



Ethical Climate Repair After Organizational Misconduct

Nicole V. Gillespie

Professor, University of Melbourne, Australia

Abstract

Organizational misconduct can damage more than external reputation or regulatory standing. Within the organization, misconduct may disturb employees' assumptions about acceptable behavior, leadership credibility, procedural fairness, reporting safety, accountability, and the practical meaning of stated ethical values. Restoring an ethical climate therefore requires more than issuing a public apology, revising a code of conduct, or sanctioning isolated individuals. This study develops a staged framework of ethical climate repair after organizational misconduct in which repair is understood as the progressive reconstruction of shared expectations concerning appropriate conduct, accountability, fairness, employee voice, and institutional trustworthiness. Because no primary organizational dataset was supplied, the study adopts a simulation-based explanatory design.

Five post-misconduct stages—acknowledgment, diagnosis, corrective action, voice rebuilding, and stabilization—are examined through simulated indices of leadership accountability, procedural fairness, speak-up safety, trust recovery, residual misconduct risk, and overall ethical climate repair. The simulated ethical climate repair index increases from 42 during acknowledgment to 86 during stabilization, while residual misconduct risk declines from 78 to 30. The analysis indicates that formal corrective action alone does not produce complete ethical recovery.

Stronger repair emerges when visible leadership accountability is combined with credible procedural reform, protected employee voice, consistent enforcement, and repeated evidence that ethical expectations apply across hierarchical levels. The article contributes to organizational ethics scholarship by connecting ethical-climate theory, ethical leadership, employee voice, organizational justice, and trust-repair research within a single post-misconduct framework. The proposed model treats ethical repair as an extended organizational learning process rather than a short-term reputational response and provides a foundation for future longitudinal validation using real organizational data.

Keywords: ethical climate, organizational misconduct, trust repair, ethical leadership, employee voice, organizational justice, accountability, organizational ethics

1. Introduction

Organizational ethical climate concerns the shared understandings through which organizational members determine what constitutes ethically appropriate behavior and how ethical issues should ordinarily be addressed. Victor and Cullen's foundational work established ethical climate as an organizational-level phenomenon involving prevailing criteria and reference points for ethical decision



making. Subsequent research has demonstrated that ethical climate is relevant to employee attitudes, ethical conduct, organizational commitment, and other workplace outcomes. An ethical climate is therefore not reducible to the existence of a formal code. It is reflected in what employees observe, what leaders reward, what conduct is challenged, whose concerns are taken seriously, and how difficult ethical decisions are actually handled.

Organizational misconduct can disrupt this shared interpretive system. Fraud, manipulation of records, corruption, harassment, serious conflicts of interest, retaliation, deceptive reporting, or systematic rule violations can reveal discrepancies between formal organizational values and actual organizational behavior. Where senior or influential actors are involved, employees may begin to question whether ethical expectations are genuinely binding or merely symbolic. Gillespie and Dietz's organizational trust-repair framework emphasizes that organizational-level failures create systemic trust problems that require responses extending beyond a single interpersonal apology. Their work treats trust repair as a multilevel organizational challenge requiring credible evidence that conditions associated with the original violation have changed.

The aftermath of misconduct consequently creates a leadership problem as well as a compliance problem. Brown, Treviño, and Harrison conceptualized ethical leadership through a social-learning perspective in which leaders influence ethical behavior not only through personal conduct but also through communication, reinforcement, and decision making. Mayer, Kuenzi, and Greenbaum subsequently demonstrated an important connection between ethical leadership, ethical climate, and employee misconduct. More recent work within the user's specified reference period by Kuenzi, Mayer, and Greenbaum likewise examined how ethical leadership and ethical organizational climate relate to unit-level unethical behavior. These findings make leadership credibility particularly consequential after an ethical failure: leaders attempting to repair a damaged climate must demonstrate behavioral congruence between declared values and actual decisions.

Repair also depends on whether employees are able and willing to communicate concerns. Organizational misconduct often becomes more difficult to detect and correct when employees believe that speaking up is futile, unsafe, or personally costly. Morrison's review of employee voice and silence shows that employees make consequential judgments about whether to raise concerns or withhold information and that organizational conditions influence those judgments. Following misconduct, restoring speak-up safety therefore becomes part of ethical repair because an organization that encourages formal compliance while implicitly discouraging dissent remains vulnerable to recurrence.

Against this background, the present study examines Ethical Climate Repair After Organizational Misconduct as a staged organizational process. The paper integrates ethical-climate theory with trust repair, ethical leadership, employee voice, and procedural fairness. Rather than presenting repair as a single intervention, it conceptualizes recovery through five phases: acknowledgment, diagnosis, corrective action, voice rebuilding, and stabilization. Because real post-misconduct organizational observations were not provided, all quantitative results are explicitly simulated. The purpose is to develop a transparent analytical model that can later be validated through longitudinal surveys, interviews, archival misconduct records, organizational case studies, or mixed-method research.



2. Objectives of the Study

2.1 To Conceptualize Ethical Climate Repair as an Organizational Process

The first objective is to define ethical climate repair in a way that extends beyond crisis communication or reputation management. Within the present framework, ethical climate repair refers to the systematic reconstruction of shared beliefs that ethical standards are clear, leaders are accountable to those standards, reporting mechanisms are usable, procedures are fair, misconduct produces credible consequences, and ethical concerns can be discussed without disproportionate personal risk.

This conceptualization recognizes that an organization cannot repair a damaged ethical climate exclusively by announcing new values. Treviño, Butterfield, and McCabe found ethical climate and ethical culture to be related but distinguishable aspects of an organization's ethical context. Repair must therefore affect both perceived ethical expectations and the institutional mechanisms through which those expectations are reinforced.

2.2 To Examine the Role of Accountability, Fairness, Voice, and Trust

The second objective is to examine how leadership accountability, procedural fairness, employee speak-up safety, and trust recovery may jointly influence ethical climate repair. These dimensions are treated as complementary rather than interchangeable. Leadership accountability without procedural fairness may appear selective, while formal procedural reform without employee voice may fail to reveal continuing ethical problems.

Trust is similarly treated as an outcome that must be earned through repeated organizational evidence rather than demanded through communication. Gillespie and Dietz's framework and subsequent case-based research by Gillespie, Dietz, and Lockey indicate that organization-level trust repair requires systemic change and credible demonstrations of renewed trustworthiness. The study therefore evaluates repair as a combination of structural and relational change.

2.3 To Develop a Staged Framework for Empirical Validation

The third objective is to construct a staged model that can be translated into future empirical research. Instead of comparing only a pre-scandal and post-scandal condition, the framework distinguishes successive recovery stages so that researchers can investigate whether different repair mechanisms become important at different times.

A longitudinal application could measure employee perceptions shortly after misconduct becomes known, following an internal investigation, after corrective measures are introduced, during the rebuilding of employee voice, and after a sustained stabilization period. Such a design would permit researchers to determine whether ethical recovery follows a linear path, plateaus, deteriorates after inconsistent enforcement, or varies across organizational units.

3. Review of Literature

3.1 Ethical Climate, Ethical Culture, and Organizational Conduct

Victor and Cullen's ethical-climate framework established that organizations develop recognizable patterns concerning how ethical questions are interpreted and which principles are used when resolving them. Ethical climate is significant because employees frequently encounter ambiguous situations in

which formal rules do not provide a complete behavioral answer. Shared organizational expectations can therefore influence how employees understand what the organization actually considers legitimate conduct.

Treviño, Butterfield, and McCabe expanded the discussion by examining ethical climate alongside ethical culture and concluded that the constructs represent related but distinct aspects of organizational ethical context. Kaptein subsequently developed and tested the Corporate Ethical Virtues approach, identifying organizational dimensions including clarity, managerial congruence, feasibility, supportability, transparency, discussability, and sanctionability. These dimensions are particularly relevant after misconduct because repair requires employees to observe not only revised ethical statements but also clearer expectations, greater transparency, open discussion, and credible consequences.

3.2 Organizational Misconduct and Trust Repair

Organizational misconduct can create a trust violation that extends beyond the individuals directly responsible for the wrongful act. When employees attribute wrongdoing to weak controls, leadership tolerance, unrealistic incentives, suppressed information, or institutionalized practices, replacing individual wrongdoers may not be sufficient. Gillespie and Dietz explicitly conceptualize organization-level trust repair as a systemic and multilevel problem. Their framework suggests that credible repair involves diagnosis of the failure and organizational interventions capable of demonstrating future trustworthiness.

Dirks, Lewicki, and Zaheer likewise argue that relationship repair following violations requires attention to the processes through which damaged relationships are reconstructed. Gillespie, Dietz, and Lockey's later case study of organizational reintegration after an integrity violation further illustrates that meaningful trust repair can involve coordinated structural, relational, and symbolic responses rather than a single remedial action. Eberl, Geiger, and Aßländer additionally show through organizational research that tightening formal rules can contribute to repair but may involve important tensions, reinforcing the argument that rule changes alone should not be assumed to restore trust automatically.

3.3 Ethical Leadership, Employee Voice, and Behavioral Reinforcement

Ethical leadership is especially important in the reconstruction of ethical expectations because employees observe what leaders do under conditions in which organizational values become costly to uphold. Brown, Treviño, and Harrison's social-learning perspective positions ethical leaders as behavioral models who reinforce appropriate conduct through communication, rewards, discipline, and decision making. Mayer, Kuenzi, and Greenbaum later linked ethical leadership to lower employee misconduct through ethical climate, showing why leadership behavior may influence conduct indirectly by shaping the ethical environment in which employees operate.

Employee voice provides another essential mechanism because ethical systems cannot respond to information they do not receive. Morrison's review demonstrates that employees' decisions to speak up or remain silent depend partly on whether voice is perceived as safe and capable of producing meaningful change. After misconduct, an organization that creates technically available reporting channels but does not protect those who use them may fail to repair its ethical climate. Repair therefore

requires not simply communication from leaders to employees but credible channels through which information can also travel upward.

4. Research Methodology

4.1 Research Design and Scope

The study employs a simulation-based explanatory design because no real organizational misconduct case, employee survey dataset, interview corpus, investigation record, or whistleblowing dataset was supplied. All numerical values used in the analysis are synthetic. They are designed solely to illustrate theoretically expected relationships among ethical leadership, fairness, voice, trust, and post-misconduct climate repair and should not be interpreted as empirical estimates for any actual organization.

Five sequential repair conditions were modeled: acknowledgment, diagnosis, corrective action, voice rebuilding, and stabilization. The stages are analytical rather than universal. A real organization may move backward, experience overlapping stages, or fail to progress beyond symbolic acknowledgment. The staged format is used because trust-repair scholarship emphasizes process and because organizational misconduct responses may involve both immediate acknowledgment and longer-term systemic change.

4.2 Construct Operationalization

Six analytical variables were used. Leadership accountability represents visible acceptance of responsibility and consistent ethical conduct by organizational leaders. Procedural fairness represents perceived consistency, transparency, neutrality, and appropriateness of corrective processes. Speak-up safety captures whether employees can raise ethical concerns without disproportionate fear of retaliation or futility. Trust recovery reflects increasing confidence that the organization is becoming reliably trustworthy following the violation.

The Ethical Climate Repair Index (ECRI) is calculated as the unweighted mean of leadership accountability, procedural fairness, speak-up safety, and trust recovery. Residual misconduct risk is modeled separately so that improved ethical perceptions are not treated as automatically equivalent to the elimination of misconduct risk. The choice of constructs is theoretically informed by ethical-climate, ethical-culture, ethical-leadership, voice, and trust-repair research.

Table 1: Operationalization of the Ethical Climate Repair Framework

Construct	Operational Meaning	Scale	Expected Direction During Repair
Leadership Accountability	Visible responsibility, ethical role modeling, consistent consequences, and congruence between values and leadership action	0–100	Increase
Procedural Fairness	Perceived fairness, transparency, consistency, and neutrality of investigation and corrective	0–100	Increase

Construct	Operational Meaning	Scale	Expected Direction During Repair
	processes		
Speak-Up Safety	Perceived ability to report concerns, question decisions, and raise ethical issues without retaliation or futility	0–100	Increase
Trust Recovery	Renewed confidence in organizational integrity and future trustworthiness	0–100	Increase
Ethical Climate Repair Index	Mean of leadership accountability, procedural fairness, speak-up safety, and trust recovery	0–100	Increase
Residual Misconduct Risk	Remaining vulnerability to recurrence, normalization, concealment, or weak ethical control	0–100	Decrease

4.3 Simulation Procedure and Evaluation Criteria

Stage-specific values were assigned using a deterministic scenario matrix. At the acknowledgment stage, repair-related dimensions were deliberately kept relatively low because recognition of wrongdoing alone cannot establish that underlying causes have been corrected. Scores increase during diagnosis and corrective action as responsibility becomes clearer, procedures are revised, and management demonstrates more credible behavioral change. Speak-up safety increases more strongly during the fourth stage because the framework assumes that employee confidence in reporting requires repeated evidence rather than a single announcement.

No inferential statistical tests, probability values, confidence intervals, or population-generalization claims are reported. Applying such procedures to constructed scenario values could create a misleading impression that real organizational evidence had been collected. The evaluation therefore focuses on directional coherence, stage-to-stage development, and theoretical interpretation. Because no human participants, identifiable records, or confidential organizational data were used, human-subject ethical approval was not applicable to the simulated component of this study.

5. Analysis

5.1 Stage-Wise Development of Ethical Climate Repair

The diagnosis stage improves the repair index to 54. At this point, the organization is assumed to have investigated contributing factors rather than limiting explanations to a single unethical individual. Corrective action raises the index to 66 as reforms begin to affect controls, leadership behavior, procedures, and accountability. The largest practical improvements emerge during voice rebuilding and

stabilization because employees begin to observe whether the new ethical expectations remain credible after immediate crisis attention has declined.

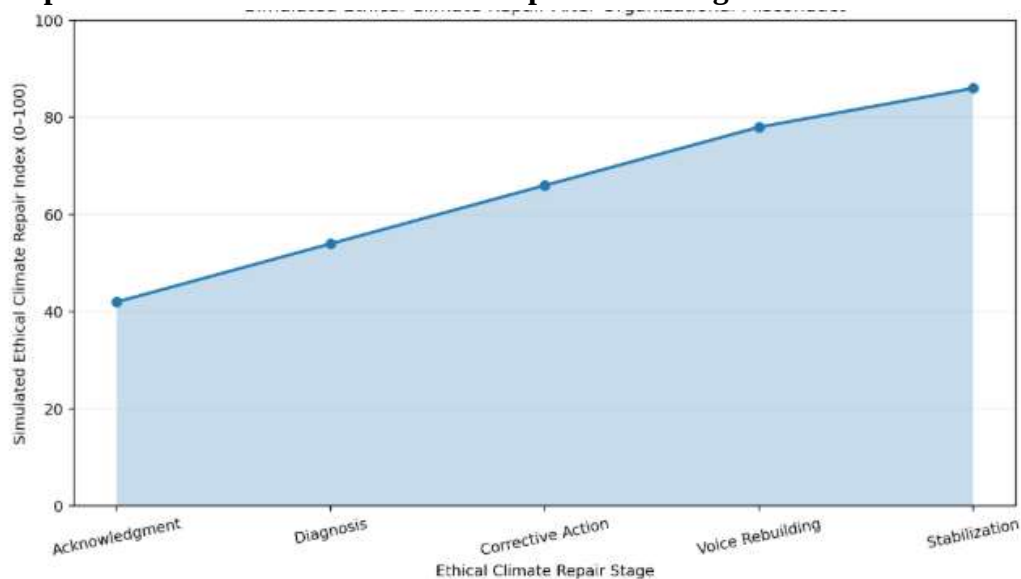
Table 2: Simulated Ethical Climate Repair Across Post-Misconduct Stages

Repair Stage	Leadership Accountability	Procedural Fairness	Speak-Up Safety	Trust Recovery	Ethical Climate Repair Index	Residual Misconduct Risk
Acknowledgment	45	42	36	45	42	78
Diagnosis	58	55	50	53	54	67
Corrective Action	70	67	62	65	66	54
Voice Rebuilding	82	79	75	76	78	41
Stabilization	90	87	83	84	86	30

5.2 Ethical Climate Repair Trajectory

The graphical pattern demonstrates a sustained increase in the overall Ethical Climate Repair Index across the five stages. The index rises from 42 during acknowledgment to 54 during diagnosis, 66 following corrective action, 78 during voice rebuilding, and 86 at stabilization. The progression illustrates an important analytical proposition: recognition of misconduct initiates ethical repair, but repeated organizational evidence sustains it.

Graph 1: Simulated Ethical Climate Repair After Organizational Misconduct





The index increases by 44 points between acknowledgment and stabilization. Relative to the initial simulated condition, the final score is slightly more than twice as high. This result does not establish a real causal effect. Instead, it demonstrates the internal logic of the proposed model: when accountability, fairness, speak-up safety, and trust recovery improve simultaneously, ethical climate repair becomes substantially stronger than when the organization relies primarily on acknowledgment.

5.3 Interaction of Accountability, Voice, Fairness, and Residual Risk

Leadership accountability displays the highest stabilization-stage score at 90, yet the model deliberately avoids treating leadership behavior as sufficient by itself. Speak-up safety reaches 83 and procedural fairness reaches 87 at stabilization. This balance reflects the assumption that ethical leaders require an organizational environment capable of surfacing information and applying standards consistently. Research connecting ethical leadership with ethical climate and misconduct supports the importance of this broader organizational environment.

Residual misconduct risk falls from 78 to 30 as repair strengthens. The relationship is intentionally inverse because an increasingly transparent, discussable, accountable, and voice-supportive environment should theoretically make concealment and normalization of misconduct more difficult. Kaptein's ethical-culture framework places particular emphasis on transparency, discussability, managerial congruence, and sanctionability, providing a useful theoretical basis for understanding why these institutional features should matter. Nevertheless, the stabilization score of 30 rather than zero acknowledges that no organizational system can credibly eliminate all possibility of future ethical violations.

6. Discussion

6.1 Ethical Repair Requires More Than Symbolic Organizational Response

The results emphasize a distinction between symbolic response and substantive ethical repair. An apology, leadership statement, revised mission document, or newly published ethics policy can communicate recognition of failure, but such actions do not by themselves demonstrate that incentives, supervisory practices, reporting structures, decision processes, or informal norms have changed. The low simulated repair score at acknowledgment reflects this distinction. Trust-repair research similarly treats repair as requiring credible evidence capable of changing stakeholders' expectations about future organizational behavior.

This point becomes particularly important when misconduct was enabled by organizational systems rather than an isolated actor. Removing one individual may provide a visible accountability signal, but it can also leave intact the conditions that encouraged excessive risk taking, silence, rule circumvention, or manipulation. Gillespie, Dietz, and Lockey's research on reintegration after an integrity violation illustrates the value of a broader organizational approach to rebuilding trust following serious misconduct.

Substantive repair therefore requires organizations to investigate both who acted improperly and what organizational conditions made the conduct possible or difficult to challenge. Ethical climate repair becomes stronger when an organization can demonstrate that its interpretation of the misconduct has

moved from individual blame alone toward a more complete understanding of decision structures, incentives, leadership practices, information flows, and cultural expectations.

6.2 Accountability, Procedural Fairness, and Employee Voice as Repair Mechanisms

The simulation indicates that accountability and procedural fairness must develop together. Strong punishment without procedural credibility can appear politically selective, while procedurally elaborate investigations without meaningful accountability can be interpreted as defensive bureaucracy. Employees are likely to evaluate not merely whether a response occurred but whether equivalent ethical standards apply to high-status actors, managers, and frontline employees. Ethical-leadership scholarship supports the importance of leaders' visible conduct and consistent reinforcement in shaping ethical expectations.

Employee voice serves a different but equally important function. A post-misconduct organization may introduce a hotline or reporting portal and still retain a climate of silence when employees expect retaliation, inaction, stigmatization, or career damage. Morrison's synthesis of voice and silence research makes clear that speaking up involves judgments concerning both safety and effectiveness. Repair therefore requires evidence that reported concerns are investigated appropriately, retaliation is not tolerated, and responsible disagreement is treated as a contribution to organizational integrity.

The voice-rebuilding stage produces one of the strongest increases in the simulated model because ethical repair ultimately needs information from people closest to emerging risks. Employees often encounter inconsistencies, pressure, unsafe practices, distorted incentives, or questionable decisions before senior leaders can observe them directly. A mature ethical climate therefore treats upward ethical communication as part of governance rather than as disloyalty or disruption.

6.3 From Misconduct Response to Sustainable Ethical Governance

The stabilization stage should not be interpreted as the conclusion of ethical governance. Ethical climate is continuously reproduced through hiring, promotion, incentives, supervisory behavior, resource allocation, performance expectations, informal conversations, disciplinary decisions, and leadership succession. Simha and Cullen's review shows that ethical climates are associated with a broad range of organizational outcomes, underscoring their continuing relevance rather than their importance only after a scandal.

Sustainable repair consequently requires continued congruence. If senior leadership communicates strict ethical standards during the crisis but later rewards managers exclusively for financial or operational results irrespective of how those results are obtained, employees may infer that the ethical reform was temporary. Kaptein's emphasis on congruence, discussability, transparency, and sanctionability is particularly useful in this respect because it directs attention toward the organizational conditions through which ethics remains visible in routine operations.

The governance implication is that organizations should evaluate ethical recovery using multiple indicators rather than a single compliance metric. Reporting confidence, retaliation concerns, perceived procedural fairness, leadership consistency, substantiated misconduct patterns, repeat violations, investigation timeliness, and employee trust can provide complementary evidence. The objective is not



to manufacture an artificially perfect ethical-climate score but to identify where the organization's stated ethical system and employees' lived organizational experience continue to diverge.

7. Conclusion

Organizational misconduct can destabilize employees' understanding of what the organization genuinely values, who is accountable, whether reporting concerns is safe, and whether formal ethical rules have practical force. The present study therefore conceptualizes ethical climate repair as a process of reconstructing shared expectations concerning ethical leadership, procedural fairness, employee voice, trustworthiness, and credible behavioral boundaries. Repair is not equivalent to forgetting the violation. It involves creating sufficient organizational evidence that the conditions surrounding the violation have been understood and meaningfully changed.

The simulation demonstrates a staged progression in which the Ethical Climate Repair Index increases from 42 during acknowledgment to 86 during stabilization, while residual misconduct risk declines from 78 to 30. These values are synthetic and should not be interpreted as empirical effect estimates. Their purpose is to demonstrate a theoretically grounded relationship in which ethical recovery becomes progressively stronger when organizational responses extend from acknowledgment to diagnosis, corrective action, protected voice, and sustained behavioral reinforcement.

The study further indicates that no single repair mechanism is likely to be sufficient. Leadership accountability without fair procedures can become selective punishment; procedural reform without employee voice may allow future problems to remain hidden; communication without behavioral congruence can become symbolic; and trust-building messages without credible corrective action may intensify cynicism rather than reduce it. Ethical climate repair is therefore most defensible when structural reform and relational repair develop together.

Future empirical research should evaluate the framework using longitudinal organizational evidence following documented misconduct. Researchers could measure employee ethical-climate perceptions at multiple post-violation intervals, compare business units exposed to different repair interventions, analyze reporting and retaliation patterns, or integrate interviews with archival compliance data. Such research should also examine failed repair, including cases where initial improvement is reversed by inconsistent leadership or renewed misconduct. Until such evidence is collected, the present model should be regarded as a simulation-based theoretical framework intended to support rigorous future investigation rather than as empirical proof of organizational recovery.

References

1. Victor, B., & Cullen, J. B. (1988). The organizational bases of ethical work climates. *Administrative Science Quarterly*, 33(1), 101–125. <https://doi.org/10.2307/2392857>
2. Treviño, L. K., Butterfield, K. D., & McCabe, D. L. (1998). The ethical context in organizations: Influences on employee attitudes and behaviors. *Business Ethics Quarterly*, 8(3), 447–476. <https://doi.org/10.2307/3857431>
3. Treviño, L. K., Hartman, L. P., & Brown, M. (2000). Moral person and moral manager: How executives develop a reputation for ethical leadership. *California Management Review*, 42(4), 128–142. <https://doi.org/10.2307/41166057>



4. Mayer, D. M., Kuenzi, M., Greenbaum, R. L., Bardes, M., & Salvador, R. (2009). How low does ethical leadership flow? Test of a trickle-down model. *Organizational Behavior and Human Decision Processes*, 108(1), 1–13. <https://doi.org/10.1016/j.obhdp.2008.04.002>
5. Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *The Leadership Quarterly*, 17(6), 595–616. <https://doi.org/10.1016/j.leaqua.2006.10.004>
6. Kaptein, M. (2011). Understanding unethical behavior by unraveling ethical culture. *Human Relations*, 64(6), 843–869. <https://doi.org/10.1177/0018726710390536>
7. Schein, E. H. (2010). *Organizational Culture and Leadership* (4th ed.). Jossey-Bass.
8. Detert, J. R., Treviño, L. K., & Sweitzer, V. L. (2008). Moral disengagement in ethical decision making: A study of antecedents and outcomes. *Journal of Applied Psychology*, 93(2), 374–391. <https://doi.org/10.1037/0021-9010.93.2.374>
9. Mayer, D. M., Aquino, K., Greenbaum, R. L., & Kuenzi, M. (2012). Who displays ethical leadership, and why does it matter? An examination of antecedents and consequences of ethical leadership. *Academy of Management Journal*, 55(1), 151–171. <https://doi.org/10.5465/amj.2008.0276>
10. Den Hartog, D. N., & De Hoogh, A. H. B. (2009). Empowering behaviour and leader fairness and integrity: Studying perceptions of ethical leader behaviour from a levels-of-analysis perspective. *European Journal of Work and Organizational Psychology*, 18(2), 199–230.
11. Elangovan, A. R., Auer-Rizzi, W., & Szabo, E. (2007). Why don't I trust you now? An attributional approach to erosion of trust. *Journal of Business Research*, 60(1), 44–50. <https://doi.org/10.1016/j.jbusres.2006.08.001>
12. Dirks, K. T., Lewicki, R. J., & Zaheer, A. (2009). Repairing relationships within and between organizations: Building a conceptual foundation. *Academy of Management Review*, 34(1), 68–84. <https://doi.org/10.5465/amr.2009.35713285>
13. Kim, P. H., Dirks, K. T., Cooper, C. D., & Ferrin, D. L. (2006). When more blame is better than less: The implications of internal vs. external attributions for the repair of trust after a competence- vs. integrity-based trust violation. *Organizational Behavior and Human Decision Processes*, 99(1), 49–65. <https://doi.org/10.1016/j.obhdp.2005.07.002>
14. Kim, P. H., Ferrin, D. L., Cooper, C. D., & Dirks, K. T. (2004). Removing the shadow of suspicion: The effects of apology versus denial for repairing competence- versus integrity-based trust violations. *Journal of Applied Psychology*, 89(1), 104–118. <https://doi.org/10.1037/0021-9010.89.1.104>
15. Tomlinson, E. C., Dineen, B. R., & Lewicki, R. J. (2004). The road to reconciliation: Antecedents of victim willingness to reconcile following a broken promise. *Journal of Management*, 30(2), 165–187.
16. Gillespie, N., & Dietz, G. (2009). Trust repair after an organization-level failure. *Academy of Management Review*, 34(1), 127–145. <https://doi.org/10.5465/amr.2009.35713319>
17. Schnackenberg, A. K., & Tomlinson, E. C. (2016). Organizational transparency: A new perspective on managing trust in organization-stakeholder relationships. *Journal of Management*, 42(7), 1784–1810. <https://doi.org/10.1177/0149206314525202>



18. Tourish, D., & Vatcha, N. (2005). Charismatic leadership and corporate cultism at Enron: The elimination of dissent, promotion of conformity and organizational collapse. *Leadership*, 1(4), 455–480.
19. Near, J. P., & Miceli, M. P. (1995). Effective-whistle blowing. *Academy of Management Review*, 20(3), 679–708. <https://doi.org/10.5465/amr.1995.9508080334>
20. Morrison, E. W. (2014). Employee voice and silence. *Annual Review of Organizational Psychology and Organizational Behavior*, 1, 173–197. <https://doi.org/10.1146/annurev-orgpsych-031413-091328>