that presented the most reward or incentive, the cognitive dissonance theory stated that the individual would adapt toward the less rewarding behavior or action.

Consider a business leader with two equally important beliefs: working long hours and rest. Some leaders would prefer to have more time to relax if they felt their work schedule permitted it. The demands of a leader do not always make this possible and may present a dissonance. Based upon the cognitive dissonance theory, the leader would most likely choose to continue to put in longer working hours instead of resting and allowing themselves time to recuperate and rejuvenate. The attitude or belief toward leisure changes and adapts to the need to satisfy work. This lack of rest for the sake of the company may become detrimental, though, because the leader may be unable to think clearly or make morally-sound decisions.

Social Exchange Theory

The concept of the social exchange theory was developed to explain human behavior during economic situations (Hormans, 1958). Similar to the economic exchange theory, the social exchange theory focuses on the interaction of actors (people or firms). The main difference, however, is the latter theory studies the views between one person and another, resulting in some form of reward, instead of dealing with the market, as the economic exchange theory does.

Social exchange, according to Hormans (1958), is a willful relationship where material and non-material goods are exchanged. Non-material goods can be in the form of approval, appreciation, or prestige. The more a person gives, regardless of whether it is material or non-material, the more the receiver expects in return. The more a person receives, the more obligated they feel to give. One actor's giving may be considered a cost factor, while the receiver may consider it as a reward. The reaction of the receiver will determine if the exchange is viewed as having been rewarding, which may strengthen the possibility of future exchanges.

The current study considered business leaders who have committed long work hours to their employers. This commitment may be considered a cost to the leader but the results may be satisfying to the organization. The company, for instance, may need the employee to represent the organization at a charitable function or at a business dinner. This may be rewarding for the firm but will cost the leader in terms of rest. Another example is a last-minute business proposal that needs to be finished for a morning meeting. The business leader may have to work at home and sacrifice sleep in order to accomplish the necessary task. This is rewarding for the company, and may be for the leader too, if the leader receives some form of appreciation for the last minute effort. Whatever the exchange between the employer and employee, the social exchange theory was a supportive concept.

Resource Dependency Theory

An organization's environment consists of surrounding factors that can potentially affect the way a company operates and its accessibility to scarce resources. One of the factors includes stakeholders; an employee is an example of a stakeholder. The resource dependency theory (RDT) is defined as how a person or company who lacks in a particular essential resource will attempt to establish a relationship with another who possesses it (Jones, 2007). One party

becomes dependent upon another for resources that are extremely important to the survival of that organization.

Jones (2007) stated that an organization's success in RDT was their ability to maximize their power. An organization becomes more powerful when it can minimize its dependency upon another while increasing another's dependency on it. The greater the dependency of one actor upon another, the weaker that actor becomes because the more powerful actor is now in a position to control, take advantage of, or threaten the dependent actor by limiting or eliminating the essential resource.

According to Burke (2009), the cost associated with hiring new employees was greater than the cost of paying a current employee overtime compensation. An organization is dependent upon resources such as the talent, skill, and intelligence provided by its business leaders. This dependency is threatened if the leaders decide to leave the organization. If, however, the business leader is dependent upon the organization for salary, benefits, or job security, then there is less likelihood that the leader will leave.

Paid workers are dependent upon their employers. One way a company maximizes its power over business leaders may be to let them know that they are replaceable, especially during hard economic times. The fear of replacement keeps employees working beyond the 40 hour workweek if the company requests it. Some business leaders need their salaries to maintain or advance their standard of living. The thought of having to start over at a new job, losing benefits, losing seniority, or getting a reduction in pay is less desirable than yielding to the demand for more work hours and the sacrifice of personal leisure time. An organization may also keep a leader financially dependent through exorbitant pay raises and bonuses. The firm

may offer this benefit in fear of losing a valuable employee but the employee commits to the necessary act, which may include working long hours, to receive the promised financial security.

Moral Reasoning Theory

One way to determine a person's moral development is through using Kohlberg's theory of moral reasoning. This theory focused on factors and characteristics that described actions considered to be morally just. Kohlberg (1964) described six possible stages of a person's moral maturity level. Each stage is more advanced and sophisticated than the previous one. The stages are combined into three distinct levels: pre-conventional, conventional, and post-conventional.

Kohlberg (1964) believed that an individual's moral development emerged as an individual matures. In the pre-conventional level (stages one and two), a person's decision-making framework is based upon self-interest. The idea of right and wrong is thought of in terms of consequences to actions – rewards, punishments, or exchange of favors. A person morally developed at the basic level would make a decision if there were something to gain personally.

At the conventional level (stages three and four) there is a need to maintain the expectations of a social group such as family, work, or society. During these stages, a person considers what is right or wrong based upon what is beneficial to the group or by what is determined by law. The pre-conventional desire to please oneself is overshadowed by the need to satisfy others. The need for approval is critical at this level.

The final two stages are grouped into what is referred to as the post-conventional level. When people reach this level, the basis for their moral reasoning goes beyond self-interest or group-interest. Moral reasoning is based upon what is right or wrong for everyone who may be

affected. The decisions made at this level seek universal values and principles apart from what any group or authoritative power (including self) may think.

There are various reasons why a business leader may feel the need to work long hours. It could be for a sense of appreciation or to reach a level of prestige as discussed in the social exchange theory. The need may be financial, in which case the employer is the resource that the leader is dependent upon as with the resource dependency theory. The desire to work less may be there but because it conflicts with the other reasons to work more hours, this dissonance may cause the attraction of leisure time to fade as stated in the cognitive dissonance theory. Despite the reason, working long hours may have an effect on the level of moral judgment used when making decisions as reflected in Kohlberg's moral reasoning theory.

Definition of Terms

The intended meaning and proper context of words used in the study were defined as they were introduced. Below is a list of terms with a brief definition of their conceptual and operational meanings.

Leader. Any person who influences individuals to become more effective by helping them establish and reach desired goals within an organization (Yukl, 2006). Employed in a managerial occupation (U.S. Department of Labor, 2009).

Moral Reasoning. The ability to think, justify, filter, weigh, and support conclusions through an ethical analysis of right or wrong that leads to a preferred behavior (Weber & McGivern, 2010).

Moral Judgment. The ability to make moral decisions and act in accordance with those judgments (Lerkiatbundit, Utipan, Laohawiriyanon, & Teo, 2006).

Sleep deprivation. Less than 6.5 hours of sleep per night if sustained on a continual basis

(Wilson, 2008).

Working hours. Time that included face time at the workplace, time spent commuting, work brought home, caregiving, volunteering, civic involvement, and lifelong learning (Golden & Figart, 2000).

Assumptions

It was assumed that the sample was a representation of the larger population because the characteristics of the leaders within the Erie Regional Chamber & Growth Partnership were those defined by the U.S. Department of Labor. Even though convenience was used to select the ERCGP members, a simple random sampling technique was applied for greater probability. There was an assumption that the participants had a clear understanding of all statements presented on the survey because contact information was provided if respondents had questions. The explanation of confidentiality and anonymity on the consent form justified the assumption that participants were honest in their responses. In addition, the survey was volunteer-based allowing a person to withdraw at any time. The survey was created using a reputable online tool, so it was believed that it would function as designed. Finally, it was believed that the intended recipient was the only individual completing the survey because invitations were sent to direct email address as listed in the ERCGP database.

Scope, Limitations, and Delimitations

The study included a methodology and design that explored whether the number of hours a business leader worked influenced their level of moral judgment. There were 66 business leaders in Erie, Pennsylvania sampled. The sample size was determined using a formal statistical tool commonly used in behavioral research called a power analysis. A power analysis computes the sample sizes for given effect sizes, alpha levels, and power values of t-tests such as

independent samples and correlation (Faul, Erdfelder, Buchner & Lang, 2009). This study used a .3 effect size, an alpha level of .05, and a power value of .80, which resulted in a sample size of 64 for a one-tailed, correlational test.

Limitations

According to Creswell (2009), the purpose of a quantitative correlational study was to investigate how the variation of one variable related to or corresponded with the variation of one or more variables. By determining if such an association existed, the research added knowledge to previous and forthcoming studies regarding the number of hours a person worked and their level of judgment in moral situations. The population was chosen by convenience sampling. This non-probability technique may have led to an over representation of one type of business leader and the exclusion of another because it was not random in the selection process. Another limitation was that this study only used a sample from one geographical location instead of researching participants from multiple cities and states. In addition, the study was administered in the United States; if conducted in another country there could be social or cultural differences in responses.

Participants were also limited in their responses on the survey because they had to choose from a list of choices instead of providing their own answer. When using a Likert-type survey the respondents could have avoided choosing extreme response categories such as *None* or *Great*. This is known as central tendency bias. Another limitation to this style was acquiescence bias or social desirability bias. In these cases, the participant could have been very agreeable or tried to portray themselves in a more favorable view. Additionally, the participants reported their own work hours. This unsubstantiated data could have affected the findings if under/overestimated.

The electronic instrumentation used may have also unintentionally excluded those who were not computer savvy from responding. This type of tool also gave the participant freedom to complete the survey at their leisure, which could have reduced the number of responses. The last limiting factor was that the research was a cross-sectional method. It only measured the level of moral judgment and work hours at one time period instead of over a span of time, as in a longitudinal study.

Delimitations

The current study included adults that performed in a leadership capacity according to the Bureau of Labor Statistics. The management level, skill, or industry type was not considered. It did not include homemakers, blue collar workers, and some range of self-employed entrepreneurs. The research had no intention of generalizing to these groups. Another delimitation that existed was that there was only one group of individuals involved in the research. There was no randomization or control group, which is typically necessary when determining causation. An experimental method compares two groups by manipulating the data, unlike a correlational study that does not yield itself to determining causality. The relationship between working long hours and a leader's level of moral judgment, rather than on how working long hours affected any other area of cognition such as short-term memory, concentration, or comprehension was the focus of this study. It did not analyze the intensity of the impact nor attempt to determine a causal relationship between the variables. The research did not study the complexity of work of the participants. It did consider the amount of sleep the leader received on an average daily basis but did not measure additional situational factors such as substance abuse, stress, or prior experience that may have affected moral judgment.

Summary

A business leader's choice to work longer hours on the job or at work-related events has become a trend (Cha, 2010). This increase in work hours decreased the amount of time available for leisure activities (Anderson, 2011). A continual lack of rest and rejuvenation not only can jeopardize a person's physical health, but it can also compromise their cognitive abilities (Virtanen et al., 2009). This correlation between working long hours and a leader's level of moral judgment adds knowledge that supports awareness on a personal level and in the world of business.

This chapter described the background to the research topic and the general and specific problem that it created in society. The purpose of the study was discussed and its significance to leadership and the business environment. Next, the appropriate methodology and design were described, the research questions and hypotheses identified, and the supporting theoretical framework was discussed. The definition of terms, assumptions, scope, limitations, and delimitations were highlighted. Chapter 2 includes a thorough study of the literature used to support and guide the purpose of this research.

CHAPTER 2: REVIEW OF THE LITERATURE

In 2000, the International Labor Organization (ILO) conducted a study that concluded the United States was the leader in average annual hours of work for employees when compared to other developed countries. Almost one in every five working adults (professional and blue collar workers) is reported to work at least 50 or more hours per week (Golden & Figart, 2000).

Workweeks in the U.S. are longer than in other countries like Germany and France. Americans average six more working hours/person/week and six more weeks per year than other countries.

According to Yukl (2006), leaders are constantly faced with relentless and conflicting demands on their time at work. An adequate amount of rest is sometimes neglected in an attempt to satisfy all the demanding factors in a business leader's life. Ignoring or not adhering to the proper amount of rest needed on a regular basis has adverse effects on a person's ability to function cognitively. There is a need for further research on these relationships.

Chapter 1 introduced the topic of study, the background, the problem, the purpose, its significance to business and leadership, the limitations and delimitations, the definition of terms, assumptions, and the theoretical framework. Chapter 2 presents various literatures to support the current research. Its scope and search criteria revolved around topics directly related to moral judgment, moral reasoning, morality, sleep, occupational work, business leaders, and ethics to gain further insight into the variables studied. Chapter 2 summarizes the literature covering a historical overview of working long hours, the importance of sleep, the motivation behind why a business leader works long hours, the adverse affects of working long hours, the origin of morality, and the importance of moral judgment for leaders.

Title Searches, Articles, Research Documents, and Journals

Scholarly books, refereed journal articles, and research documents available through a large international university's library collections were used to support this study. A keyword search of moral judgment, moral reasoning, morality, sleep, occupational work, business leaders, and ethics were conducted. Other online databases such as the United States Bureau of Labor Statistics and the Erie Regional Commerce & Growth Partnership were used to gather basic information for the current research study. Reference listings from appropriate titles discovered within the literature review process were also accessed.

History of Working Long Hours

Alvarez-Cuadrado (2007) attributed the major change in the number of hours a person worked at their job to the beginning of the Industrial Revolution Era. During this period in the United States, agriculture, manufacturing, mining, transportation, and technology were transformed. The Industrial Revolution brought huge growth to the population and average family income. The development of machinery increased manufacturing and trade. Supply and demand was on the rise. This economic boost created more jobs, and the more workers produced the more profit companies could make. The average weekly labor hours rose to 70 or more in the United States.

The establishment of labor laws, the labor movement, and labor unions gave employees the tools necessary to demand fewer hours in the workweek (Ueberfeldt, 2006). The goal was to increase leisure time (Golden & Figart, 2000). It began with Great Britain and other countries that initiated an eight and ten hour day political movement to address the health and welfare concerns of workers. In 1847, the United States enacted its first law that regulated work hours in New Hampshire to ten hour maximum workdays. If employers needed the employees to work longer, the employee had to sign a contract of consent. Since that time, the Progressive Era

brought about a new phase in which several states adjusted the work schedules, especially for women. Changes to the work demographics currently showed more women in the workplace.

The main contributing factor to the regulation of hours for men and women began with the Fair Labor Standard Act (FLSA) of 1938. The FLSA was a governmental mandate establishing the standard workweek at 40 hours. Any hours worked over that amount was considered overtime for which companies would have to pay a premium amount in addition to normal compensation. This act also stated that breaks and lunch periods for workers were not guaranteed but at the discretion of the employer (United States Department of Labor, 2010).

After the Fair Labor Standard Act was passed, there was a decline in how long individuals worked on their jobs. The number of annual hours worked continued to drop up through the 1970s due to the growing amount of paid holiday and vacation time (Golden & Figart, 2000). This downward slope did not remain as workers became more dependent on the financial benefit of working overtime either for time and a half pay or for compensatory time off. Studies have contradicted such conclusions stating that the number of hours a person worked (paid and unpaid) between 1965 and 1995 had fallen while leisure time had risen. Other reports by sociologists Jacobs and Gerson discussed the opposite and showed a rise in hours worked, especially for professionals and managers in the United States (Golden & Figart, 2000).

Golden and Figart (2000) attributed the social organization of time in the twentieth century to three social forces. The first force was the labor-led movement in the European Union whose latest achievement was a reduction in the standard workweek to 35 hours in France. Since then, Italy, Denmark, Spain, Sweden, and Finland also followed. This reduction was possible through employees' work sharing opportunities. The second set of contributing forces

was from technological advancements, the need for 24 hour service, and globalization. These forces pushed companies to create a less traditional work-hour practice. The final force was from the proposal of employees for more flexible scheduling to allow them to meet their additional responsibilities outside of work.

The Importance of Sleep

Healthy sleep is defined as having an adequate amount of sleep that produces a feeling of well being and a sense of daytime alertness according to the Mayo Clinic (Humphries, 2009). The ideal period for sleep varies by person, but the recommended amount per night was 7 – 8 hours (Wilson, 2008). This meant that on average leaders should spend about one-third of their time asleep per day.

Sleep has restorative qualities and, if disordered, can negatively affect the quality of life. Several theories have attributed ample sleep to the growth cycle in the body, homeostasis of body systems, and the maintenance of cognitive functions (Humphries, 2009). Reasoning is a type of cognitive function.

Gorman (2009) stated that sleep also helps increase the number of T cells in the blood to fight against cold and infections, reset the appetite controls in the body, stabilize the brain, make a person feel more alert, and help process information faster. A normal sleep pattern is made up of about five sleep cycles that consist of 90 to 110 minute intervals. Each interval or cycle is designed to perform a specific task within the body. When a business leader has less time to sleep because s/he continuously goes to bed late and awakes early, not only does s/he experience less than satisfactory sleep, but the body's functioning is affected as well.

Adverse Effects of Working Long Hours

Work demands could cause a business leader to decrease the amount of sleep received each night to less than the 7 - 8 hours necessary to maintain alertness, health, and reasoning abilities. Banks and Dinges (2007) discussed how there was a decline in how a person thought and how tasks were performed when sleep was less than six hours. They proposed that critical cognitive functions became impaired. There was an increase in non-responsiveness or false responses during situations that required a decision. Sleep deprivation not only is defined as a complete lack of sleep during a certain timeframe but also anything shorter than the optimal amount (Orzel-Gryglewska, 2010). This condition potentially affected a considerable number of people.

Additional consequences of working long hours included physical and mental health challenges (burnout, stress, and substance abuse), job and family dissatisfaction, risk of divorce, and employee turnover (Yang et al., 2006; Steptoe et al., 2006). In Japan, being overworked had resulted in karoshi and karo-jisatu. Karoshi, or sudden death from exhaustion, was a fatal syndrome resulting from working long hours. Karoshi is defined as:

A condition of being permanently unable to work or dead due to acutely attacking ischemic heart disease such as myocardial infarction, or acute heart failure caused by cerebral vascular diseases such as cerebral hemorrhage, subarachnoid hemorrhage and cerebral infraction, because inherent health problems such as hypertension and arteriosclerosis are deteriorated by excessive work overload.

(Kanai, 2009, p. 1).

Karo-jisatu is suicide by overwork and is, according to Kanai, due to depression from working too much.

Product safety and production mishaps had been documented among employees who worked long hours in the electronics and automotive industry. Fatigue-related human errors caused product recalls and quality defects (Japan Press, 2006). Some insurance companies charged a higher premium rate to organizations that were open late or had night shifts, because of the risk of fatigue-related accidents.

According to Burke (2009), there were government officials and organizations that believed employees should work more in order for the company to maintain its competitive advantage. This did not, however, benefit the organization or make it more effective. Instead, it increased the likelihood of sickness, injury, and fatigue-related errors.

Sleep deprivation was linked to an increase in accidents (on and off the job) and to decreased job performance. These accidents included disasters such as Chernobyl and the Exxon Valdez oil spill (CCOHS, 2007). The Federal Railroad Administration reported in 2006 that fatigue and long work hours contributed to one-fourth of all locomotive accidents (FRA, 2006). This equated to approximately \$41 billion annually in health care costs and lost productivity. The danger of motor vehicle accidents due to such conditions not only affected the individual motorist, but pedestrians and other drivers as well. Police reported that over 1,500 deaths occurred annually in the United States, in approximately 100,000 highway crashes, because drivers were not getting enough sleep (U.S. Department of Transportation, 2010).

When a business leader willingly chose to work long hours, there were spillover effects onto society and onto the individuals' families (Cha, 2010). A high level of conflict between work and family was common and added to the levels of stress in leaders who work long hours. According to Grosch et al. (2006), people who worked 35 – 40 hours per week were less inclined to have problems in their family life when compared to individuals working over 48

hours per week, with the second group almost twice as likely to experience family problems. Children were not exempt from the suffering when their parent(s) worked long hours.

There were some reports that stated a lack of rest had no effect on performance or moral judgment when the number of hours for sleep was reduced by a few each night (Wimmer, Hoffmann, Bonato & Moffit, 1992). This premise was, however, contradicted by Banks and Dinges (2007) who agreed that defects in a business leaders' judgment arise when there was a long-term restriction of sleep below six hours per night.

Motivations Behind Working Longer Hours

The concept of motivation was found within a number of theories. Motivation was the driving force behind an individual reaching a desired goal or result. Various mechanisms were used to accomplish this – rewards, incentives, reinforcements (positive or negative), and punishments (Schermerhorn, Hunt, & Osborn, 2008). Researchers such as Maslow, McClelland, Herzberg, and Alderfer have created models that categorized what motivated a person. These categories included a person's need to belong to a certain status group and have a sense of security; the need to relate to others and be accepted; the basic needs for survival such as food, clothing, and water; and the need to have a feeling of accomplishment and achievement. The reasons why business leaders committed themselves to various work activities can be grouped into one or more of these categories.

Working long hours was a rational choice for some business leaders, and it was a choice that others believed was a mandate (Burke, 2009). The driving force behind most managers who worked overtime is the belief that a high volume of work needed to be done or that overtime was a sign of commitment to the organization. Longer hours on the job sent a signal to employers that one was worthy of a future promotion (Burke).

Golden (2009) stated leaders worked to generate income that helped them reach or maintain a comfortable standard of living. They worked extended hours at one or more jobs to provide a particular lifestyle for their family. During times of economic hardship when one contributing member of the household became unemployed, the other income-earner may have worked more and sacrificed leisure time to supplement the lost income.

Other business leaders worked after hours for their company at social events to reach a particular social status (Hewlett & Luce, 2006). These events provided an opportunity for the employee to interact with reputable people inside and outside the organization. Employers offered perks like admission to social networking events (e.g. dinners, plays, sporting games, concerts, conferences) for those who worked beyond the normal 40 hour week as a sign of appreciation for their employee's commitment (Douglas & Morris, 2006). There were times, though, when attending such events was not a perk but a requirement from the company.

Another motivator was competition. People have a need to compete with their friends, colleagues, siblings, or other family members. Some try to emulate the lifestyle of someone they admire.

If a company's goal was to maximize its profits then this may have been done sought globalization to maintain a competitive edge. Burke (2009) stated some organizations believed the one way to accomplish that goal was by having their employees work longer hours. This was especially true when the company conducted business in a global market to ensure the demands of the external customers were met within a 24/7 environment.

The Origin of Morality

Moral reasoning is defined how an individual decides whether a course of action is right or wrong (Jones, 2009). It is a cognitive skill used to reason about a moral problem beginning at

childhood and continuing throughout adulthood (Elm & Nichols, 1993). Various sources such as family members, society, religion, and peers are responsible for teaching leaders in the moral principles that govern their lives. As a person matures and develops, so does their ability to reason morally (Elm & Nichols).

Research has shown that moral reasoning was necessary for moral judgment because the resulting decisions led to positive behavior from individuals (Kohlberg, 1964; Rest, 1979). One way moral reasoning was taught was through the social learning theory, later renamed the social cognitive theory. The social learning theory explained that individuals learn through social interaction and cognitive/psychological processes (Bandura, 1977).

There are four components to this theory. The first is vicarious learning. This is when a person observes the behaviors of others and it results in positive or negative consequences. Next is differential reinforcement, which occurs when the perception of a behavior and its consequences are viewed differently based upon the environment. The third component is cognitive processes and involves the psychological functions during decision making. The last is reciprocal determinism which is the interdependent causation between social context, individual behavior, and psychological processes. According to the social learning theory, leaders are always learning from their environment through observations, communication, and interaction.

The basis of moral judgment was ethics, more specifically work ethics when business was involved. Work ethics originated from a person's values. According to Porter (2010), every culture had a set of conditions and principles that influenced their work life. In some cultures, work ethic is defined as using honest, hard work to get to immediate and future rewards (Porter, 2010). Problems occurred when there were distortions to the work ethic due to ethical misconduct.

The United States has been recognized as an economically successful country compared to others. Porter (2010) attributed this to capitalism and democracy. Capitalism was comprised of two disciplines: asceticism and acquisitiveness. Asceticism referred to self-discipline and the religious value placed on non-material rewards. Under this discipline, in order for survival and basic living, everyone had to work. Acquisitiveness is the desire for material goods. This principle provided encouragement for people to work harder to obtain a better life. Individuals believed in the promise of a better opportunity and strived for it.

Capitalism is defined as the combination of the desire to have things with delayed gratification (Porter, 2010). This work ethic believed hard work was the path to future rewards; one must work hard to achieve a better life. It was expected that everyone work and share in the rewards; frugality was essential. As time evolved, so did the early meaning of capitalism. The factor of delayed gratification was removed because people could purchase things on credit. There was no need to save before acquiring goods. The concept of self-discipline and religious-based values became less prevalent, while the desire for wealth and consumption flourished (Porter).

History of Work Ethics

Judeo-Christians believed that work was a form of penance for the disobedient act of Adam and Eve. Their enjoyment of leisure was not restored until they reached heaven. The Greek culture believed that manual labor was a curse and only slaves were subjected to work. The Romans considered work to be dishonorable and vulgar. During medieval times, the concept of work changed. Labor was considered a form of independence. It provided a way for one to be self-reliant, no longer requiring another for basic living needs. St. Thomas Aquinas

told others that wealth and property ownership was acceptable as long as any surplus went to helping others less fortunate after one's own needs were met (Porter, 2010).

The Protestant Reformation of the sixteenth century brought continuous change to the concept of work ethic. Martin Luther stated that each person had a calling from God that was shown through his work. John Calvin also believed that there was a connection between work and God. His principle was that a person showed respect for God by working unceasingly and methodically. Calvinism taught that anyone not working was doomed to damnation and only the *elect* would go to heaven. The elect, although never truly defined, was believed to include those with worldly success. If a person worked hard and had success, heaven was a future reward. The Protestants thought that work had to be physically taxing with long hours and limited rest. They tended to be prideful toward accomplishments, desirous of wealth, and enthusiastic about wise investments and frugality. The Puritan tradition saw wealth as a symbol of worth and God's approval (Porter, 2010).

Before the industrial era, the attitude of work being a calling from God was transformed. It became more of a virtue of societal duties and self-reliance. The concept of leisure was introduced, as Americans enjoyed other activities. Unfortunately, that changed in the nineteenth century when factories grew rapidly and labor once again became a priority. Alvarez-Cuadrado (2007) stated that industrialization brought about long hours, uninterrupted work, and a frantic pace. The introduction of technology and the force behind labor unions brought the promise of more productivity and leisure time for the worker in the twentieth century. Yet, Cha (2010) had evidence to the contrary. Golden and Figart (2000) noted that despite much advancement Americans were working longer than any other culture.

There are several reasons linked to why business leaders worked so hard and for so long. Work had replaced the fulfillment that family, friends, and religion once gave and had become the primary source. The advancement of cell phones and personal computers gave employers the means of contacting their employees whenever it was considered necessary to get the job done. The line between work and non-work hours had become blurred (Porter, 2009).

The primary message of work ethic was hard work, and as time evolved the definition included less manual labor and more mental labor, involving long, intense, and demanding work hours. The cliché *work smarter not harder* sounded good to business leaders who were already over-extended at their jobs. Unfortunately, their solution was to find ways to cut corners in order to alleviate time demands yet still meet goals (Porter, 2010). Sometimes these time-saving methods were unethical practices.

A typical organizational chart in corporate America showed room for only one person at the top position. This countered the assumption that hard work was going to be enough if a leader wanted to be successful and obtain that top position. Porter (2010) stated competition became a big factor, and people started to care mainly about themselves. This included behavior such as withholding information, sabotaging collaborative efforts, and disengagement from activities where individualism was not rewarded. It became unpopular to support someone else if there was fear that one person would receive a promotion, raise, or avoid a layoff over the other.

There was also the sense of entitlement. Business leaders felt that they should never have to step back or start over from the bottom. They justified exploiting others to maintain or acquire what they felt was rightfully theirs (Porter, 2010). A division in the workforce was created – the haves and the have-nots. Those who had a higher level of education believed that they should

not be subjected to the same duties as those who were less educated. This was also the case with seniority. There was a class distinction. Some leaders favored decisions based on whether another was of a *selected* class, without any consideration of the moral nature of the decision.

Organizational Influences

A business leader's level of moral judgment was influenced by organizational factors such as peers or the organization's culture through socialization. Individuals used a set of cognitive skills when faced with a moral dilemma. These skills developed over time due to exposure and socialization but regressed under certain business-oriented conditions (Rest 1979). How much regression, if any, was dependent upon the self-monitoring of the leader.

Self-monitoring is the extent to which a person looked inwardly or outwardly for appropriate guidance in certain situations. In business, a leader looked within him or at others for cues on how to make a moral decision. Those who relied primarily on themselves were considered low self-monitors. They responded the same in different situations regardless of outside influences. High self-monitors shifted in decision and behavior based upon external forces in order to fit the norm (Elm & Nichols, 1993).

Two distinct cognitive systems guided human behavior: implicit and explicit attitudes. Implicit attitudes were quick, unintentional, automatic, and operated without conscious awareness. This lack of awareness meant there was little to no realization one's decision-making abilities were affected by their attitude (Marquardt & Hoeger, 2009). Processing information was spontaneous, and decisions were based primarily upon memory. Conditions that influenced this type of behavior were high levels of uncertainty, a high mental workload, great task difficulty, or time pressure. Explicit attitudes were conscious, intentional, and controlled. Information was processed in a deliberate manner and decisions were more thoughtful

(Marquardt & Hoeger, 2009). Varying business situations caused ethical decision-making to require attitudes ranging from spontaneous to deliberate, but the goal was for business leaders to use conscious steps when evaluating options.

There were some conscious and deliberate choices that business leaders made because their organization taught it as a common practice. One example was competitive bluffing (Guidice, Alder, & Phelan, 2009). Organizations viewed the ethicality of competitive bluffing as different from that of misleading stakeholders. Bluffing is defined as a concealment of facts, an exaggeration, or an act of deception. It is “knowingly and intentionally communicating a misleading message of intended action into the marketplace with the expectation that competitors interpret and react to the message as if it was truthful” (Guidice, Alder, & Phelan, p. 536).

Guidice et al. (2009) wrote that competitive bluffing was not unethical but legitimate strategic behavior, and should be a common act necessary when playing the game of business. The authors stated that executives compared competition to war and viewed competitive bluffing as a means to an end. It provided a way to obtain a place and advance in the market.

Allhoff (as cited in Guideice et al.) reported that bluffing was morally legitimized because other leaders endorsed the practice. What aided in the decision makers’ endorsement was the rise of foreign competitors, heightened domestic competition, a permissive society, and focus on short-term goals. Organizations were continuously trying to grow and always looked for ways to increase their performance. This type of behavior was a viable solution and eventually blurred the distinction between right and wrong for strategic decision makers (Guidice et al., 2009).

Unfortunately, this deception was counterproductive. There were underestimated costs and overestimated benefits associated with such practice. These costs included the inability to

establish the credibility needed for long term relationship with others. Another was the slim chance the same tactics were successful a second time on competitors familiar with the company's practices. Success was dependent upon using this strategic weapon wisely (Guidice et al.).

Moral Judgment and Leadership

The question of why people act and think morally (or not) has been a major focus in business, especially as it related to leaders. In the United States, the need for moral judgment and leadership was exemplified by price fixing in the 1950s; American defense contracting corruption in the 1960s; Watergate, insider trading, and securities fraud in the 1970s; savings and loans abuse in the 1980s, corporate scandals in the 1990s (Rhodes, 2006), and the need for a government bailout in the 2000s. A survey of America's largest corporations showed that two-thirds were previously involved in some form of illegal activity. In 1991, the U.S. Sentencing Commission increased the fines for companies who were found guilty of immoral crimes; but if the company adopted an ethics program that focused on the prevention of wrongful behavior the penalties were reduced (Rhodes, 2006).

The business world became more competitive and more unpredictable as it continued to evolve. Faster technology, global competition, market deregulation, and changes to workforce demographics were among the many factors that contributed to this shift. Survival was based upon a company's ability to adapt to these changes in the business environment (Carpenter & Sanders, 2009). Kotter (2008) stated that more change always required more leadership. Business leaders were responsible for ensuring change was handled effectively. Without effective decision making, success happened only by chance.

Leadership was built upon trust and legitimacy. Once leaders or their actions were viewed as untrue, their capacity to lead was lost. Bolman and Deal (2008) believed that sometimes leaders were forced into making an immoral decision because of the pressures to lead. When workers became distressed they placed an overbearing amount of expectations on their leaders to relieve the situation. This caused an unfair dependency. This dependency was reinforced if the leaders were convinced into thinking they must have all the answers all the time and on demand. Feeling pressured to perform; decisions were made, even if the solution had not been tested or proven, and were misleading or wrong.

Perception of Moral Leadership

There is a certain level of moral leadership expected from business leaders by stakeholders. Characteristics such as honesty and integrity are associated with good, moral leadership as well as the notion of cognitive trust. Cognitive trust occurs when a leader shows care in their work and is professional and dependable. This type of trust is considered a critical factor in moral leadership.

Trevino and Nelson (2007) believed moral leaders must extend beyond just being trustworthy. They must also communicate and demonstrate the ethical principles of an organization in a clear and concise manner. Leaders operating in this capacity were a catalyst and created an environment where others began to share in the same values of the company and in return performed more honorably on a consistent basis.

The decisions of moral leaders not only began with the values and ethics they were taught or had observed, but they also involved the moral development process. Cognitive moral reasoning is how information is weighed and filtered by an individual before making a moral judgment (Rest, 1979). The six-stage framework of Kohlberg described how a person developed

morally from childhood through adulthood. The pre-conventional level is comprised of stages 1 and 2. This level deals with personal consequences or favors. Elm and Nichols (1993) called it the “will I be caught [and] what will I get out of it” (pg. 819) stages. This level of moral reasoning had an egocentric perspective where decision makers were unable or unwilling to see beyond their own selves.

The conventional level (stages 3 and 4) was notably more common for business leaders (Elm & Nichols). The maintenance of relationships and conformity is important. These stages are called “be a good person [and] laws promote societal welfare”, according to Elm and Nichols (pg. 819). Decisions were made based upon the appeasement of others.

The post-conventional level is made up of stages 5 and 6. A business leader operating at this level makes decisions apart from the authority of groups, the organization, or society. Known as the “societal standards through consensus apply [and] ethical principles chosen regardless of society” (Elm & Nichols, 1993, pg. 819) stages the post-conventional leader chose the most ethical directive, even if it was not in favor of the law.

Similar to how Kohlberg’s theory discussed the progression of moral development from childhood to adulthood, Weber (2010) linked a person’s age and position within a company to their level of morality. The higher individuals were on the organizational hierarchy the more enhanced they were in their ethical decision making. Older employees were more concerned about ethical standards than younger ones. The assumption was that senior business leaders were more concerned about the image of the organization and were conscientious about protecting it.

Other than age or tenure, gender was another variable that is discussed in business ethics (Bateman & Valentine, 2010). There were more men in senior level management positions than

women. Whenever it was identified that an organization had been involved in immoral activities a male figure was usually named. Nguyen, Basuray, Smith, Kopka, and McCulloh (2008) categorized women as the less aggressive, more nurturing gender who created a more positive atmosphere than their male counterparts. This assumption suggested women were more likely to be more ethical in their business practices and intentions because their decisions were less likely to be self-motivated.

Three theories attempt to explain the differences, if any, between a male's and female's moral judgment. The first is called moral orientation theory. This theory maintains that men and women use different cognitive styles (or moral orientation) when solving moral dilemmas (Gilligan, 1982). Women use care orientation and men use justice orientation.

Social role theory addresses how women are valued for being relationship-oriented and socially sensitive. On the contrary, men are valued positively for their self-reliance, aggressiveness, and success. Atakan et al. (2008) stated that a woman's sensitivity made her more empathetic than a man. This empathy shown toward business clients and owners was noted as an important component of morality in the business environment (Vermeir & Van Kenhove, 2008).

Other components of morality include conscientiousness, agreeableness, and integrity. The explanation for these social role differences is that men are faced with greater pressure to perform and succeed according to societal expectations. This causes them to perceive moral issues differently than women (Nguyen et al., 2008).

The third theory is called the structural approach theory. This theory stated that men and women made the same decision when faced with similar work-related moral issues (Feldberg & Glenn, 1979). It maintains that moral decisions are not influenced by gender but by the moral

issue at hand and the nature of the job. After controlling work-related variables, it was observed that there was no difference between a male and female's moral judgment (Feldberg & Glenn, 1979).

Making decisions whether male or female is important because the likelihood of a leader's moral judgment being reported by others is becoming more common. New Zealand is well known for its practice of protecting whistle-blowers. Its most significant step toward this action was the creation of the Protected Disclosures Act (PDA) of 2000. This act was designed to protect public and private sector employees who reported immoral or unethical behavior within their organization (Liyanarachchi & Newdick, 2009). During the years between 2002 and 2007, there were reportedly 12 whistle-blowing complaints on average each year, ranking New Zealand first (along with Iceland and Finland) as the least corrupt countries in the world (Liyanarachchi & Newdick).

According to Rocha and Kleiner (2005), a whistle-blower is defined as a person inside of an organization making allegations and disclosing illegal, immoral, or illegitimate practices to persons or organizations. The reporting of such behavior has proven to be an effective form of internal control because the number of cases has risen. In 1980, 26% of federal employees were on record for having witnessed wrongdoing, and that number increased to 48% by 1992 (Rocha & Kleiner).

Sometimes the choice to make allegations against an organization was difficult for a leader. People had a sense of loyalty to their employers. Up until the 1960s and 1970s, this loyalty to employer was greater than the amount of loyalty for the well-being of society (Rocha & Kleiner, 2005).

The other dilemma is a leader's personal level of moral judgment. Studies showed that moral judgment affected ethical behavior. The higher the level of moral judgment the more likely a person chose to do what was right. Another challenge faced by a whistle-blower was the fear of retaliation. Retaliation was a major influence and came in different forms. Retaliation occurred when employers (or those involved) gave additional work or downgraded it, demoted, coerced, requested psychiatric examinations, demanded new skills or qualifications, and terminated (Chan & Leung, 2006). The stronger the perception of retaliation, the less likely it was that a business leader made allegations, especially if the leader was a high-status employee, had longevity with the organization, or could not afford the consequences of termination.

Most people in the United States were typically expected to work longer than an average eight-hour day (Cha, 2010). They were expected to make company appearances, work throughout the day, and take work home if necessary. These constant demands on their time potentially hindered effective decision making because their judgment regarding morality was possibly compromised.

The decision making process is key in a leadership role. Leaders are expected to make sound judgments that are not only profitable for an organization but also in the best interest of all stakeholders. It does not matter if a business leader is deprived of sleep, has a feeling of entitlement, or has a sense of company loyalty; the number of hours committed to the job possibly affects moral judgment.

According to Atakan et al. (2008), women are considered more empathetic and sensitive when compared to their male counterparts. Women are also known to view moral situations differently (Gilligan, 1982; Lund, 2008; Nunner-Winkler, Meyer-Nikele & Wohlrab, 2007).

These combined beliefs suggested the idea that in equal dilemmas, women and men had different levels of moral judgment.

Conclusion

Various scholars and researchers have studied the adverse effects of working long hours on the mental and physical body (Yang et al., 2006; Virtanen et al., 2009). Additional studies have discussed the general importance of moral judgment and whether it varied between men and women. This study provided insight into the relationship between the moral judgment of business leaders and working long hours. It attempted to show whether this relationship was different for men and women. The next chapter discusses in detail the appropriate methodology and design to be used during this research along with an explanation of data collection and analysis procedures.

Summary

Chapter 2 has presented an overview of the relevant literature on the topic of working long hours and moral judgment. The literature search involved appropriate titles, articles, research documents, and journal searches for the topics. The chapter gave a historical overview of how working long hours trended through the ages (Alvarez-Cuadrado, 2007). It explained how long hours limit the amount of sleep a business leader receives, why sleep is important to the human body (Humphries, 2009), and the negative impact of insufficient sleep (Banks & Dinges, 2007). A discussion was provided of what motivates leaders to commit themselves to activities for an extended amount of time (Burke, 2009; Golden, 2009; Hewlett & Luce, 2006), where morality originated (Elm & Nichols, 1993; Kohlberg, 1964), and why moral judgment is important in leadership. The chapter presented added insight into the concept that men and

women leaders view moral issues from a different perspective, causing a difference in how they handle moral dilemmas (Gilligan, 1982).

CHAPTER 3: METHOD

This correlational study examined the relationship between the number of hours business leaders attribute to work-related activities and moral judgment. Business leaders in America were expected to work more than the standard 40 hours per week (Chatziheochari & Arber, 2009). The average of 40 hours did not include the amount of time it took to commute back and forth from work, work brought home, or time dedicated to after hour work events. This increase in the demanding work schedule may not only have physical consequences but also mental ones related to moral judgment. This lifestyle may impair critical cognitive functions necessary for a leader to make effective decisions (Banks & Dinges, 2007).

Chapter 1 showed how business leaders working in the U.S., specifically those who worked in a managerial occupation within the city of Erie, Pennsylvania, was the focus of this research. A survey was administered to collect data on the total number of hours the participants were engaged in work-related functions. This survey also was used to gather information to assess the level of moral judgment for each participant. The levels were used to learn if there was a difference between genders. A comparison was made to determine the answer to the stated research questions and hypotheses. The research was significant to leadership and the business community because it provided awareness of the negative effects of working long hours.

Chapter 2 provided a literature review on the factors involved in this study. It discussed the history and causes of how work evolved into more than 40 hours per week. There was a discussion around the importance of sleep and how deprivation due to a continual work behavior could have an adverse effect on a leader's mental and physical capabilities. Reasons were provided regarding why leaders chose to commit to long hours. The literature also mentioned

how morality in the workplace began and how work ethics and the organizational culture influenced it. The chapter concluded with discussions on how moral judgment was important to leadership, how a leader was perceived, and how men and women differed when handling moral challenges. Both chapters provided direction and support for how the research was conducted, as detailed in Chapter 3.

Chapter 3 contains 11 distinct sections. The sections collectively highlight the chosen methodology of a quantitative study and the rationale behind why this type and design was more appropriate than a qualitative approach. The target population and sample size were identified and defined in detail as to how they both related to the problem statement. Information regarding the data collection tool, its intended use, and the benefits of using one technique over another were discussed. The chapter concludes with a description of how the data were analyzed, the validity and reliability of the data, and a summary.

Research Design and Appropriateness

The relationship between the length of working hours and the level of moral judgment is important to business leaders because of their responsibilities, particularly when making effective decisions. These decisions affect not only the leaders' immediate surroundings such as their personal lives or the organizations where they are employed, but the business environments, both foreign and domestic. A key factor in making effective decisions is the ability to morally filter and justify information. This ability may be threatened if the leader continues to work long hours on the job. The results from this study provided further insight into this connection.

A quantitative, correlational methodology was used to examine the link between working hours and moral judgment. The tool used to collect the data was a Likert-type survey designed with SurveyMonkey™ (2011) using the Moral Judgment Test (Lind, 1978) instrument. The

survey measured the variables based upon the answers provided by the business leaders in the sample size.

There are two main methods for conducting a study: qualitative and quantitative. According to Creswell (2009), a qualitative study is used for the exploration of a phenomenon that is conducted in a broad, general, and subjective manner by gathering data from opinions and developing themes for understanding. Rather than relying on facts, the opinions of respondents are solicited which reduce objectivity and reliability. A quantitative study is used to describe a trend or explain a relationship between variables in a concise, specific, and objective manner by statistically measuring data gathered from facts. This method was appropriate for understanding the association between work hours and moral judgment. Facts were gathered from participants and measured using Microsoft® Office's Excel Analysis Toolpak (2011) software.

The unknown is studied in qualitative research by gathering the point-of-view and opinions of its participants to provide further understanding of a specific topic. These responses are answers from general or broad questions that have been categorized into themes for analysis. This process is subjective and biased. This study analyzed the relationship of two variables and required a more specific way of measuring data that presented the results in an unbiased and objective manner, using facts rather than opinions. The participants provided the number of hours they worked on a weekly basis and a tool assessed their level of moral judgment. There was no opportunity for subjectivity during this research. This is why a quantitative methodological approach proved to be a better fit for this study.

Quantitative methods use an experimental or correlational technique for analyzing data. When the purpose is to identify causality between variables then an experimental choice is best because it allows for the manipulation of the independent variable(s) (Emien, 2006). The

experimental technique also requires randomization and the presence of a control group to determine causality. The purpose of this study was not to determine causality but to understand the association between one variable (working hours) and another (moral judgment). According to Nykiel (2007), this justified the use of a correlational method. There was no manipulation of variables in this research even when the level of moral judgment based upon gender was considered.

A correlational study has two primary designs: explanation and prediction. An explanatory design, also known as a relational design, is used to study how a change in one variable was associated with a change in another (Creswell, 2009). The predictive design is used to forecast a future behavior. A single or multiple variables are identified to positively predict a future outcome (Creswell, 2009). The current research was designed to explain the association between working long hours and how it related to the level of moral judgment in an individual as stated with the first research question - what is the relationship between the number of working hours and the moral judgment of business leaders? As one variable (working hours) changed, was there an associated change in the other variable (moral judgment)? This is why an explanatory design was optimal.

Another variable used as a secondary study for the second research question was gender - what is the difference in the level of moral judgment between male and female business leaders with respect to working long hours? The gender variable could not be randomly assigned to the male or female groups. The method was non-experimental because there was neither a manipulation of data nor a determination of causation. The comparative method was used to determine if there was a difference in the level of moral judgment between male and female business leaders who worked long hours. A comparative study, more specifically a descriptive

comparison, was used because two or more objects (male and female) were studied along with their attributes (moral judgment level and hours worked) to identify any invariance that could have been generalized back to the entire population (Routio, 2007) .

Population

According to Creswell (2009), a population consists of individuals or organizations that share a similar characteristic. The population selected for this study was business leaders who worked in Erie, Pennsylvania. A business leader is defined as any person categorized in a management occupation as reported by the Standard Occupation Classification (SOC) system. The SOC is a federal system used to classify workers and occupations for the purpose of collecting, analyzing, and distributing data. The management occupation category was comprised of individuals of various industries who were primarily responsible for planning, directing, and supervising others.

Based upon recorded numbers from the U.S. Department of Labor's occupational employment statistics of May 2010, there were 204,340 individuals in P.A. who qualified (U.S. Department of Labor, 2010). This number included leaders from different cultural backgrounds, different ethnicities, various income levels, and both male and female genders. The Bureau of Labor Statistics stated that approximately 3,740 people worked specifically in a managerial occupation in Erie, Pennsylvania (U.S. Department of Labor). The data were gathered from multiple surveys and programs conducted by the Bureau of Labor Statistics.

The population was chosen based upon convenience because it cut the cost of expenses and time. Convenience sampling was used to select the sampling frame. Convenience sampling is a non-probability technique used where participants are chosen based upon accessibility (or convenience). This method is fast, easy, and inexpensive. This type of sampling has been

criticized for potentially not representing a complete population, thereby limiting generalization. It does not mean that the sample size is not representative at all; it means that the odds of knowing if the population was represented well are difficult to determine versus a probability sampling technique (Adér, Mellenbergh, & Hand, 2008).

The disadvantage of using probability sampling is that it is both time consuming and costly. Since everyone in the population has an equal chance of being randomly selected, it requires all those selected in the sample be identified and contacted (Adér et al., 2008). Other sampling procedures may have been better for the purpose of this study; the convenience sampling technique, however, was more practical and feasible.

Sampling

The leaders targeted in the population came from a listing provided by the Erie Regional Chamber and Growth Partnership (ERCGP). The ERCGP is an organization that provides leadership on how companies can attract, retain, and expand their businesses regionally. This list was comprised of 1090 companies divided into 196 business categories. These leaders were further classified into the 33 different management positions as identified by the U.S. Bureau of Statistics (2010) for generalization purposes.

Only 1024 companies listed the email address of an individual working in a managerial capacity. An email address was essential because the survey was administered electronically through an Internet web link. Thus, the sampling frame consisted of 1024 actual business leaders who fit the criteria of a manager. A simple random sampling technique was applied to this group by selecting every 4th email address which meant 256 participants were asked to take the survey. A statistical power analysis tool called G*Power 3.1.2 (Faul, Erdfelder, Buchner & Lang, 2009) was used to determine the sample size. Based upon the input parameters (Type I

alpha error rate = .05, power = .80, effect size = .3) for a one-tailed, correlational test, the result was calculated at 64.

Future research should seek to replicate this research in other cities and states. Erie, Pennsylvania was the most convenient, cost-effective location for this study. The assumption was that in respect to this research the moral level of business leaders in this area should not differ from any other city.

Informed Consent

When individuals are involved in research, ethical consideration is important (Neuman, 2009). An informed consent is a statement that advises the participants of their guaranteed rights and any risks if they decide to be a part of the study. The agreement of this statement is an acknowledgement from the participant and must be completed before any participant involvement (Creswell, 2009). The informed consent included the purpose of the research, the participant's right to decline, any risks involved, who to contact for questions, the limits of confidentiality, the expected duration, and any procedures (see Appendix A). Consent was implied if the participant decided to complete and submit the survey.

Confidentiality

There were multiple confidentiality safeguards during the collection of the participants' data to ensure anonymity. First, there were no physical forms to maintain. The survey and consent information was collected electronically by the provider SurveyMonkey™ (2011). Second, access to participant responses was protected by a username and password. Next, information sent over the Internet was encrypted using Secure Sockets Layer (SSL) protocols. This encryption procedure used two keys to encrypt data; one key was public and the other was known only by the provider. Any raw data forwarded to the creator of the MJT instrument as

agreed did not contain any personal information of the participant. Last, all data will be kept in a password protected electronic file for a period of three years until permanently removed from the computer's hard drive.

Geographic Location

This study was conducted in Erie, Pennsylvania. Erie is categorized as a metropolitan area of the state physically located along one of the major lakes with the same name. According to the U.S. Census Bureau (2009), 12.7 million people live in Pennsylvania and of the 102,036 residence in Erie 52.4% are women. The city is comprised of varying communities, industries, and three major colleges and universities – Gannon University, Mercyhurst University, and Penn State Behrend. The habitants are from different backgrounds, multiple ethnicities, races, and religions. The demographic statistics of the residents are 80.6% Caucasian, 14.2 % Black, 0.2% Native American, and 4.4% Hispanic or Latino. In 2000, approximately 79.9% had high school diplomas and 17.4% earned a bachelor's degree or higher (U.S. Census Bureau, 2009). The income levels vary from low to high but the median annual household income for residents is \$28,387 (U.S. Census Bureau, 2009).

Data Collection

According to Creswell (2009), surveys are used to describe a trend or an association between variables. This description fits the purpose of this study which was to determine how working hours related to moral judgment. Using a survey design was advantageous because the survey was administered in a short amount of time; it was cost-effective; it protected anonymity; and it reached a geographically-dispersed population (Creswell). A concern was the response rate from the participants. If the responses were low, this may have affected the representation

of the population. An amount of 256 surveys was administered to possibly increase the number of participant responses.

The data were collected electronically using the SurveyMonkey™ (2011) web-based tool. According to Kroth et al. (2009), a web-based tool provides an easy way to administer and collect data. It quickens the response time of participants because of its convenience, and it enhances error screening. The completed surveys are also immediately available for analysis because SurveyMonkey™ (2011) can work in conjunction with the Microsoft® Office Excel Analysis Toolpak (2011) software program.

The design included 24 Likert-type scale questions with response options ranging from (-4) *Strongly Reject* to (+4) *Strongly Accept*, two Likert-type scale questions with response options of (-3) *Strongly Disagree* to (+3) *Strongly Agree*, and three categorical questions (see Appendix B). Answers were selected using the computer and the responses collected and analyzed. Before beginning the survey, each participant received an email invitation to be a part of the study. Agreement of the informed consent was assumed if the participant continued on to finish the survey. Completion was only noted after the participant clicked the *Done* button; otherwise the responses were not collected. A follow-up email reminder was sent one, two and four weeks after the initial request to increase participation.

Instrumentation

The current study used the Likert-type survey instrument to determine if there was a relationship between the variables of working hours and moral judgment. It was also used to determine any differences between the male and female leader. This type of survey used a scale that self-reported how an individual responded to a series of statements by indicating the extent that they agreed or disagreed. The scale typically gave an odd number of choices with an equal

amount of agreement or disagreement on either side of the neutral option (e.g. Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree). Each choice was given a numerical value with 5 being the greatest and 1 being the least.

According to Uebersax (2006), this type of instrument was appropriate because the total value was presumed to measure a behavior, attitude, or belief, such as how a business leader morally judges, by using a scientific approach. This tool, named after Rensis Likert, was commonly used in survey research. Other instrument types like the Guttman scaling were not appropriate. The Guttman scaling was not only time-consuming (Trochim, 2008) but it also was inconsistent with the generalization, deduction, and objectivity of a study (Nykiel, 2007).

Neuman (2009) stated that a good survey was one that was designed from the respondent's perspective and avoided confusion. This improves the quality of answers. Making the questions easy to understand may prevent common errors and increase the validity and reliability of the data. This study avoided the use of jargon, slang, and abbreviations. It also used basic, unbiased vocabulary words that were understood by business leaders and potentially eliminated confusion, ambiguity, or vagueness.

The Moral Judgment Test (MJT) (Lind, 1978) tool was used to measure the participant's moral judgment based upon Kohlberg's approach to cognitive moral development. Permission to use this tool was obtained from the author with the Permission to Use Existing Survey form and through direct email communication (see Appendices D and E). Other tools such as the Moral Judgment Interview (MJI) (Colby & Kohlberg, 1987) and Defining Issues Test (DIT) (Rest, 1979) could have been used but both presented disadvantages.

Colby and Kohlberg's MJI tool require researchers to present three to six moral dilemmas to participants through lengthy face-to-face interviews and follow-up questions. The responses

are coded with a 24-step process to determine the predominant moral development stage. This process is very time-consuming.

An enhancement to this tool is the DIT (Rest, 1979) and revised DIT-2 (Rest, Narvaez, Thoma, & Bebeau, 1999) instruments, which are written assessments of the MJJ. Both are similar to how the MJJ measures moral judgment from a single data point. The DIT tools are a three or six dilemma format where statements are ranked based upon the level of importance to the participant. The rankings are scored, calculated and given a percentage that determine the individual's prominent level of moral development. Scholars determine that an individual's moral decision process, specifically how a person judges, is dynamic and could not be simplified into a single measurement (Ishida, 2006).

The MJT tool uses multiple data points to evaluate an individual's decision-making through realistic scenarios. The simultaneous assessment of the cognitive and affective aspects to moral judging is what made this tool unique because it does not combine them into a single score. This is called the Dual Aspect Theory. Kohlberg (1964) believed the elements of cognition and affection is inseparable but distinct. The understanding of a person's moral behavior include both their affection for certain moral values and their ability to reason and judge when applied to decision making processes (Lind, 2008).

The Moral Judgment Test presents two Kohlbergian stories dealing with a moral dilemma. No matter which decision the person in the story makes it conflicted with some moral rules of conduct. Each story is followed by 12 arguments – six supporting the action and six against it. The arguments represent Kohlberg's stages of moral development. The participants are asked to rate their acceptance of each statement based upon a 9-point Likert scale ranging from -4 to +4. Lind (1978) believed that the decision to be morally responsible is not as

important as the reason behind it. A leader can decide to be good but their reasoning can be for a personal reward (Kohlberg's pre-conventional level), outside forces (Kohlberg's conventional level), or compliance with universal standards (Kohlberg's post-conventional level).

Before judging the arguments, the participant of this study was asked to rate how right or wrong the characters in the story's actions were on a 7-point Likert scale of *Strongly Disagree* to *Strongly Agree*. Additional self-reported questions such as gender, numbers of hours worked per week, and average hours of sleep a day were asked for comparative and correlational purposes.

The MJT takes into consideration a participant's whole pattern of responses instead of just single isolated acts (Lind, 1978). This comprehensive study leads to measuring a person's morality. The Moral Judgment Test also defines a task to test moral competency. This is accomplished by presenting a person with counter-arguments. How a person responds to arguments that favor their opinion determines their preferred level of moral judgment. How they respond to counter-arguments shows the person's ability to use that level consistently when judging other behaviors. This ability is calculated into a C-Score (C-Index). The score ranged from 1 to 100 with categories of very low (1-9), low (10-19), medium (20-29), high (30-39), very high (40-49), and extraordinary high (above 50).

Validity and Reliability

Validity occurs when tests and their interpretations are supported by evidence and theory. Reliability refers to the consistency and dependability of the data (Neuman, 2009). These factors are important if a study is going to be duplicated to a larger population. According to Neuman, both elements help establish truthfulness, credibility, and believability in the results. Even though creating a study with perfect validity and reliability is not possible, there should be

assurance that all necessary precautions were taken to achieve the highest level of these elements.

The Moral Judgment Test's validity is supported by a large body of literature. Research shows that data from the tool are available from many cross-sectional, longitudinal, experimental, and intervention studies from more than 38,000 individuals (Lind, 2008). Subjects are from various cultures, ages, gender, educational levels, and socioeconomic status. The study is administered in areas of ethics education, political attitude, and social environment influences (Ishida, 2006). It is also studied in multiple continents (North America, Europe, and Asia) (Lerkiatbundit, Utaipan, Laohawiriyanon, & Teo, 2006).

The C-Score assesses a person's ability to make a judgment on controversial pro and con moral arguments based upon their personal moral principles. It is believed that because moral judgment can be affected by situational factors (e.g. fatigue, prior experience, and stress) any consistency or inconsistency is a reflection on the person's moral cognition and not the properties of the instrument (Lind, 2008). Since the MJT is not designed to diagnose such factors, it is recommended to use the tool to test groups of people. In this environment, the situational factors cancel each other out because according to the central limit theorem, the error variance decrease as the sample size increase. The average C-Scores are reliably interpreted as the true level of moral judgment. Lerkiatbundit et al. (2006) reports a test-retest correlation of $r = .90$.

Internal Validity

If control measurements are not in place to ensure internal validity, proper inferences from the participants' responses cannot be drawn. Kimberlin and Winterstein (2008) state the design of the study, the appropriate sampling of the population, and the knowledge of the

researcher on the topic help to reduce the threats to the study's validity. Internal validity threats also include the history of the experiment, the maturation of the participants, or their mortality. This study minimized risk by using a valid sampling size tool (G*Power) and the proper Microsoft® Office Excel Analysis Toolpak (2011) software for statistical analysis. This study was also cross-sectional, in that it was conducted in one time period. This eliminated pre- or post testing time lapses and avoided the maturing of participants or their attrition rate.

External Validity

There are three major threats to a study's external validity that may prevent the correct inferences being drawn from the sample data. These threats are interaction of selection, setting, and history (Kimberlin & Winterstein, 2008). A study should ensure that the sample size is a proper representation of the larger population for generalization. A study should also make sure that the environment of the testing site is not so unique that it may cause biased results if duplicated in another setting. The results of the research should also be able to be generalized to past and future studies to the greatest extent possible (Kimberlin & Winterstein). This research eliminated such risks by selecting a sample size that was diverse in ethnicity, race, gender, education level, and income. The study was administered electronically through the Internet, requiring no unique setting.

Data Analysis

After data were collected and before it was interpreted for reporting it was analyzed. During this phase of the study, not only must the results be known but understood as to how they were computed to determine if they made sense. The study was what dictated which statistical analysis tool was used. If a particular instrument did not produce results that were sensible, the instrument was changed.

The MJT used the C-score for determining a person's moral-judgment competence. This scoring reflected a person's ability to judge arguments on a particular moral issue based upon their moral reasoning even when presented with counterarguments that opposed the person's belief. The score ranged from 1 to 100 with categories of very low (1-9), low (10-19), medium (20-29), high (30-39), very high (40-49), and extraordinary high (above 50).

Additionally, this study was analyzed using the appropriate Microsoft® Excel Analysis Toolpak (2011) software. This statistical program determined if there was a relation between the C-score and the number of hours worked on average per week using Pearson Product-Moment Correlation (also known as Pearson correlation). Pearson correlation is a common method used for investigating the relationships between variables. The calculated Pearson's correlation coefficient can range from +1 to 0 to -1. The closer the correlation coefficient is to the extreme (+1 or -1) the more likely there is a strong relationship between the variables. In a positive relationship (+1) both variables perfectly correspond in the same direction; as the level of moral judgment increases so does the number of work hours. In a negative relationship (-1) the variables respond perfectly in opposite directions; as one variable goes up, the other one goes down. A value of 0 indicates there is no association between the two variables. The Microsoft® Excel Analysis Toolpak was also used to conduct an independent samples t-test to determine if there was a statistically significant difference between the C-score of men and women.

Summary

The purpose of Chapter 3 was to provide a detailed description of the methodology chosen for this study. It included why a quantitative correlational study was appropriate to help address the problem of how an increase in working hours among business leaders affected their ability for moral judgment. The chapter provided a rationale of the study's design, a description

of the population and why they were applicable, a description of the sample size and how the number was determined, how data were collected, validated, and analyzed, and what instrumentation was used.

A quantitative study was necessary because it is used to describe trends or relationships in a concise and objective manner. A correlational method was used instead of an experimental method because variables were not manipulated but used to determine if there was an association between them. An explanatory type of correlational study was more appropriate than a predictor because the study wanted to determine if there was a change in one variable when another was affected instead of trying to predict an outcome.

The population was business leaders working in Erie, Pennsylvania listed in the Erie Regional Commerce & Growth Partnership database. A convenience sampling technique chose a sampling frame of 1024 members with email addresses. A simple randomization method was applied resulting in 256 potential participants. A formal power analysis determined that a sample size of 64 was sufficient for this research.

A Likert-type survey was used as an instrument to administer the study electronically and the questions were based upon the Moral Judgment Test tool. Data were analyzed using the appropriate Microsoft® Office Excel Analysis Toolpak (2011) software program and validity measures were in place to avoid risks. Confidentiality of data were kept and maintained in a secured location for a period of three years before being destroyed.

Chapter 4 contains the findings of the data collected from the research. Responses from the participants were documented and analyzed using the proper measurement tools to determine if there was a relationship between hours worked and moral judgment among business leaders. It

was also determined if this relationship was different between men and women. The findings were generalized and added to the existing knowledge on the subject.

CHAPTER 4: RESULTS

The purpose of this research study was to examine the relationship between the number of hours an individual works and their level of moral judgment. Chapter 4 presents the data gathering process, descriptive statistics, correlational assumptions, analyses, and determination of a relationship.

Lind's (1978) Moral Judgment Test was used to calculate the participants' moral judgment level (identified as C-Score or C-Index). Microsoft® Office's Excel Analysis Toolpak (2011) software with correlation was used to analyze data between the variables of work hours and moral judgment and also sleep hours and moral judgment. Both work hour and sleep hour variables were self-reported and thereby unsubstantiated. Microsoft® Office's Excel independent t-test was also used to test for a statistically significant difference between the C-Scores of men and women relation to work hours.

The organization of Chapter 4 is reported in sections. First, there is a discussion of how the data were gathered. Next are details of the descriptive statistics of the data followed by how correlation was considered. Finally, the chapter ends summarizing how the data related to the research questions.

Data Gathering

A simple random sampling technique was applied to a sampling frame of 1024 business leaders working in Erie, Pennsylvania who had email addresses. These leaders were gathered from the Erie Regional Chamber and Growth Partnership database and classified into the 33 different management categories identified by the United States Bureau of Statistics. The sampling technique (every 4th person) resulted in a total of 256 potential participants which yielded a final sample size of 80 respondents after all invitational attempts. An electronic survey

created with SurveyMonkey™ (2011) (see Appendix B) was used to collect research data on moral judgment, work hours, sleep hours, and gender. The data were exported into a Microsoft® Excel spreadsheet for analysis.

Missing Data

Five respondents were omitted from the final analysis because of incomplete surveys. The participants only answered 12 of the 24 questions used to test for moral judgment and failed to answer questions regarding work hours, sleep hours, and gender. Nine respondents were also omitted from the final analysis because their calculated C-Score was zero. Zeroes were considered invalid. This occurred because a participant answered each statement with *Strongly Reject* on the survey. The Moral Judgment Test was structured to measure a participant's moral discourse toward pro and contra arguments surrounding a dilemma. Strongly rejecting or strongly accepting all of the arguments was not a true reflection and skewed the data. A person cannot both accept and reject the same statement. A valid C-Score ranged from 1 to 100. The final number of business leaders used for this study was 66. This was a sufficient sample size based upon a one-tailed, correlation power analysis which required a minimum size of 64.

Descriptive Statistics

Moral Judgment Variable

The C-Score is a measurement that identifies an individual's moral judgment level. The score ranges from 1 to 100 and is categorized as either very low (1-9), low (10-19), medium (20-29), high (30-39), very high (40-49), and extraordinary high (above 50) (Lind, 1978). The mean C-Score from the sample size of 66 was 29.5 with a standard deviation of 17.3. This meant that assuming normal distribution, about 68% of the business leaders had a moral judgment level between 13 and 47. The majority of participants had a moral judgment level of *low*. The second

largest groups tested each at *very high* and *extraordinary high*. The next group was in the *very low* range followed by participants in the *medium* and *high* levels (see Figure 1).

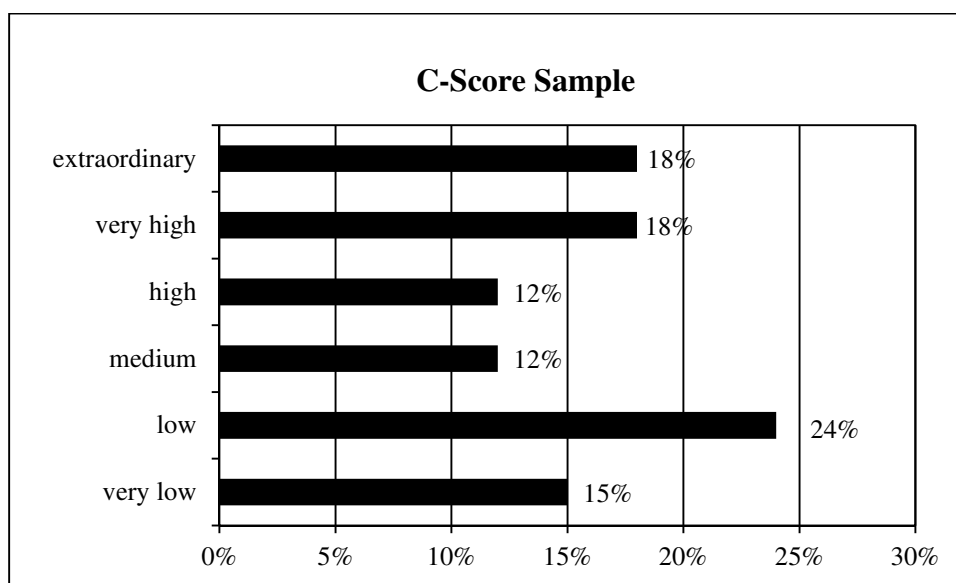


Figure 1. Sample of Business Leaders According to Moral Judgment Levels

Work Hour Variable

The work hour variable showed a mean of 52.5 hours and a standard deviation of 9.16 meaning most business leaders worked between 43 and 61 hours a week. The sample size of 66 showed a majority of leaders had an average workweek of 41-50 hours. The second largest group worked between 51-60 hours. The next group worked between 61-70 hours and the remaining group at 40 hours (see Figure 2).

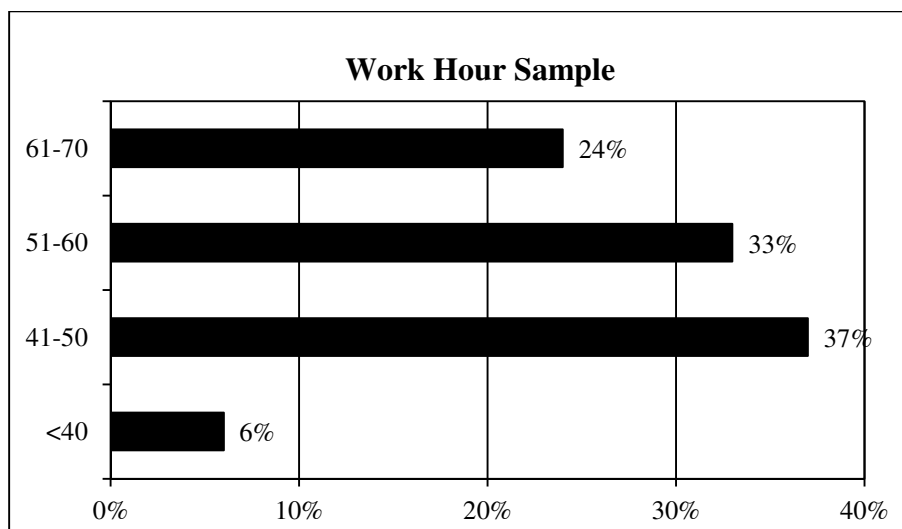


Figure 2. Sample of Business Leaders According to Work Hours

Sleep Variable

The descriptive analysis of the sleep variable showed the mean was 7.3 hours with a standard deviation of 0.94 with the majority at 7 hours. The second largest group of the sample size was at 8 hours. The next group of participants averaged 6.5 hours of sleep a night or less. The remaining sample had 9 hours (see Figure 3). This data reveal on average the majority of business leaders get a sufficient amount of sleep (approximately 6.5 to 8 hours).

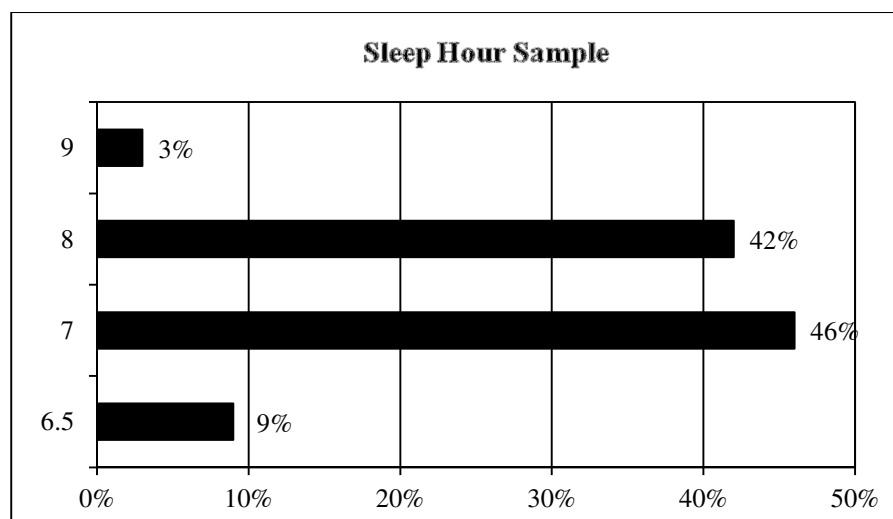


Figure 3. Sample of Business Leaders According to Sleep Hours

Gender Variable

The gender split of the leaders who participated in the study was 34 females (52%) and 32 (48%) males. The average moral judgment level for the women and men were *high* and *medium* respectively. The women averaged 48 hours of work a week with 7.3 hours of sleep. The men had an average of 57 work hours with 7.3 sleep hours.

Table 1 shows how the variables in the study vary for the business leaders working in Erie, Pennsylvania. A typical business leader on average worked over 50 hours a week, slept an adequate amount of 7 hours, and had a medium moral judgment level. This information was consistent for both males and females.

Table 1

Descriptive Statistics of the Variables

Variable	Min	Max	Mean	SD	SE
C-Score	4	56	29.5	17.3	2.13
Work Hours	35	70	52.5	9.16	1.13
Sleep Hours	4	9	7.30	0.94	0.12

Note. SD = standard deviation; SE = standard error.

Assumptions

Several assumptions were considered to test the validity of the correlation model. Testing for assumptions helped to clarify the conditions of the variables by avoiding poor estimates that could consequently result in wrong conclusions. The correlation model presented in this study was tested for normality of residuals, linearity, and homoscedasticity. The results indicated that the assumptions were met.

Initially, the data showed some minor problems and did not pass the assumptions tests. Various solutions such as checking the accuracy of the data, looking for missing data, and removing any outliers (extreme values) were applied and provided the necessary corrections. Five outliers were removed which was less than 10% of the sample. Figure 4 is a normal probability plot that showed how the data were normally distributed along the diagonal line. Figure 5 is a scatterplot graph that tested for linearity and demonstrated a relationship between the variables of moral judgment and work hours. Homoscedasticity can be seen in the residual plots in Figure 4. The cluster of points is randomly scattered around the horizontal line at approximately the same width indicating a constant variance of the variable.

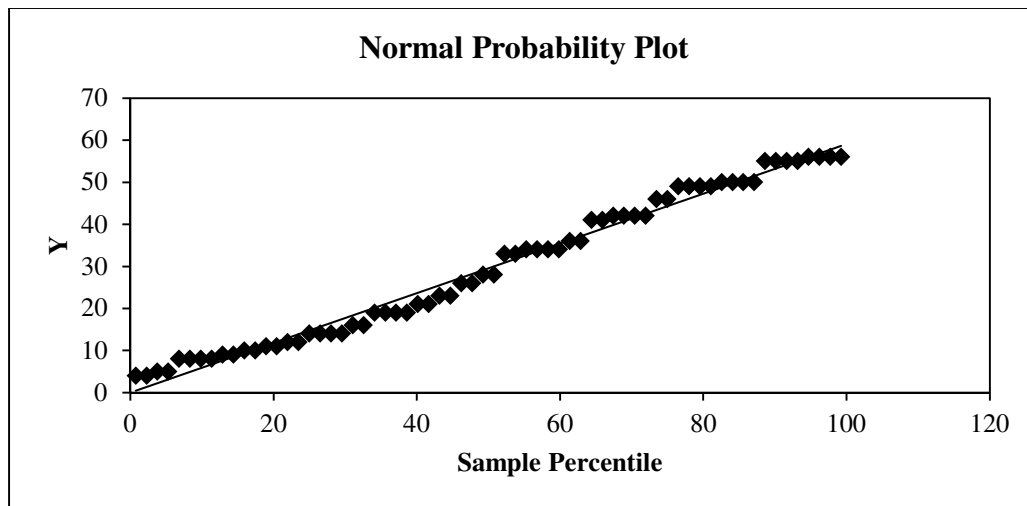


Figure 4. Normal Probability Plot of Work Hours and Moral Judgment

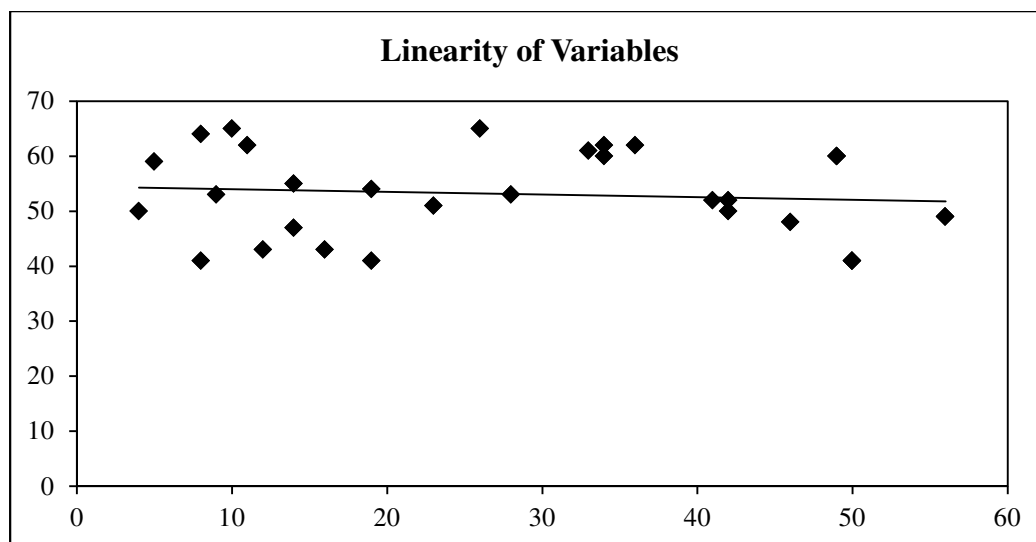


Figure 5. Scatter Plot of Work Hours and Moral Judgment

Findings for Research Question One

The focus of research question was on the potential relationship between working long hours and the moral judgment of leaders. The following question and hypotheses were offered for analysis.

- R1. What is the relationship between the number of working hours and the moral judgment in business leaders?
- H₀1. As working hours increase the level of moral judgment stays the same or increases.
- H₁1. As working hours increase the level of moral judgment decreases.

Pearson correlation was performed to determine if a relationship existed. The variables were moral judgment levels and the number of hours an individual worked (which included hours commuting, working at home, or hours at work events). An additional variable of sleep hours was also analyzed to determine if a correlation with moral judgment existed.

According to the Pearson product-moment correlation for the sample size of 66 leaders, a negative correlation between work hours and moral judgment was found, $r(64) = -.28$. The

research also showed an R-Square value of 0.08 meaning 8% of a person's moral judgment could only be explained by an association with work hours. In addition, the sleep variable was analyzed to determine if there was a relationship with moral judgment. The result showed a smaller, positive association, $r(64) = .11$.

Findings for Research Question Two

The focus of research question two was on the difference if any between the moral judgment levels of females versus that of males in relation to work hours. The following were considered for analysis.

- R2. What is the difference in the level of moral judgment between male and female business leaders with respect to working long hours?
- H₀2. There is no difference in the level of moral judgment between men and women.
- H₁2. There is a difference in the level of moral judgment between men and women.

An independent t-test was used to compare data between the genders of business leaders. After observing a sample size of 66 ($n = 34$ for females, $n = 32$ for males), the mean C-Score of women and men were 32.2 and 26.8, respectively. This resulted in $t(64) = 1.28$, $p = .21$. Thus, there was no statistical significance between the moral judgment levels of men and women in relation to work hours.

Summary

Chapter 4 was intended to describe how data were analyzed using the Microsoft® Office Excel Analysis Toolpak (2011) software program. Some additional techniques included checking for data accuracy, removing data omissions, and removing outliers. Model assumptions such as normality of residuals, linearity, and homoscedasticity were also considered. Missing data were discussed and details of the variables (moral judgment, work hours, sleep, and

gender) were provided. In addition, explanation of how the findings related back to both research questions was discussed.

Chapter 5 includes an overview of the research and its conclusions. Implications are identified along with the study's significance to leadership and the ethical dimensions. A discussion of shortcomings and strengths are provided and recommendations for future research are encouraged. Lastly, how this study is applicable to the leader, scholar, and practitioner is explained.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

Survival in a fluctuating economy sometimes requires leaders to spend more time on the job, represent the job at work-related social events, or bring more work home. This demanding increase of work hours has an association with that person's moral judgment level. Moral judgment is the ability to make moral decisions and act in accordance with those judgments (Lerkiatbundit, Utipan, Laohawiriyanon, & Teo, 2006). Employing leaders with a mature moral judgment is important to an organization because leaders are needed to make day-to-day morally-sound decisions that affect many stakeholders. If work continues to demand more time (on-site, at home, commuting, at functions) it could threaten this asset.

The purpose of this study was to explore the relationship if any between the work hours of business leaders and their level of moral judgment. In addition, this research also studied if this information showed a significant difference between genders. A power analysis for a one-tail correlation test resulted in a minimum sample size of 64. The total number of participants for this research yielded a sample size of 80. After cleaning the data, the final n was 66 business leaders.

The Moral Judgment Test was administered via an Internet survey to capture the responses from a sample of business leaders. This data were used to calculate the leader's C-Score with Microsoft® Office's Excel software. Pearson Product-Moment Correlation was performed to determine whether a relationship existed between the number of hours a participant engaged in work and their moral judgment level. Next, an independent t-test was conducted to compare these moral levels between women and men.

The scope and limitations of this study included using the convenience sampling technique followed by a simple randomization to study leaders working in Erie, Pennsylvania.

Surveys were administered via an Internet web link so tests were provided only to participants with email addresses. The study was cross-sectional and not longitudinal. The research did not consider the moral levels or average work hours of the leaders over a span of time. There were no pre- or post- tests given. One time period was considered during the administration of this study. In addition, the variables of work and sleep hours were reported by the participant making it unsubstantiated data.

Chapter 5 includes the interpretation of the data analysis results, how this study is significant to leadership, and its ethical dimensions. It will also discuss the strengths and weaknesses of the research design. The purpose of this study is to add information to the body of existing knowledge and make recommendations for future research.

Conclusions

Chapter 4 presented the results from the research that explored the relationship between an individual's work hours and their level of moral judgment. Two research questions were posed each accompanied by a null and alternative hypothesis. The following questions are discussed independently to show importance to the study and whether alternative explanations exist.

- R1. What is the relationship between the number of working hours and the moral judgment in business leaders?
- H₀1. As working hours increase the level of moral judgment stays the same or increases.
- H₁1. As working hours increase the level of moral judgment decreases.
- R2. What is the difference in the level of moral judgment between male and female business leaders with respect to working long hours?

- H₀2. There is no difference in the level of moral judgment between men and women.
- H₁2. There is a difference in the level of moral judgment between men and women.

Findings for Research Question One

Research question one was the focal point of the study. It investigated whether the moral judgment levels determined by the Moral Judgment Test had a correlation with a business leader's average weekly amount of work hours. The alternative hypothesis stated an inverse relationship existed. As the number of work hours increased, it was suggested that the moral judgment level decreased. The null hypothesis declared the variables would stay the same or move in the same direction.

Previous studies have compared the cognitive variations of blue collar workers (Virtanen et al., 2009). The focus of this research was specifically on the leader and one cognitive function – moral judgment. Moral judgment is a major component in being able to make effective, sound decisions, which is a necessary quality in business. Therefore, it makes sense to explore what factors, if any, are associated with this decision-making process.

Cha (2010) stated working longer hours had become a standard in America. It was important to know if this standard had a negative impact on business leaders. Golden and Figart (2000) stated the average American works 50 hours or more. Lind (1978) stated the average moral judgment of an individual was at a medium level. This study was consistent with both statements. The business leaders in this research averaged a workweek of 52 plus hours at an average moral level of 29 (medium).

Studies have also been conducted on the negative effects of insufficient sleep. Insufficient sleep is defined as an amount less than 6.5 hours a day on a continual basis (Wilson, 2008). Low sleep duration has been linked to health challenges, performance and productivity

issues, accidents, poor judgment, and negligence. It was fitting for this research to analyze if this variable along with work hours was associated with moral judgment.

It was assumed the more a person worked the less sleep they received and the combination would have an impact. Many factors can potentially be related to moral judgment. The sleep variable was added in a correlation model for analysis to prevent variable bias. Results indicated a weak, positive correlation of 0.11.

The findings of research question one supported the rejection of the null hypothesis thus indicating a relationship between work hours and moral judgment levels. The results showed a minor, inverse relationship of -0.28. Although the association was not strong, there is an opportunity for future research to explore why a relationship existed.

The Pearson's correlation model had a low predictability rate of 8% indicating a relationship existed but additional factors must be considered. An individual's average amount of sleep proved insignificant to this study so others must exist. Basner et al. (2007) stated the main activities of an American's life are comprised of work, commuting, sleep, socializing, school, and leisure. These factors plus family concerns, stress levels, work responsibilities, and physical or mental capacities contribute to the complexity of a leader. Studying these variables along with the amount of work hours may present a stronger model in the future.

Findings for Research Question Two

The focus of research question two was on the moral judgment levels of women and men. The alternative hypothesis stated there was a statistical significance between the moral levels of the two genders (in relation to work hours). The null hypothesis declared a difference did not exist. The scores from the Moral Judgment Test were analyzed and a comparison performed using an independent t-test.

Research from prior scholars proposed the moral levels of females differed from males. Males were thought to be more assertive in their pursuit of success thereby causing a collision with how moral business decisions were made (Atakan et al., 2008). Women were reported as being more responsive and sensitive to the needs of others. Women believed in equality at work while their male counterparts preferred an inequality of status and power (Nunner-Winkler, 2007).

This research determined women leaders worked fewer hours than men and their average moral judgment levels were higher. This conclusion supported the hypothesis from the first research question that an inverse relationship existed. However, the results from the independent t-test showed no statistical significance implying regardless of the driving forces motivating men and women leaders there was no significant difference in judgment as it related to work hours.

Implications

The findings and research implications of this study indicated a business leader's amount of work hours and moral judgment level are related. The more an individual committed to time on the job or involved themselves in work-related activities was associated with their inability to make morally-sound decisions. The study also suggested a statistical difference did not exist for men and women. The predictability of the correlation model was low indicating a consideration of other variables; sleep hours resulted in having little association. Data showed the majority of American leaders were working more than 40 hours per week yet still received an appropriate amount of 7-8 hours of sleep a night.

Significance to Leadership

Finding ways to maximize company profits and compete effectively may include the decision to expand into global territories. An organization may have to acquire cost-effective

resources overseas, solicit a new customer base in another country, or establish partnerships abroad to increase its profit margin. Implementing these global strategies require solid decisions that will not jeopardize the firm, the shareholders, the employees, or the environment. Threats arise when the morality behind the decisions are not good. Risking the effect of sound moral choices by allowing a leader to continuously work long hours could compromise the future of the company. How a leader weighs and filters information based upon right and wrong and then acts in accordance not only affects American companies but also those abroad especially since globalization has become a standard practice in business.

Another reason why moral judgment is significant in leadership is because stakeholders are significant. Stakeholder expectations demand sound decision-making from leaders because they are ultimately affected directly or indirectly from such decisions. For instance, an organization is effected by choices ending at a profit or a loss. Customers are affected by the selection of quality products or services received or lack thereof. Employees depend upon decisions regarding job security. If an existing obstacle (such as long workweeks) hinders the options for moral-soundness then safeguards should be implemented. The potential results of immoral decisions are substantial lawsuits, fines, fees, and lost revenue.

Ethical Dimension

The ethical dimension of the research included establishing a trust with the participants. Emails were sent from a possible unknown source asking for cooperation in a survey about their personal moral judgment. The individuals had to trust the source's reliability and the safety of the web link. In addition, a natural concern could possibly have been fear from another person identifying their moral judgment level especially if it was low. Explanation of the research on the initial and reminder invitations, the informed consent, the researcher's contact information,

and the offering of anonymity were essential. Leaders had the opportunity to opt out of the study or ask questions at any time. Also, the research was conducted within the confines of ethical practice because it used human subjects. A total of 25.8% or 66 of the selected 256 leaders responded with a complete survey.

Recommendations

Future studies should be conducted to continue the investigation between the relationship of work hours and moral judgment. Similar to this research, the findings could add to the existing body of knowledge. It could also be replicated using different populations and the results could be explored for further understanding of the topic.

This study used a limited selection of variables. Future research could expand the number of variables to add depth to the correlation. The current study chose its population with convenience which combined various business leaders. Future studies could select the leaders according to industry to explore which leader has a greater correlation between the variables. In addition, instead of determining correlation further research could be used to probe causation.

Limitations

The current study contained a number of limitations that could have affected the outcome of the findings. First, the population was chosen with convenience. This could have created a sample where one type of leader was over represented and others excluded. Next, the geographical location of the research was one city. Studying one location does not consider the possible social or cultural differences in other parts of the state or country.

Another limitation of the research included self-reported information from the participants. This unsubstantiated data could have been under/overestimated thereby affecting the results. The survey was also administered electronically. This may have excluded any

participants who were uncomfortable using a computer or the Internet. Finally, a longitudinal study was not conducted. Pre and post moral judgment tests were not administered to leaders over a period of time to determine if a relationship between work and moral judgment existed.

Research Study Shortcomings

One of the shortcomings of this research was the number of respondents. The database from the Erie Regional Chamber & Growth Partnership contained 1024 qualified business leaders. The applied simple randomization technique resulted in a targeted pool of 256 potential participants. The actual number of responses was 80 and after data cleaning the sample size was 66 or 25.8%. The entire business database could have been used as the sample size to potentially increase the response rate.

A higher response rate could have also been achieved if the survey was administered during another time of year. Leaders were asked to participate in November, which may have presented a challenge for those solely concentrating on year-end deadlines. Additionally, during the last months of the year many individuals typically schedule vacation time making them unavailable to participate.

Another shortcoming was a low predictability outcome and weak association from the correlation model. Considering other situational factors over a period of time or before testing may add robustness to the findings. Studying more features contributing to the complexity of a leader's life could have strengthened the understanding of the relationship between work hours and moral judgment.

Research Study Strengths

The Moral Judgment Test was an effective and efficient tool for measurement. Its reliability and validity made it a solid tool for replication with different populations. The

instructions for participants were easy to understand and C-Score calculations were done by hand. The MJT was also administered online allowing for quick collection and organization of data. The use of the Internet provided freedom of time allowing the participants to complete the survey at their convenience.

An additional strength was the application of Microsoft's® highly reputable, user-friendly Excel software package. This package provided accurate calculations and statistical analysis for this study. These were necessary components because the research required a correlation model, an independent t-test, and basic mathematical functions for data analysis and computation.

Future Research

The current study used a model resulting in a low predictability rate; however, it did determine an association between the variables of work hours and moral judgment levels. Future research could change the methodology to an experimental study. Research could study the manipulation of the variables to determine if a causal relationship existed and to pursue further insight into the discussion of whether moral judgment is static (making it an independent variable) or dynamic (a dependent variable).

If moral judgment is dynamic, additional environmental or situational factors could work in combination with work hours potentially explaining more of the variance in moral judgment. This complexity would be more representative of a business leader's lifestyle. Leaders may be consumed by extensive workweeks but there could be other factors affecting how they morally judge business situations. Further research provides an opportunity to consider other variables such as stress levels, culture, income, experience, or physical or mental exhaustion. While the current study did not show a strong relationship with sleep hours, it was able to eliminate it as

one potential factor. A comparative study could also be conducted to determine whether moral judgment in relation to work responsibilities shows a statistical difference.

An experimental methodology could use moral judgment as a static variable. This type of design could provide empirical evidence to support the theory stating a person's work hours, how they perform on the job, etc. are affected by their level of moral judgment. By determining this stability, a person's level should not regress due to situational or environmental factors instead it causes a reaction in the elements making up a leader's life. However, a person with a lower level could make riskier decisions and not be the asset s/he was assumed to be.

A final recommendation for future research would be to include how school, family, and the amount of time a leader spends at work may be associated with their level of moral judgment. Many working adults return to school for advancement. This same population may have additional family responsibilities. A combination of work, school, and family is a common representation of a leader's lifestyle and this dynamic along with moral judgment deserves further exploration.

Leaders, Practitioners, and Scholars

This study supports the theory that there is an association with work and moral judgment. It is the responsibility of leaders to protect the interests of their organization, the employees, the shareholders, themselves, and consumers. One protective way is making effective, sound decisions for all those in the span of control. If this knowledge is ignored then there is an indirect support to the continuation of possible poor moral decisions which could threaten all individuals and entities involved.

If the leader decides to embrace this information and apply it to their personal lives the benefits would carry over to others in the workplace. Leaders implement policies, define the

culture of the company, and create operational principles. By practicing the reduction of work hours, others may be motivated to follow thereby changing the work environment. A reduction in the demand for long hours could result in more productivity and profit maximization.

Finally, scholars are mandated to research topics and continue to learn. The topic of moral judgment is vast. The opportunity to understand it fully is available for additional research. This study added knowledge to previous studies. Future research can do the same to this.

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Appendix A

Consent Form

Greetings,

My name is Onjanette Jackson and I am a student at the University of Phoenix working on a doctoral degree. I am conducting a research study entitled the “Relationship between Working Long Hours and Moral Judgment in Leaders.” The purpose of the research study is to determine if a connection exists between the average number of hours attributed to work and cognition. The study will also be used to determine whether the relationship (if any) is more prominent in male or female leaders.

Your participation will involve answering 29 survey questions. The questionnaire will take approximately 10 minutes to complete. Your participation in this study is voluntary. If you choose not to participate or to withdraw from the study at any time, you can do so without penalty or loss of benefit to yourself. The results of the research study may be published but your identity will remain confidential and your name will not be disclosed to any outside party.

In this research, there are no foreseeable risks to you except “none”. Although there may be no direct benefit to you, a possible benefit of your participation is that the information learned in this study can be used to increase leader productivity.

If you have any questions concerning the research study, please call me at (678) 525-9904 or dronjanette@email.phoenix.edu.

As a participant in this study, you should understand the following:

1. You may decline to participate or withdraw from participation at any time without consequences.
2. Your identity will be kept confidential.
3. Onjanette Jackson, the researcher, has thoroughly explained the parameters of the research study and all of your questions and concerns have been addressed.
4. The researcher will structure a coding process to assure that anonymity of your name is protected.
5. Data will be stored in a secure and locked area. The data will be held for a period of three years, and then destroyed.
6. The research results will be used for publication.

“By completing and submitting the online survey you acknowledge that you understand the nature of the study, the potential risks to you as a participant, and the means by which your identity will be kept confidential. Your submission also indicates that you are 18 years old or older and that you give your permission to voluntarily serve as a participant in the study described.”

Please click "Next" to accept these terms. If you wish to decline click "Exit this survey".

Appendix B

Moral Judgment Test

Exit this survey

Option to Withdraw

You can withdraw your responses at any time by refusing to complete the survey once you have started. Each page has an "Exit this Survey" button for convenience. Surveys will be considered complete once the "Done" button is clicked at the end. If you choose to withdraw after the survey has been completed, please send an email request to dronjanette@email.phoenix.edu.

Prev Next

Exit this survey

Instructions

In the following part you are asked about your opinion on two stories. Please, read carefully the stories and answer the question. Then you will find arguments in favor and against the decision in each story. Do you accept or reject them?

Mark your answer on a scale from -4 (Strongly Reject) to +4 (Strongly Accept).

Thank you very much!

(c) 1977-2009 by Georg Lind (rev. 07-2009)

Prev Next

Exit this survey

Workers' Dilemma

Recently a company fired some people for unknown reasons. Some workers think the managers are listening in on employees through an intercom system and using the information against them. The managers deny this charge. The union says it will only do something about it when there is proof. Two workers then break into the main office and take the tapes that prove the managers were listening in.

(c) 1977-2009 by Georg Lind (rev. 07-2009)

Would you disagree or agree with the workers' behavior?

I strongly
disagree (-3)

I strongly
agree (+3)

How acceptable do you find the following arguments 'in favor' of the two workers' behavior? Suppose someone argued they were right...

I strongly
reject (-4)

I strongly
accept (+4)

1. because they didn't cause much damage to the company

2. because due to the company's disregard for the law, the means used by the two workers were permissible to restore law and order

3. because most of the workers would approve of their deed and many of them would be happy about it

4. because trust between people and individual dignity count more than the firm's internal regulations

5. because since the company had committed an injustice first, the two workers were justified in breaking into the offices

6. because the two workers saw no legal means of revealing the company's misuse of confidence, and therefore chose what they considered the lesser evil

How acceptable do you find the following arguments 'against' the two workers' behavior? Suppose someone argued they were wrong...

	I strongly reject (-4)					I strongly accept (+4)				
7. because we would endanger law and order in society if everyone acted as the two workers did	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. because one must not violate such a basic right as the right of property ownership and take the law into one's own hands, unless some universal moral principle justifies doing so	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. because risking dismissal from the company on behalf of other people is unwise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. because the two should have run through the legal channels at their disposal and not committed a serious violation of the law	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. because one doesn't steal and commit burglary if one wants to be considered a decent and honest person	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. because the dismissals of the other employees did not affect them and thus they had no	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

reason to steal the transcripts

Doctor's Dilemma

A woman had cancer and she had no hope of being saved. She was in terrible pain and so weak that a large dose of a pain killer such as morphine would have caused her death. During a temporary period of improvement, she begged the doctor to give her enough morphine to kill her. She said she could no longer stand the pain and would be dead in a few weeks anyway. The doctor decided to give her an overdose of morphine.

(c) 1977-2009 by Georg Lind (rev. 07-2009)

Do you disagree or agree with the doctor's behavior?

I strongly disagree (-3)	I strongly agree (+3)
○ ○ ○ ○ ○ ○ ○	○

How acceptable do you find the following arguments 'in favor' of the doctor? Suppose someone said he acted rightly ...

	I strongly reject (-4)	I strongly accept (+4)
13. because the doctor had to act according to his conscience. The woman's condition justified an exception to the moral obligation to preserve life	○ ○ ○ ○ ○ ○ ○ ○ ○ ○	○ ○ ○ ○ ○ ○ ○ ○ ○ ○
14. because the doctor was the only one who could fulfill the woman's wish; respect for her wish made him act as he did	○ ○ ○ ○ ○ ○ ○ ○ ○ ○	○ ○ ○ ○ ○ ○ ○ ○ ○ ○
15. because the doctor only did what the woman talked him into doing. He need	○ ○ ○ ○ ○ ○ ○ ○ ○ ○	○ ○ ○ ○ ○ ○ ○ ○ ○ ○

not worry about
unpleasant
consequences

16. because the woman would have died anyway and it didn't take much effort for him to give her an overdose of a painkiller

17. because the doctor didn't really break a law. Nobody could have saved the woman and he only wanted to shorten her suffering

18. because most of his fellow doctors would presumably have done the same in a similar situation

**How acceptable do you find the following arguments 'against' the doctor?
Suppose someone said that he acted wrongly...**

I strongly
reject (-4)

I strongly
accept (+4)

19. because he acted contrary to his colleagues' convictions. If they are against mercy-killing, the doctor shouldn't do it

20. because one should be able to have complete faith in a doctor's devotion to preserving life, even if someone with great

pain would rather die

21. because the protection of life is everyone's highest moral Obligation. We have no clear moral criteria for distinguishing between mercy-killing and murder

22. because the doctor could get himself into much trouble. They have already punished others for doing the same thing

23. because he could have had it much easier if he had waited and not interfered with the woman's dying

24. because the doctor broke the law. If one thinks that mercy-killing is illegal, then one should refuse such requests

How many hours do you work on average per week (include commute time, work brought home, and work-related social events)?

On average, how many hours of sleep do you get a night?

What is your gender? Male Female

Prev Done

Appendix C

Email Communications

Initial Invitation

Subject: Local Doctoral Student Requesting Your Input

Greetings,

As a native of Erie and a doctoral student at the University of Phoenix, I desire to learn about the local business leaders such as ourselves and possibly improve our productivity. In order to do this, I am asking for your help and it will only take about 10 minutes. I want to invite you to participate in an online survey. This research will help to determine if a connection exists between number of work hours and moral cognition and whether the relationship is more prominent in male or female leaders.

Please consider assisting me in this brief but important study. The survey is anonymous and will not take much of your time to complete. Simply click on the following link to begin:

<http://www.surveymonkey.com/s/QL5RMXY>

If you have any questions, feel free to contact me at dronjanette@email.phoenix.edu. I will be happy to answer any questions you may have. Thank you in advance!

Reminder Invitation

Subject: REMINDER: Erie Doctoral Student Requests Your Input

Greetings,

This is a courtesy reminder about the request for input you received a couple of weeks ago. Your assistance only requires 10 minutes of your time. Please complete the online survey that will help gather information on the relationship between work hours and the moral cognition of Erie's business leaders and possibly improve our productivity. The survey is brief and anonymous.

If you have already completed it, thank you so much! If not, I look forward to your responses.

<http://www.surveymonkey.com/s/QL5RMXY>

Feel free to contact me at dronjanette@email.phoenix.edu if you have any questions.

Appendix D

Permission to Use Existing Survey

Date 04/20/11

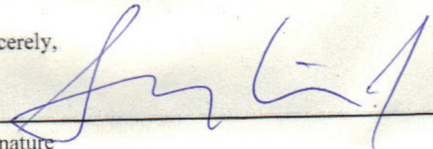
Prof. Dr. Georg Lind
University of Konstanz
Department of Psychology
78457 Konstanz, Germany

Thank you for your request for permission to use Moral Judgment Test in your research study. We are willing to allow you to reproduce the instrument as outlined in your letter at no charge with the following understanding:

- You will use this survey only for your research study and will not sell or use it with any compensated management/curriculum development activities.
- You will include the copyright statement on all copies of the instrument.
- You will send your research study and one copy of reports, articles, and the like that make use of this survey data promptly to our attention.

If these are acceptable terms and conditions, please indicate so by signing one copy of this letter and returning it to us.

Best wishes with your study.

Sincerely,

Signature

I understand these conditions and agree to abide by these terms and conditions.

Signed  _____ Date 04/20/11

Expected date of completion 02/01/12

Appendix E

Communication to Survey Author

fromONJANETTE JACKSON dronjanette@email.phoenix.edu
 toGeorg.Lind@uni-konstanz.de
 ccjeffmiller.research@gmail.com
 dateSat, Apr 9, 2011 at 7:55 AM
 subjectRequest for MJT - English Version
 mailed-byemail.phoenix.edu

Dr. Lind,

First let me say how much of an honor it is to be communicating with you. I am currently a doctoral student at the University of Phoenix (School of Advanced Studies) working on my dissertation. My topic deals with moral reasoning and I would like to use your Moral Judgment Test as my instrumentation. Per your website, it said that I could request permission to use it for free if I was affiliated with an educational institution. Hence, the reason for my email. I am asking permission for the entire test in the English version along with the stage coding and C-index calculation instructions. I would greatly appreciate your assistance. Please send this information back to my email address (dronjanette@email.phoenix.edu) unless it has to be mailed. If that is the case, I will provide my mailing address.

Thank you so much for your immediate response and truly this is a pleasure for me.

Onjanette L. Jackson

Doctoral Student

University of Phoenix

School of Advanced Studies

fromGeorg Lind georg.lind@uni-konstanz.de
 toONJANETTE JACKSON <dronjanette@email.phoenix.edu>
 dateThu, Apr 14, 2011 at 4:46 PM
 subjectMJT - Moral Judgment Test
 mailed-byuni-konstanz.de

Dear Onjanette,

I am not sure whether I have responded already to your mail. Thank you for your interest in the Moral Judgment Test (MJT). Please find all available language versions of the MJT, the scoring code, the instruction for its translation and the certification of new language versions, other useful things on these web-sites:

http://www.uni-konstanz.de/ag-moral/material/moral/messen/MJT_scoring-C.htm . Access: User ID = lind-kurs, password = kohlberg

To prevent abuse, please do not pass on the test and the password but refer people interested in the MJT to me.

The MJT is especially useful for research and for evaluating methods of moral education. Yet the MJT must not be used as a high stakes test, i.e., for assessing certain people or groups of people. The MJT can be used only if the research participants remain anonymous and are not graded or selected. The MJT has been very rigorously validated using well corroborated theory-based criteria. See also my recent paper:

Lind, G. (2008). The meaning and measurement of moral judgment competence revisited - A dual-aspect model. In: D. Fasko & W. Willis, Eds., Contemporary Philosophical and Psychological Perspectives on Moral Development and Education. Cresskill, NJ: Hampton Press, pp. 185 - 220.

http://www.uni-konstanz.de/ag-moral/pdf/Lind-2008_Meaning-Measurement.pdf (Password = kohlberg)

The MJT's main index, the C-score, is a functional competency measure. Because of this, conventional criteria of test analysis ("test reliability", "test consistency") do not apply. Even though Lerkiatbundit et al. (2006) report a test-retest correlation of $r = 0.90$. The MJT's methodology breaks new grounds in psychological measurement. It is a psychological $N = 1$ experiment with a multivariate design. Using and interpreting the MJT requires proficiency in the Dual Aspect Theory of moral behavior and in experimental psychology. For studies founding or using the MJT, please visit this site: <http://www.uni-konstanz.de/ag-moral/mut/mjt-references.htm> Frequently asked questions, latest news on the MJT, and various information on the MJT can be found here: <http://www.uni-konstanz.de/ag-moral/mut/mjt-engl.htm>

The MJT can be used freely by teachers and researchers for non-for-profit use. All other uses need a written permission. If you do studies with the MJT, I would appreciate very much if you could let me have your raw data for my MJT data base after you have used them.

If you were also interested in the Konstanz Method of Dilemma Discussion (KMDD) for fostering moral and democratic competencies, please see: <http://www.uni-konstanz.de/ag-moral/moral/dildisk-e.htm>

For international workshop-seminars for KMDD-Teachers, see: <http://www.unikontanz.de/ag-moral/>

Best regards

Georg

Prof. Dr. Georg Lind

University of Konstanz

Department of Psychology

78457 Konstanz, Germany

Post bitte an meine Privatadresse:

Schottenstr. 65

78462 Konstanz

Tel. +49 (0)7531 27842

Fax +49 (0)3222 6906730

E-mail: georg.lind@uni-konstanz.de

Web: <http://www.uni-konstanz.de/ag-moral/>

fromONJANETTE JACKSON dronjanette@email.phoenix.edu

toGeorg Lind <georg.lind@uni-konstanz.de>

dateWed, Apr 20, 2011 at 7:28 AM

subjectRe: MJT - Moral Judgment Test

mailed-byemail.phoenix.edu

Dr. Lind,

Once again thank you so much for your assistance with my research by allowing me to use your instrument. I have one additional request. It is required by my university that I obtain signed permission to use your tool. I have attached a copy for convenience. If you could read and sign it I would be truly grateful. I cannot submit my proposal without it. Please scan it and return it via email (which would suffice for submission); however, I would need the original on file. The original can be mailed to the address below. Thank you once again! I will definitely acknowledge you in my dissertation.

Send original permission to:

Onjanette Jackson
151 West 20th Street
Erie, PA 16502

Appendix F

Premise Permission Form

UNIVERSITY OF PHOENIX

PERMISSION TO USE PREMISES, NAME, AND/OR SUBJECTS

(Facility, Organization, University, Institution, or Association)

Erie Regional Chamber and Growth Partnership

Check any that apply:

I hereby authorize Onjanette Jackson, student of University of Phoenix, to use the premises (facility identified below) to conduct a study entitled "The Relationship Between Working Long Hours and Moral Judgment in Leaders."

I hereby authorize Onjanette Jackson, student of University of Phoenix, to recruit subjects for participation in and conduct a study entitled "The Relationship Between Working Long Hours and Moral Judgment in Leaders."

I hereby authorize Onjanette Jackson, student of University of Phoenix, to use the name of the facility, organization, university, institution, or association identified above when publishing results from the study entitled "The Relationship Between Working Long Hours and Moral Judgment in Leaders."



Susan Ronto
Membership Coordinator
208 E. Bayfront Parkway, Suite 100
Erie, PA 16507

09/20/11