

## SECTION 9:

### FOCUS ON BUSINESS LEADERS

### FOR THREE YEARS

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#### INTRODUCTION



In this section, the focus is only on the business leaders for all three years.◆ Table 9A presents a summary version of the information for each of the 47 attitudinal questions.◆ For each question, the percent that agreed with each statement is given.◆ In addition, the average response (low is positive) and the standard deviation for each question are provided.◆ The number of responses completes the information for each group for each question.◆ Questions 30 to 38 are given at the end of the table since their answers should have reflected ◆to what extent◆ instead of a SA to SD perspective.◆ See Table 9B for a clearer understanding of these questions.◆ Table 9B gives the percentage of respondents who either Strongly Agreed, Agree, gave No Opinion, Disagreed or Strongly Disagreed for each question.◆

#### ANALYSIS

◆One can examine the differences in the actual responses in these two tables depending upon his or her interest in the particular question and/or group.◆ A detailed analysis of the information in this section is beyond the scope of the project

TABLE 9A.◆◆◆◆ FOR EACH OF THE THREE STUDIES, PERCENT OF THE BUSINESS LEADERS AGREEING WITH EACH STATEMENT◆◆◆◆ (1=SA;◆ 5=SD)							
Q#	QUESTION	Year	Type	% Agree	Mean	Std. Dev.	n=
1	The corporation has a responsibility to take the lead in solving major social problems such as pollution, discrimination, and safety.	2003	Business Leaders	76%	2.1	1.0	66
		1988	Business Leaders	76%	NI	NI	138
		1983	Business Leaders	70%	NI	NI	119
2	The corporation has a responsibility to not become involved in solving social problems unless doing so becomes a cost of doing business or the opportunity to earn a profit.	2003	Business Leaders	11%	4.0	1.0	66
		1988	Business Leaders	11%	NI	NI	138
		1983	Business Leaders	26%	NI	NI	119
3	The corporation has the responsibility to get involved in social responsibility projects because outside pressures make	2003	Business Leaders	35%	3.1	0.9	66
		1988	Business Leaders	46%	NI	NI	138

	such an involvement a cost of doing business.	1983	Business Leaders	42%	NI	NI	119
4	The corporation has a responsibility to promote equal opportunity in hiring and promotion.	2003	Business Leaders	99%	1.3	0.5	66
		1988	Business Leaders	97%	NI	NI	138
		1983	Business Leaders	97%	NI	NI	119
5	The corporation has a responsibility to promote conservation of energy even if doing so means a reduction in profits.	2003	Business Leaders	71%	2.4	1.0	66
		1988	Business Leaders	67%	NI	NI	138
		1983	Business Leaders	67%	NI	NI	119
6	The corporation has a responsibility to conserve natural resources, even if doing so means a reduction in profits.	2003	Business Leaders	70%	2.4	1.0	66
		1988	Business Leaders	74%	NI	NI	138
		1983	Business Leaders	67%	NI	NI	119
7	The corporation has a responsibility to clean up or avoid causing air, noise, and water pollution even if doing so means a reduction in profits.	2003	Business Leaders	92%	1.9	0.8	66
		1988	Business Leaders	93%	NI	NI	138
		1983	Business Leaders	86%	NI	NI	119
8	The corporation has a responsibility to contribute money and management time to civic activities in communities where the firm has plants or offices.	2003	Business Leaders	88%	1.7	0.9	66
		1988	Business Leaders	90%	NI	NI	138
		1983	Business Leaders	90%	NI	NI	119
9	The corporation has a responsibility to help minority owned businesses.	2003	Business Leaders	56%	2.6	1.1	66
		1988	Business Leaders	43%	NI	NI	138
		1983	Business Leaders	38%	NI	NI	119
10	The corporation has a responsibility to be truthful in advertising.	2003	Business Leaders	99%	1.2	0.4	66
		1988	Business Leaders	99%	NI	NI	138
		1983	Business Leaders	70%	NI	NI	119
11	The typical business executive has two sets of ethical standards, one which he/she applies to business activities and another which is applied to his/her private life.	2003	Business Leaders	12%	4.3	1.0	66
		1988	Business Leaders	16%	NI	NI	138
		1983	Business Leaders	20%	NI	NI	119
12	Ethical standards in business are lower than in government.	2003	Business Leaders	11%	4.2	0.9	66
		1988	Business Leaders	5%	NI	NI	138

		1983	Business Leaders	3%	NI	NI	119
13	Ethical standards in business are lower than in most religious organizations.	2003	Business Leaders	28%	3.5	1.2	66
		1988	Business Leaders	29%	NI	NI	138
		1983	Business Leaders	29%	NI	NI	119
14	Ethical standards in business are lower than in the typical American family.	2003	Business Leaders	19%	3.8	1.1	66
		1988	Business Leaders	15%	NI	NI	138
		1983	Business Leaders	16%	NI	NI	119
15	The ethical standards used in business are as high as those practiced with family and friends.	2003	Business Leaders	67%	2.5	0.9	66
		1988	Business Leaders	93%	NI	NI	138
		1983	Business Leaders	94%	NI	NI	119
16	Occasionally, business people make decisions that are right for business but which are inconsistent with their personal ethical principles.	2003	Business Leaders	67%	2.5	0.9	66
		1988	Business Leaders	93%	NI	NI	138
		1983	Business Leaders	94%	NI	NI	119
17	Much advertising done by business is misleading to the consumer.	2003	Business Leaders	29%	3.3	1.0	66
		1988	Business Leaders	39%	NI	NI	138
		1983	Business Leaders	23%	NI	NI	119
18	Effective advertising may have to be somewhat misleading.	2003	Business Leaders	8%	4.1	0.8	66
		1988	Business Leaders	8%	NI	NI	138
		1983	Business Leaders	9%	NI	NI	119
19	It is in the long run self-interest of business to protect the customer.	2003	Business Leaders	91%	1.8	0.8	66
		1988	Business Leaders	96%	NI	NI	138
		1983	Business Leaders	98%	NI	NI	119
20	The average customer is less ethical in dealing with business than the business is in dealing with that customer.	2003	Business Leaders	31%	3.1	1.0	66
		1988	Business Leaders	42%	NI	NI	138
		1983	Business Leaders	53%	NI	NI	119
21	No employee should be required to engage in business practices that employee considers unethical.	2003	Business Leaders	87%	1.7	0.9	66
		1988	Business Leaders	87%	NI	NI	138

		1983	Business Leaders	89%	NI	NI	119
22	In accepting an employment offer each employee implicitly agrees to abide by the ethical standards of the employer, even if the company standards differ from those of the employee.	2003	Business Leaders	53%	2.8	1.2	66
		1988	Business Leaders	51%	NI	NI	138
		1983	Business Leaders	42%	NI	NI	119
23	Wages and salaries should vary according to an employee's productivity.	2003	Business Leaders	88%	1.8	0.8	66
		1988	Business Leaders	96%	NI	NI	138
		1983	Business Leaders	94%	NI	NI	119
24	Wages and salaries should vary according to both the employee's productivity and years of service with the firm.	2003	Business Leaders	49%	2.9	1.1	66
		1988	Business Leaders	48%	NI	NI	138
		1983	Business Leaders	53%	NI	NI	119
25	Wages and salaries should vary primarily with the employee's years of service with the firm.	2003	Business Leaders	3%	4.2	0.7	66
		1988	Business Leaders	4%	NI	NI	138
		1983	Business Leaders	1%	NI	NI	119
26	Labor unions serve a useful purpose by prodding a particular management into fulfilling its responsibilities to labor.	2003	Business Leaders	29%	3.6	1.2	66
		1988	Business Leaders	26%	NI	NI	138
		1983	Business Leaders	21%	NI	NI	119
27	The corporation should seek to maximize short run profits.	2003	Business Leaders	29%	3.4	1.2	66
		1988	Business Leaders	13%	NI	NI	138
		1983	Business Leaders	15%	NI	NI	119
28	The corporation should seek to earn a satisfactory rate of return for stockholders.	2003	Business Leaders	99%	1.5	0.5	66
		1988	Business Leaders	98%	NI	NI	138
		1983	Business Leaders	100%	NI	NI	119
29	The ethical standards in competition are determined by the least ethical competitor. If one firm engages in unethical conduct, the others will have to follow to survive.	2003	Business Leaders	0%	4.5	0.6	66
		1988	Business Leaders	6%	NI	NI	138
		1983	Business Leaders	5%	NI	NI	119
39	All institutions in our society should seek to protect and promote the interests of individuals.	2003	Business Leaders	34%	3.1	1.0	65
		1988	Business Leaders	76%	NI	NI	138
			Business				

40	Individual freedom may have to be partly restricted in order for organizations to effectively function.	1983	Leaders	77%	<i>NI</i>	<i>NI</i>	119
		2003	Business Leaders	56%	2.7	1.1	66
		1988	Business Leaders	70%	<i>NI</i>	<i>NI</i>	138
		1983	Business Leaders	84%	<i>NI</i>	<i>NI</i>	119
41	Government should redistribute income in order to assure a minimum standard of living for all citizens.	2003	Business Leaders	23%	3.7	1.1	66
		1988	Business Leaders	15%	<i>NI</i>	<i>NI</i>	138
		1983	Business Leaders	12%	<i>NI</i>	<i>NI</i>	119
42	Government should provide incentives for business to get involved in solving social problems.	2003	Business Leaders	55%	2.8	1.1	66
		1988	Business Leaders	61%	<i>NI</i>	<i>NI</i>	138
		1983	Business Leaders	54%	<i>NI</i>	<i>NI</i>	119
43	Truth in lending regulations are needed to protect the customer.	2003	Business Leaders	86%	2.0	0.8	66
		1988	Business Leaders	78%	<i>NI</i>	<i>NI</i>	138
		1983	Business Leaders	68%	<i>NI</i>	<i>NI</i>	119
44	Antitrust laws prohibiting price fixing benefit the customer.	2003	Business Leaders	85%	2.1	0.8	66
		1988	Business Leaders	79%	<i>NI</i>	<i>NI</i>	138
		1983	Business Leaders	68%	<i>NI</i>	<i>NI</i>	119
45	Lazy or incompetent employees should be fired.	2003	Business Leaders	86%	1.9	0.9	66
		1988	Business Leaders	81%	<i>NI</i>	<i>NI</i>	138
		1983	Business Leaders	84%	<i>NI</i>	<i>NI</i>	119
46	A company should have formal policies to guarantee that every employee has an equal opportunity for promotion, pay increases, and other rewards provided by the firm.	2003	Business Leaders	86%	1.8	1.0	66
		1988	Business Leaders	91%	<i>NI</i>	<i>NI</i>	138
		1983	Business Leaders	89%	<i>NI</i>	<i>NI</i>	119
47	The corporation should seek to maximize long run profits.	2003	Business Leaders	93%	1.7	0.8	66
		1988	Business Leaders	96%	<i>NI</i>	<i>NI</i>	138
		1983	Business Leaders	94%	<i>NI</i>	<i>NI</i>	119
30	To what extent are ethical standards influenced by peer group pressures?	2003	Business Leaders	55%	2.8	1.0	64
		1988	Business Leaders	84%	<i>NI</i>	<i>NI</i>	138
			Business Leaders	82%	<i>NI</i>		

		1983				NI	119
31	To what extent are ethical standards influenced by prevailing industry practice?	2003	Business Leaders	66%	2.6	1.0	64
		1988	Business Leaders	70%	NI	NI	138
		1983	Business Leaders	70%	NI	NI	119
32	To what extent are ethical standards influenced by perceived preference of top executives?	2003	Business Leaders	81%	2.2	0.9	64
		1988	Business Leaders	82%	NI	NI	138
		1983	Business Leaders	74%	NI	NI	119
33	To what extent are ethical standards influenced by family experiences?	2003	Business Leaders	83%	2.2	0.8	64
		1988	Business Leaders	93%	NI	NI	138
		1983	Business Leaders	92%	NI	NI	119
34	To what extent are ethical standards influenced by church experiences?	2003	Business Leaders	74%	2.4	0.9	64
		1988	Business Leaders	74%	NI	NI	138
		1983	Business Leaders	84%	NI	NI	119
35	To what extent are ethical standards influenced by your educational experiences?	2003	Business Leaders	83%	2.2	0.7	64
		1988	Business Leaders	87%	NI	NI	138
		1983	Business Leaders	87%	NI	NI	119
36	To what extent are ethical standards influenced by company's ethical code or policy?	2003	Business Leaders	90%	1.9	0.8	64
		1988	Business Leaders	89%	NI	NI	138
		1983	Business Leaders	90%	NI	NI	119
37	To what extent are ethical standards influenced by professional ethical code?	2003	Business Leaders	85%	2.0	0.8	64
		1988	Business Leaders	88%	NI	NI	138
		1983	Business Leaders	92%	NI	NI	119
38	To what extent are ethical standards influenced by society's moral climate?	2003	Business Leaders	75%	2.3	0.9	64
		1988	Business Leaders	80%	NI	NI	138
		1983	Business Leaders	73%	NI	NI	119

Source: ♦♦♦♦♦♦♦♦ 2003 Study of Ethics

TABLE 9B. ♦♦♦♦♦♦♦♦ FOR EACH OF THE THREE STUDIES, PERCENT OF THE BUSINESS LEADERS ♦ PROVIDING THEIR DEGREE OF AGREEMENT WITH EACH STATEMENT (1=SA; ♦5=SD)										
Q#	QUESTION	Year	Type	%SA	%A	%NO	%D	%SD	n=	

◆◆ 1	The corporation has a responsibility to take the lead in solving major social problems such as pollution, discrimination, and safety.	2003	Bus. Leaders	29	47	12	9	3	66
		1988	Bus. Leaders	20	56	5	17	2	138
		1983	Bus. Leaders	13	57	5	21	3	119
◆◆ 2	The corporation has a responsibility to not become involved in solving social problems unless doing so becomes a cost of doing business or the opportunity to earn a profit.	2003	Bus. Leaders	3	8	8	52	30	66
		1988	Bus. Leaders	2	9	7	69	12	138
		1983	Bus. Leaders	3	23	5	56	12	119
◆◆ 3	The corporation has the responsibility to get involved in social responsibility projects because outside pressures make such an involvement a cost of doing business.	2003	Bus. Leaders	2	33	21	42	2	66
		1988	Bus. Leaders	1	45	8	44	2	138
		1983	Bus. Leaders	4	38	13	41	3	119
◆◆ 4	The corporation has a responsibility to promote equal opportunity in hiring and promotion.	2003	Bus. Leaders	76	23	0	2	0	66
		1988	Bus. Leaders	35	62	2	1	0	138
		1983	Bus. Leaders	31	66	0	2	0	119
◆◆ 5	The corporation has a responsibility to promote conservation of energy even if doing so means a reduction in profits.	2003	Bus. Leaders	15	56	8	18	3	66
		1988	Bus. Leaders	9	58	15	17	1	138
		1983	Bus. Leaders	9	58	14	15	3	119
◆◆ 6	The corporation has a responsibility to conserve natural resources, even if doing so means a reduction in profits.	2003	Bus. Leaders	11	59	11	15	5	66
		1988	Bus. Leaders	15	59	16	9	1	138
		1983	Bus. Leaders	10	57	17	12	3	119
◆◆ 7	The corporation has a responsibility to clean up or avoid causing air, noise, and water pollution even if doing so means a reduction in profits.	2003	Bus. Leaders	26	66	2	5	2	66
		1988	Bus. Leaders	19	74	4	3	0	138
		1983	Bus. Leaders	14	72	6	6	1	119
◆◆ 8	The corporation has a responsibility to contribute money and management time to civic activities in communities where the firm has plants or offices.	2003	Bus. Leaders	53	35	6	5	2	66
		1988	Bus. Leaders	25	65	4	7	0	138
		1983	Bus. Leaders	26	64	5	4	0	119
◆◆ 9	The corporation has a responsibility to help minority owned businesses.	2003	Bus. Leaders	14	42	24	15	5	66
		1988	Bus. Leaders	5	38	25	30	3	138
		1983	Bus. Leaders	6	32	26	30	5	119
10	The corporation has a responsibility to be truthful in advertising.	2003	Bus. Leaders	85	14	2	0	0	66
		1988	Bus. Leaders	54	45	1	1	0	138
		1983	Bus. Leaders	13	57	5	21	3	119
11	The typical business executive has two sets of ethical standards, one which he/she applies to business activities and another which is applied to his/her private life.	2003	Bus. Leaders	0	12	2	33	53	66
		1988	Bus. Leaders	6	10	5	52	27	138
		1983	Bus. Leaders	3	17	3	43	33	119
12	Ethical standards in business are lower than in government.	2003	Bus. Leaders	0	11	5	44	41	66
		1988	Bus. Leaders	1	4	3	42	50	138
		1983	Bus. Leaders	1	2	3	36	59	119
13	Ethical standards in business are lower than in most religious organizations.	2003	Bus. Leaders	5	23	15	32	26	66
		1988	Bus. Leaders	4	25	14	44	12	138
		1983	Bus. Leaders	0	29	21	39	10	119
14	Ethical standards in business are lower than in the typical American family.	2003	Bus. Leaders	2	17	11	45	26	66
		1988	Bus. Leaders	4	11	14	58	13	138
		1983	Bus. Leaders	0	16	11	60	12	119

15	The ethical standards used in business are as high as those practiced with family and friends.	2003	Bus. Leaders	6	61	9	24	0	66
		1988	Bus. Leaders	38	55	3	2	2	138
		1983	Bus. Leaders	37	57	3	3	0	119
16	Occasionally, business people make decisions that are right for business but which are inconsistent with their personal ethical principles.	2003	Bus. Leaders	6	53	6	29	6	66
		1988	Bus. Leaders	1	12	4	52	30	138
		1983	Bus. Leaders	3	16	1	59	20	119
17	Much advertising done by business is misleading to the consumer.	2003	Bus. Leaders	3	26	15	53	3	66
		1988	Bus. Leaders	7	32	10	46	5	138
		1983	Bus. Leaders	3	20	10	50	17	119
18	Effective advertising may have to be somewhat misleading.	2003	Bus. Leaders	0	8	8	56	29	66
		1988	Bus. Leaders	0	8	6	60	26	138
		1983	Bus. Leaders	2	7	6	63	22	119
19	It is in the long run self-interest of business to protect the customer.	2003	Bus. Leaders	35	56	3	6	0	66
		1988	Bus. Leaders	53	43	3	1	1	138
		1983	Bus. Leaders	48	50	1	1	0	119
20	The average customer is less ethical in dealing with business than the business is in dealing with that customer.	2003	Bus. Leaders	5	26	30	33	6	66
		1988	Bus. Leaders	9	33	22	33	2	138
		1983	Bus. Leaders	12	41	22	24	1	119
21	No employee should be required to engage in business practices that employee considers unethical.	2003	Bus. Leaders	55	32	5	9	0	66
		1988	Bus. Leaders	43	44	4	7	1	138
		1983	Bus. Leaders	42	47	3	8	1	119
22	In accepting an employment offer each employee implicitly agrees to abide by the ethical standards of the employer, even if the company standards differ from those of the employee.	2003	Bus. Leaders	14	39	12	27	8	66
		1988	Bus. Leaders	7	44	9	34	6	138
		1983	Bus. Leaders	7	35	13	36	9	119
23	Wages and salaries should vary according to an employee's productivity.	2003	Bus. Leaders	36	52	6	6	0	66
		1988	Bus. Leaders	34	62	1	3	1	138
		1983	Bus. Leaders	38	56	6	0	0	119
24	Wages and salaries should vary according to both the employee's productivity and years of service with the firm.	2003	Bus. Leaders	8	41	11	35	6	66
		1988	Bus. Leaders	5	43	5	39	8	138
		1983	Bus. Leaders	11	42	14	28	5	119
25	Wages and salaries should vary primarily with the employee's years of service with the firm.	2003	Bus. Leaders	0	3	6	61	30	66
		1988	Bus. Leaders	2	2	3	42	50	138
		1983	Bus. Leaders	0	1	4	53	42	119
26	Labor unions serve a useful purpose by prodding a particular management into fulfilling its responsibilities to labor.	2003	Bus. Leaders	3	26	9	33	29	66
		1988	Bus. Leaders	1	25	9	41	23	138
		1983	Bus. Leaders	1	20	9	44	27	119
27	The corporation should seek to maximize short run profits.	2003	Bus. Leaders	8	21	11	44	17	66
		1988	Bus. Leaders	1	12	7	53	28	138
		1983	Bus. Leaders	1	14	9	56	20	119
28	The corporation should seek to earn a satisfactory rate of return for stockholders.	2003	Bus. Leaders	52	47	2	0	0	66
		1988	Bus. Leaders	39	59	1	1	0	138
		1983	Bus. Leaders	37	63	0	0	0	119



29	The ethical standards in competition are determined by the least ethical competitor. ♦ If one firm engages in unethical conduct, the others will have to follow to survive.	2003	Bus. Leaders	0	0	3	49	49	66
		1988	Bus. Leaders	3	3	2	59	33	138
		1983	Bus. Leaders	2	3	2	56	36	119
39	All institutions in our society should seek to protect and promote the interests of individuals.	2003	Bus. Leaders	2	32	25	37	5	65
		1988	Bus. Leaders	23	53	11	13	1	138
		1983	Bus. Leaders	26	51	6	18	0	119
40	Individual freedom may have to be partly restricted in order for organizations to effectively function.	2003	Bus. Leaders	6	50	14	24	6	66
		1988	Bus. Leaders	13	57	6	18	6	138
		1983	Bus. Leaders	16	68	3	12	1	119
41	Government should redistribute income in order to assure a minimum standard of living for all citizens.	2003	Bus. Leaders	2	21	11	38	29	66
		1988	Bus. Leaders	2	13	6	38	42	138
		1983	Bus. Leaders	3	9	6	30	52	119
42	Government should provide incentives for business to get involved in solving social problems.	2003	Bus. Leaders	8	47	14	26	6	66
		1988	Bus. Leaders	14	47	13	18	7	138
		1983	Bus. Leaders	9	45	14	25	6	119
43	Truth in lending regulations is needed to protect the customer.	2003	Bus. Leaders	21	65	6	6	2	66
		1988	Bus. Leaders	11	67	7	15	0	138
		1983	Bus. Leaders	3	65	9	18	5	119
44	Antitrust laws prohibiting price fixing benefit the customer.	2003	Bus. Leaders	20	65	8	6	2	66
		1988	Bus. Leaders	13	66	7	12	1	138
		1983	Bus. Leaders	4	64	8	20	3	119
45	Lazy or incompetent employees should be fired.	2003	Bus. Leaders	33	53	5	9	0	66
		1988	Bus. Leaders	45	36	1	15	2	138
		1983	Bus. Leaders	42	42	3	12	1	119
46	A company should have formal policies to guarantee that every employee has an equal opportunity for promotion, pay increases, and other rewards provided by the firm.	2003	Bus. Leaders	44	42	8	2	5	66
		1988	Bus. Leaders	31	60	4	3	1	138
		1983	Bus. Leaders	35	54	5	5	1	119
47	The corporation should seek to maximize long run profits.	2003	Bus. Leaders	46	47	3	5	0	66
		1988	Bus. Leaders	45	51	2	1	1	138
		1983	Bus. Leaders	41	53	2	3	0	119
30	To what extent are ethical standards influenced by peer group pressures?	2003	Bus. Leaders	2	53	13	28	5	64
		1988	Bus. Leaders	28	56	4	8	4	138
		1983	Bus. Leaders	21	61	3	11	3	119
31	To what extent are ethical standards influenced by prevailing industry practice?	2003	Bus. Leaders	3	63	8	25	2	64
		1988	Bus. Leaders	11	59	7	20	3	138
		1983	Bus. Leaders	9	61	7	21	1	119
32	To what extent are ethical standards influenced by perceived preference of top executives?	2003	Bus. Leaders	17	64	6	9	3	64
		1988	Bus. Leaders	25	57	5	10	3	138
		1983	Bus. Leaders	20	54	8	14	3	119
33	To what extent are ethical standards influenced by family experiences?	2003	Bus. Leaders	8	75	6	9	2	64
		1988	Bus. Leaders	61	32	4	3	0	138
		1983	Bus. Leaders	49	43	2	4	1	119
34	To what extent are ethical standards influenced by church	2003	Bus. Leaders	8	66	10	14	2	64
		1988	Bus. Leaders	39	35	14	11	1	138

