

# Oral Defense Announcement

## University of Missouri – St. Louis Graduate School

An oral examination in defense of the dissertation for the degree  
Doctor of Business Administration with an emphasis in Organizational Behavior

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Master of Business Administration, Stephens College, 2006  
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### **Accountability for Unethicality: Monitoring, Policy, and Individual Attitudes**

Date: November 13, 2024  
Time: 2:30 p.m. to 4:30 p.m.  
Place: 108 Anheuser-Busch Hall

#### **Abstract**

This research examines the mechanisms that can be used to reduce unethical behaviors, as well as their influence on employee attitudes (i.e., trust, justice, job satisfaction, and organizational commitment). Using an experimental design, participants were exposed to varying levels of accountability, monitoring, and policy to examine their interaction effects on unethical behaviors and attitudes. Two significant interactions emerged when looking at the mechanism's influence on attitudes. Policy clarity had a significant main effect on justice perceptions, with vague policies reducing perceptions of justice. The interaction between clear policy and accountability significantly impacted justice perceptions, highlighting the value of accountability in reinforcing fair treatment. Two marginally significant interactions were also found. Accountability and monitoring reduced unethical behavior, suggesting the interventions may be redundant and only one or the other may be useful. Additionally, policy and accountability impacted job satisfaction, implying that policy clarity when paired with accountability, can encourage a sense of stability and motivation.

#### **Defense of Dissertation Committee**

John Meriac, Ph.D., Chairperson  
Matthew Taylor, Ph.D.  
Brandon Ofem, Ph.D.