

Background

Importance of Unethical Decision-Making

- Process of choosing among alternatives that is consistent with ethical principles
- Rule violations and lying are **27% and 29% more common** than they used to be in 2018 (Yale, 2020)
- **One in four employees** experience unethical decisions

Existing Literature on Unethical Decisions

- Workshops on emotional intelligence skills for leaders
- Promote communication on ethical standards
- Regular employee feedback

Hypotheses

The study explores the effect of **sleep, fatigue, caffeinated and alcoholic beverages** on unethical decision-making.

Independent Variables.



Sleep

- Homeostatic Process (Biological)
- Low sleep → Low prefrontal cortex activity → High unethical DM



Fatigue

- Feelings of Exhaustion (Psychological)
- High fatigue → Low self control → High unethical DM



Alcohol

Moderating Variables.

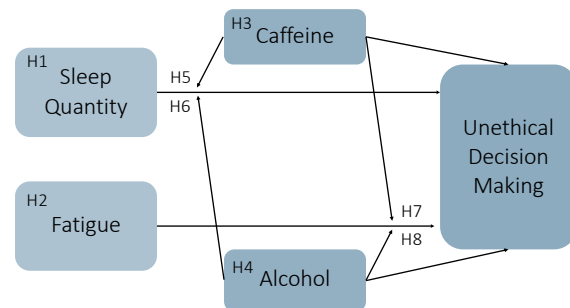
- Natural depressant of CNS
- Reduces activity of prefrontal cortex



Caffeine

- Natural stimulant of CNS
- Increases activity of prefrontal cortex

Proposed Model.



Method

Participants.

- Data collected by Christian and Ellis (2011)
- Nurses from a Major Medical Center in Southwestern United States ($N = 171$)
- 82% of the sample was Female

Method.

Survey 1 (Morning).

Sleep Quantity

	LAST NIGHT / THIS MORNING
7:00 - 7:59 AM	<input type="checkbox"/>
8:00 - 8:59 AM	<input type="checkbox"/>
9:00 - 9:59 AM	<input type="checkbox"/>

Fatigue

	Not True	Very True
18. I feel mentally exhausted.	<input type="checkbox"/>	<input type="checkbox"/>
19. I feel drained.	<input type="checkbox"/>	<input type="checkbox"/>
20. I feel worn out.	<input type="checkbox"/>	<input type="checkbox"/>

Survey 2 (Afternoon).

Unethical Decision-Making

"You're alone in the hospital office making copies and realize you're out of copy paper at home. You therefore slip a ream of paper into your bag"

Alcohol

How many alcoholic beverages did you consume last night? (cup of coffee/tea/12 oz. soda)

a. None
b. 1
c. 2-3
d. 4-5
e. 6 or more

Caffeine

How many caffeinated beverages (cup of coffee/tea/12 oz. soda) have you consumed today?

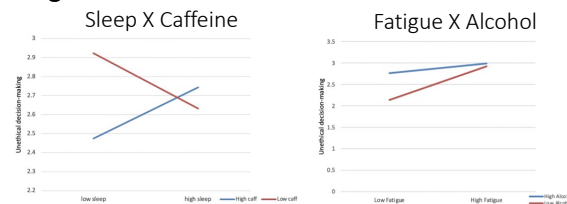
a. None
b. 1
c. 2
d. 3
e. 4

Results

Supported Hypotheses.

- Fatigue **positively** relates to unethical DM
- Alcohol **positively** relates to unethical DM
- Caffeine **moderates** effect of sleep on unethical DM
- Alcohol **moderates** effect of fatigue on unethical DM

Significant Interaction Effects.



Discussion

Limitations and Future Directions



Gender Ratio.

Sample predominantly consists of women. Future studies can use a more **mixed sample** to account for the role of gender in unethical DM



Low Ecological Validity.

Sample only represents healthcare organizations. Future studies can administer the survey in a variety of workforces to account for **varying levels of supervision**



Desirability Bias.

The question for unethical decision-making can be improved. Future studies can include **behavioral ratings** from managers

Practical Implications

Corrective Measures

Measures to reduce fatigue



Opportunity for Exercise.

Movement and exercise reduces fatigue



Wellness Workshops.

Increase awareness on the negative effects of high fatigue and low sleep

Protective Measures

Measures to combat the effects of fatigue



Coffee Stalls.

Areas where employees can get caffeinated drinks and beverages



Guidelines on Alcohol Consumption.

Stricter rules and regulations on alcohol

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