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UNIVERSITY OF OKLAHOMA

GRADUATE COLLEGE

THE STRUCTURATION OF (NON)DECEPTIVE WORKPLACE COMMUNICATION: IDENTIFYING THE SYSTEM AND STRUCTURE OF ORGANIZATIONAL COMMUNICATION

A Dissertation

SUBMITTED TO THE GRADUATE FACULTY

in partial fulfillment for the

degree of

Doctor of Philosophy

By

KELBY KENNETH HALONE
Norman, Oklahoma
1998

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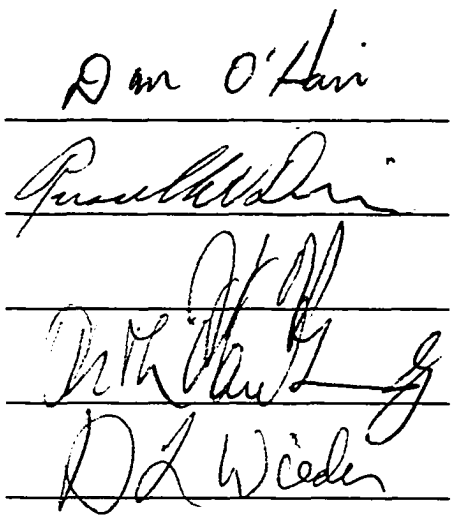
THE STRUCTURATION OF (NON)DECEPTIVE WORKPLACE COMMUNICATION:
IDENTIFYING THE SYSTEM AND STRUCTURE OF
ORGANIZATIONAL COMMUNICATION

A Dissertation APPROVED FOR THE
DEPARTMENT OF COMMUNICATION

BY



Some people come into our lives and quickly go.
Some stay for awhile, leave footprints on our hearts,
and we are never, ever, the same...
-- Flavia

This dissertation is dedicated to
my family,
my friends,
my mentors,
my colleagues,
my students,
my faculty members,
my loyalties

They have taught me what it means (or does not mean) to be/a:

friend, kind, wicked, moral, considerate,
hurtful, empathic, idiotic, truthful, admired, conniving,
appreciated, organized, honest, close,
manipulative, helpful, tolerant, mentor, lonely,
sympathetic, exploited, academic, stuck-up, open-minded, real,
graduate faculty member, fair, mean,
selfless, spiritual, advisor, educator, closed-minded,
dedicated, special, misled, family, sad,
professional, set-up, self-centered, real, pathetic, ethical,
egotistical, well-rounded individual, forward,
concerned, ignored, administrator,
committed, knowledge, contradictory, headstrong, listener,
political, collegial, (un)realistic, ignorant,
decent, shallow, proud, daring, savvy,
pig-headed, religious, hypocritical, my own person,
jealous, proud, doubtful, supportive,
taken advantage of, persistent, insightful, cautious,
sensible, deceptive, childish, inconsistent,
used, dispensable, cold-hearted, open, defensive, loving,
fair, depressed, independent, genuine,
someone they are not, satisfied, self-centered, supportive,
assertive, departmental colleague, scholar,
competent, human, caring,
myself.

The aforementioned accounts coincide with some of the myriad
experiences that I have had with individuals
while being a graduate student at The University of Oklahoma.
They have been listed in an idiosyncratic and
serendipitous fashion...much like life itself.
They have positively influenced my perspective on the world.

****

Collectively, these individuals have made me aware of
who I (do not) want to be like,
and who I (do not) want to become.

****

Names need not be implicated,
as those individuals (in)directly implicate themselves
in terms of how they--one by one--react
to the aforementioned accounts.
Those individuals should (hopefully; by now) know who they are.

****

It is my hope that they will eventually come to know
and experience themselves as well as I have come to know and
experience them at this juncture in my life.

****

They have taught me much about the world,
much about people,
much about the human condition,
and much about myself.

****

Everyone should be so fortunate to experience so much
in such little time.
For that...I am eternally grateful.

****

SOLI DEO GLORIA!

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ABSTRACT

This dissertation sought to investigate the structuration of (non)deceptive workplace communication. Anthony Giddens' (1984) structuration theory was utilized as a framework to guide an exploratory field study examining how working individuals (n=527) account symbolically for (non)deceptive workplace communication practices. Over four thousand (n=4092) accounts of (non)deceptive workplace communication were identified. This resulted in forty-three (n=43) themes of (non)deceptive workplace communication. Findings from the research have ontological implications for the study of organizational communication, the study of interpersonal deception, and the study of workplace communication.

CHAPTER ONE:
INTRODUCTION TO THE THEORETICAL QUESTION

In the movie, Liar!, Liar!, actor Jim Carrey is portrayed as an organizational member who is part of a work environment that (in)directly endorses deception as a day-to-day workplace ritual. These organizationally-endorsed rituals of deception communicated by Carrey in the workplace do not uphold similar status, however, when transferred home and communicated in the family environment. Carrey's young son is "disturbed" by how his father constantly communicates on a deceptive basis, and, as a forthcoming birthday wish, hopes that his father will curb, or eventually depart from, his regular deceptive practices. Ironically, as movie cinema would have it, the son's wish rapidly comes into fruition, and Carrey returns to work, somewhat painfully, engendering open, honest, and truthful, communication. This sharp communication metamorphosis that Carrey undergoes, however, (in)directly (re)structures the interpersonal communication exchanges between he and his coworkers, which, in turn, takes an (in)direct toll on the communicative structure of the workplace environment as a whole.

While the aforementioned account from the movie may communicate to its patron attendees the paradoxical, yet important, message that "honesty may (not) always be the best policy" when interacting and/or working with individuals in everyday life, the movie mediates much more to scholars of interpersonal and organizational communication. In its entirety, the movie presents some interesting observations that poses some questions that are both theoretically intriguing and conceptually

provocative. Questions such as the following come readily into view: (a) "What is the nature of (non)deceptive[1] workplace communication?" (b) "How is deception (not) communicated and/or detected in the organizational environment?" and (c) "How prevalent and pervasive is (non)deceptive workplace communication in the day-to-day lives of working individuals?" Rendering a cogent and comprehensive understanding of these questions should provide considerable insight into the ontology of organizational communication.

Why (Non)Deceptive Workplace Communication?

Investigating organizational communication via the lens of (non)deceptive workplace communication *prima facie* possesses a considerable amount of intuitive appeal. Such appeal may stem (in)directly from the fact that most all of us have, at one time throughout our life, probably had to manage the tension of deciding whether or not one should--for whatever reason--engage in deceptive communication practices. It probably would not require most working individuals much time to recall when, whether, or to what extent, they were a contributor to, or a by-product of, deceptive communication practices. However, instead of intuitive appeal serving as the solitary drive for exploring such a topic,

---

1. The papentheticals employed throughout the dissertation specifically refer to the phenomenon specified and the nature of its converse. This decision was made on two accounts. First, engaging in such a procedure prevents one from having to write "deceptive and non-deceptive" communication (unless it becomes deliberately discussed as such); thus, an issue of brevity is at hand. Second, engaging in such a procedure exemplifes the notion that all phenomena occur (and should be examined) in relation to what it prospectively is not--something this dissertation will begin to illustrate to its reader.

three general reasons warrant its scholarly attention.

One reason for examining (non)deceptive workplace communication pertains to the central and pervasive role that work and organizations play in the day-to-day conduct of American society. Deetz and Mumby (1990) contend that:

> Work is a central human activity not only in terms of the total amount of time spent in it, but also in its relation to social and personal identity. The workplace, and its organization, is not just a human product for the accomplishment of certain functions; it produces people as well as information, goods, and services. (p. 18).

Tretheway (1997) would agree, as she indicates that "members of society identify with and derive meanings from corporate and social service organizations in place of family, community, church, and state" (p. 281). While most of us are not consciously aware of the centrality that work and organizations play in our lives (Hummel, 1994), much of our political life, our personal identities, and our personal values are embedded in and throughout the conduct of our workplace interactions (cf. Deetz, 1992, 1995; Mumby, 1993).

A second reason for examining (non)deceptive workplace communication concerns itself with the conduct of those individuals engaged in their respective workplace environments. An onslaught of organizational literature exists which considers the role that ethics (Blum, 1988; Carlisle & Manning, 1996; Phillips,

1992), integrity (Jones & Pollitt, 1996), responsibility (Schultz, 1996), accountability (O'Laughlin, 1990), human/work values (Bell, 1985; Liedtka, 1989; Ravlin & Meglino, 1989), and morality (Derry, 1989; Murray, 1993) play at both the micro (Hollwitz & Pawlowski, 1997; Trevino & Victor, 1992; Weber, 1995) and macro (Klein, 1988; McMahon, 1995) levels of organizational life. The prevalence and pervasiveness of such writings--no doubt--implicate how workplace individuals, or groups of individuals, prospectively orient themselves toward each other while at work. Yet, much scholarly inattention currently exists regarding how workplace interaction in general might play a constitutive role in the formulation of (un)ethical organizational dilemmas and outcomes. Initiating a line of research examining the (non)deceptive nature of workplace interactions may eventually reveal some fruitful insight regarding how, why, and to what extent, workplace members in particular, and organizations in general, differentially orient themselves toward each other in the manner that they may (ir)respectfully do.

A third reason for examining processes surrounding (non)deceptive workplace interaction concerns itself with the paradox that appears to exist in the research on deception and work. The idea of engaging in deceptively communicated behaviors at work appears to be a common occurrence for most individuals (Grover, 1993a), yet a paucity of research currently exists on the topic (Shapiro, 1991; Stohl & Redding, 1987). Additionally, scant amounts of research examining deception in organizations reveal differential claims regarding its prospective role, or utility, in the day-to-day conduct of organizational life. For example, Schein

(1979) claims that deceptive behaviors in organizations "muddy the waters and prevent the work of the organization from getting done" (p. 289). Grover (1997) agrees, contending that "lying jeopardizes information quality and therefore the integrity of organizations" (p. 69). Yet, Jacobs (1992a) purports that "central to any successful undercover agent is the ability to deceive" (p. 280). Barker and Carter (1990) also indicate that "lying and other deceptive practices are an integral part of the police officer's working environment" (p. 61). Rendering a clear and cogent interpretation of how deception may be either/both micro-level enactment (e.g., Jacobs, 1992a) and/or macro-level structure (e.g., Barker & Carter, 1990) should provide some awaited answers to those concerns that mutually surround scholars of interpersonal and organizational communication study.

General Issues Mutually Surrounding Organizational and Interpersonal Communication Scholarship

Scholars in the organizational and interpersonal domains of communication study have recently argued that orienting one's conceptual focus primarily toward either micro-only or macro-only perspectives inhibits opportunities for scholars to advance comprehensive and definitive knowledge claims regarding communication-related phenomena. Putnam (1997) contends that organizational communication scholars should focus on the interface between macro- and micro-orientations that exist in, around, and a part of, organizational communication processes. Taylor (1993) echoes these thoughts, insisting that "the goal of

organizational communication theory ought to be to bridge the micro/macro gap, by showing how to discover the structure in the process and delineating the processes that realize the structure" (p. 261). Jablin and Krone (1994) would agree with such contentions. In their comprehensive review of research on work relationships in organizations, they recognize that "the great majority of studies that have explored interpersonal communication relationships in work organizations have failed to consider adequately the (positive and negative) constraints that the embeddedness [emphasis original] of these relationships within a larger organizational system has upon communication processes" (Jablin & Krone, 1994, p. 650). Ketchen, Thomas, and McDaniel (1996) also note that previous distinctions between strategy process and strategy content in the strategic management research has ignored those macro-level issues that readily coincide with micro-level contingencies of organizational performance. Additionally, in his assessment of the last 40 years of organizational studies, Porter (1996) conclusively argues that organizational scholars ought "to forge a stronger link between macro and micro parts of the field" (p. 267). So doing, Porter (1996) suggests, would provide a lucid explication of the reciprocal relationship that readily exists among individual, group, and organizational actions (cf. Siebold, 1997).

Relatedly, in his overview, review, and critique, of interpersonal communication research, Lannamann (1991) contends that the domain of interpersonal communication study "would benefit by an increased concern with the concrete material

practices of subjects in the process of constructing the social and material conditions of their existence" (p. 191). Sigman (1995) sides with Lannamann (1991), noting that:

> what communication theorists and researchers have yet to study in any detail is how it is possible for communication to have the consequences it does--that is, what it is about communication (as opposed to a particular unit or facet of behavior) that enables it to be consequential. (p. 2)

Lannamann (1991) additionally contends that recognizing the micro/macro duality that inherently resides in the process of communicating interpersonally will significantly accelerate the current status, and subsequent understanding, of interpersonal communication phenomena. Several interpersonal scholars have (in)directly acknowledged such claims (cf. Baxter, 1997; Baxter & Montgomery, 1996; Leeds-Hurwitz, 1992; 1995a, 1995b; Werner & Baxter, 1994). Werner, Altman, and Brown (1992) recognize the necessity of examining macro/micro issues in relational communication by realizing that "research on personal relationships has neglected the role of the physical environment in relationship initiation, growth, stability, or deterioration" proffering that "the physical environment [exerts] an integral and essential part of effective intra- and interpersonal functioning" (p. 298). Altman (1993) reinforces this claim by suggesting that the physical environment in the domain of personal relationships "is more than a behavioral mechanism...It is also a medium, milieu, or context [in] which personal relationships are embedded,

and without which they cannot be viable" (p. 31). Relatedly, Parks (1982, 1995) acknowledges that the "ideology of intimacy" that has been historically fostered throughout the interpersonal communication literature has "created too large a gap between the world of the interpersonal and the world of the public and political" (Parks, 1995, p. 492). Parks (1995) recognizes that future work in interpersonal communication must address those issues "between the interpersonal and the political [and] between observation and ideology" (p. 493). Investigating what specifically constitutes the content of (non)deceptive organizational communication, and how such content manifests and/or symbolically displays itself in, a part of, and around, the domain of workplace interactions should mutually provide significant theoretical and practical import to the respective domains of interpersonal and organizational communication study.

Therefore, the focus of this dissertation seeks to address these aforementioned general concerns that appear to be both central and critical in advancing our understanding of theoretical issues that surround the conduct of interpersonal and organizational communication study. Specifically, the research in this dissertation seeks to explore the symbolic nature of how interpersonal (i.e., micro) and organizational (i.e., macro) processes are simultaneously juxtapositioned and are mutually influential of each other in the conduct of workplace communication. This can arguably be accomplished by explicating an ontological account of those communicative "acts" that symbolically constitute general processes of (non)deceptive

organizational communication. In order to substantiate such a claim, however, a discussion of those central arguments that surround the conduct of this dissertation are in order.

Central Arguments Governing the Investigation of (Non)Deceptive Organizational Communication

This dissertation will be governed by five separate, yet related, arguments which warrant legitimate grounds for examining processes surrounding (non)deceptive organizational communication. Addressing each argument should provide answers to those aforementioned issues that surround--and appear to have currently stifled--the generation, and subsequent advancement, of knowledge in the respective domains of organizational and interpersonal communication scholarship (cf. Altman, 1993; Baxter & Montgomery, 1996; Ketchen, et al., 1996; Lannamann, 1991; Parks, 1982, 1995; Porter, 1996; Putnam, 1997; Sigman, 1995; Werner, et al., 1992; Werner & Baxter, 1994).

Contention One. The first argument that governs the conduct of this dissertation is the contention that, in order to comprehensively understand what constitutes (non)deceptive workplace interaction, one must first examine deception at the ontological level in its ontological terms. The research undertaken in this dissertation will illustrate that, in order to clearly understand the nature of what (non)deceptive communication is in general, and what (non)deceptive organizational communication is in particular, scholars must first conceive of, and subsequently examine, deception at the level of ontology (cf.

Baxter & Montgomery, 1996; Eisenberg, 1998; Giddens, 1984, 1991; Shepherd, 1993); ontology specifically referring to that branch of philosophy relative to the study of the nature of reality and being (cf. Anderson, 1996; Cushman, 1996; Morgan & Smircich, 1980). Rendering first what the nature of deception specifically is (or is not), and, moreover, what the nature of being deceptive does (or does not) entail, should provide a comprehensive account of those communicative acts that potentially undergird (non)deceptive organizational communication processes. Hummel (1996) would agree, contending that scholarship in the social sciences has primarily disregarded the value of that research conducted whose goals pertain to issues of ontology (cf. Eisenberg, 1998). Hummel (1996) additionally reminds scholars that most methodological endeavors are inherently futile without proper and careful consideration of those ontological issues that surround a respective social issue or concern. He, rather aptly, proffers the following maxim for social scientists to consider as they engage in their respective research endeavors: "One must understand first what it is that they intend to measure" (Hummel, 1996). Mumby (1997; also Eisenberg, 1998; Shepherd, 1993) would agree, suggesting that occupying such a position can "deepen our sense of what it means to understand (or misunderstand) other humans qua members of communication [e.g., workplace] communities" (Mumby, 1997, p. 7). Mumby (1997; cf. Putnam & Pacanowsky, 1983), notes that communication scholars "are clearly well positioned to take up such an invitation" (p. 7). However, while research occupying these goals (i.e., interpretive-based research) "has

enriched our knowledge of communication occurring in organization [emphasis original]" such research, acknowledges Cooren and Taylor (1997), "has not much addressed the question of organizational ontology" (p. 220). Moreover, such research has yet to comprehensively or directly address the ontology of "organizational communication." Rendering first an ontological account of (non)deceptive organizational communication should be that first, logical, step (cf. Cushman, 1996; Eisenberg, 1998; Hummel, 1996) by which to clarify relevant conceptual and theoretical issues that abound in the conduct of deceptive communication research (cf. Buller & Burgoon, 1994, 1996; Burgoon & Buller, 1996; DePaulo, Ansfield, & Bell, 1996; McCornack, 1997; O'Hair & Cody, 1994; Riggio, 1994; Robinson, 1996; Stiff, 1996; Stiff & Miller, 1993). The research contained in this dissertation will specifically provide organizational communication scholars with the opportunity to clarify the nature of organizational communication by providing a comprehensive identification of those communicative acts that undergird (non)deceptive workplace communication processes.

Contention Two. A second, and related, argument that governs the conduct of this dissertation is the contention that in order to comprehensively understand what (non)deceptive communication processes are, scholars must begin to view "acts" of communicating deceptively (e.g., lying; concealing information) as communicative events that are representations of a larger theoretical "process" or "system" of communicating deceptively (cf. Bavelas, 1998; Hopper & Bell, 1984)--a process that is highly symbolic in its

characterization (cf. Sanders, 1997a, 1997b). The theoretical status of the study of deception in interpersonal communication studies has been called into question on a number of occasions (cf. Buller & Burgoon, 1994; [Buller & Burgoon, 1996; Burgoon & Buller, 1996; DePaulo, Ansfield, & Bell, 1996; Stiff, 1996]; [Buller & Burgoon, 1996; Jacobs, Brashers, & Dawson, 1996; Jacobs, Dawson, & Brashers, 1996; McCornack, 1992; McCornack, Levine, Morrison, & Lapinski, 1996; McCornack, Levine, Solowczuk, Torres, Campbell, 1992]; [Buller, Stiff & Burgoon, 1996; Levine & McCornack, 1996a, 1996b]; Hopper & Bell, 1984; McCornack, 1997; Miller & Stiff, 1993; O'Hair & Cody, 1994; Robinson, 1996; Stiff & Miller, 1993) resulting in little scholarly agreement regarding its conceptual underpinnings. McCornack (1997) contends that "despite nearly 25 years of research, deceptive communication remains a scholarly domain devoid of viable theory" (p. 91). Knapp (1997) would agree, noting that most operationalizations of "lies" explored throughout the deceptive communication literature "are not like the lies we tell in everyday life." Knapp (1997) acknowledges that "we don't have any sense of how they [i.e., lies as a form of deceptive communication] are socially constructed with the other person." Implicated in Knapp's (1997) contention is the notion that there is a symbolic dimension (cf. Leeds-Hurwitz, 1992, 1995a, 1995b; Olson, 1994) to deceptive communication that has yet to be thoroughly examined. Halone and Bearden (1998) would agree, noting that "little is currently known about the symbolic meaning that social interactants ascribe to the deceptive communicative act" (p. 8).

The research in this dissertation contends that the process of communicating deceptively may be conceived of as an array of symbolic, communicative, "acts" ranging on two theoretical continua; one continuum being (a) "not at all deceptive" to "highly deceptive" in nature while the other being (b) "always present" to "never present" in nature. Investigating communicational aspects of organizational (non)deception through a symbolic lens affords much to organizational communication scholars (Eisenberg & Riley, 1988; Pilotta, Widman, & Jasko, 1988; Staw, 1985; Van Maanen, 1985). Putnam (1982) contends that "symbolic processes are vehicles for maintaining the necessary and inevitable order of organizational realities" (p. 202). Jones (1996) agrees, recognizing that "it is through symbolism that members construct organization and their understanding of it" (p. 62). Putnam, Phillips, and Chapman (1997) additionally insist that symbols "are the means through which organizing is accomplished" (p. 388). Such a theoretical continuum, however, has yet to be revealed by scholars of organizational communication. This may be due, in part, to Eisenberg and Riley's (1988; also DeWine, 1988) contention that the literature on symbolism in organizational behavior and/or organizational communication studies has "distinguished itself more for its theoretical vision than for its empirical rigor" (p. 144). Vaughn (1995; cf., DeWine, 1988; DeWine & Daniels, 1993) does assert, however, that "if organizational scholars have reached consensus that symbols play a significant role in organizational life, then it is important to conduct studies that use actual data as evidence for the arguments

[subsequently advanced]" (p. 221). Conceiving of, and subsequently examining, (non)deceptive communication processes in a symbolic fashion should elicit a theoretical continuum which provides initial theoretical clarification to this omnipresent, ubiquitous, phenomenon in American culture (cf. Bailey, 1991; Baker, 1983; Bok, 1979; Ekman, 1985). Therefore, the research in this dissertation will specifically provide scholars with a theoretical continuum that will begin to explicate how (non)deceptive communication is both (a) symbolically constructed and (b) symbolically interpreted in the day-to-day conduct of workplace environments.

Contention Three. A third argument governing the conduct of this dissertation is the notion that providing the necessary attention to the two aforementioned arguments should provide a sufficient venue for how organizational communication scholars should conceptualize, and subsequently study, the ontological underpinnings, or "content," of "organizational communication." Scholars of organizational communication have recently articulated conceptual frameworks that situate the domain of organizational communication study (Putnam, Phillips, & Chapman, 1997) in direct relation to other disciplines (cf. Mumby & Stohl, 1996; Shelby, 1993) who share a mutual interest in issues surrounding communication and organizations (cf. Argenti, 1996 [corporate communication]; Reinsch, 1996; Shaw, 1993; Smeltzer, 1993 [business communication]; Smeltzer, 1996 [managerial communication]).

While such work is undoubtedly invaluable in improving

conceptual clarity (cf. Eisenberg, 1996; Reardon, 1996; Rogers, 1996; Shelby, 1996), one theoretical issue that would appear to be both central and germane to understanding the nature of organizational communication is the explication of what characterizes the ontological "content" of "organizational communication." Pilotta, Widman, and Jasko (1988; also Deetz, 1988, 1992, 1994a, 1994b, 1995) contend that "the field of human communication needs to develop a more clearly communication-based perspective of formal organizations and organizational behavior" (p. 311). Suchan (1993) asserts that "we know little about the kind of communication that goes on in organizations" (p. 202). Zimmermann and Applegate (1994) agree, recognizing that "the instrumental focus of organizational research is particularly neglectful of the role of communication in defining the identities of and personal relationships between organizational members" (p. 50). Orlikowski and Yates (1994) additionally observe that "the practice of communicating as a routine organizing activity has not been the focus of much organizational research" (p. 541).

These conceptual claims appear to be valid. Mumby and Stohl's (1996) assessment of the status of organizational communication studies suggests that the domain of communication studies has not articulated a cogent rendering of the nature of what "organizational communication" actually is. Such scholarly inattention, they argue, is primarily due, in part, to an overreliance upon Burrell and Morgan's (1979) metatheoretical assumptions characterizing organizational life (Mumby & Stohl, 1996). Burrell and Morgan (1979; also Putnam, 1982) provide an

explication of organizational life conceptualized on two continua of (a) the subjective/objective nature of reality, and (b) the radical change/regulation aspect of social order, characterizing four paradigmatic assumptions of organizations (i.e., functionalist; interpretive; radical humanist; and radical structuralist orientations). While Burrell and Morgan's (1979) framework is arguably beneficial in the explication of general issues associated with various aspects of organizational life, such a framework, as Mumby and Stohl (1996) acknowledge, "seems to provide ample evidence that organizational communication scholarship, as an identifiable discipline, is largely invisible in the wider field of organization studies...tell[ing] us little or nothing explicit about organizational communication" (p. 52). This unquestioned reliance upon Burrell and Morgan's (1979) framework, they reason, has inevitably "painted a pretty gloomy picture of the discipline of organizational communication" (Mumby & Stohl, 1996, p. 53). This projected "gloom" that currently exists in organizational communication studies may be arguably due again, in part, to the lack of a clear articulation of what constitutes the ontological underpinnings of organizational communication.

Exploring the ontology of (non)deceptive organizational communication phenomena would pertain specifically to the "conceptual investigation of the nature [emphasis added] of human action, social institutions and the interrelations between action and institutions" (Giddens, 1991, p. 201). Ironically, however, such a theoretical continuum has yet to emerge which attempts to

comprehensively explicate the ontological status of organizational communication. Jablin and Krone (1994) implicate such a claim when they assert, in their review of research on work relationships, that "it is difficult to draw conclusions about the nature [emphasis added] of communication in superior-subordinate relationships over phases of the organizational assimilation process" (p. 639). Addressing such an issue should clearly reveal those implicitly stated, possibly understood, but yet to be articulated, assumptions that appear to be guiding the research concerning communication processes in organizations (cf. Walsh & Birkin, 1980; Zimmermann, Sypher, & Haas, 1996).

The research in this dissertation will begin to clarify the ontological status of organizational communication by advancing and substantiating the claim that the nature of "organizational communication" may be understood as that symbolic communicative content which exists on two theoretical continua. Again, such continua ranging from being "not at all deceptive" to being "extremely deceptive" in nature, while being represented in an "always present"/"never present" fashion. This contention will addressed upon conducting an account analysis (e.g., Tompkins & Cheney, 1983) of organizational members' conceptualization of what prospectively constitutes symbolic aspects of (non)deceptive workplace communication.

Contention Four. The fourth, and related, argument that governs the conduct of this dissertation is the contention that, in order to comprehensively understand various outcomes that surround aspects of organizational life, one must first understand

those communicative processes that give rise to those respective outcomes. Yet, as the aforementioned arguments contend, no clear rendering of processes related to organizational communication currently exists. Traditional "outcome-based" areas of organizational communication and/or organizational behavior study have been examined primarily as either an antecedent condition or a consequent outcome to a process whose conceptual status has remained relatively unquestioned--a communication process that could be conceptually clarified if conceived of in (non)deceptive terms. Such areas of study include:

(a) interpersonal trust (cf. Butler, 1991; Carnevale & Wechsler, 1992; Gurtman, 1992; Kramer & Tyler, 1996; McAllister, 1995; Phelps & DuFrene, 1989; Robinson, 1996),

(b) organizational citizenship behavior (cf. Fahr, Podsakoff, & Organ, 1990; Kemery, Bedeian, & Zacur, 1996; Organ & Konovsky, 1989; Schnake, 1991; Schnake, Cochran, & Dumler, 1995; Van Dyne, Graham, & Dienesch, 1994),

(c) organizational climate (cf. Bastien, McPhee, & Bolton, 1995; Fink & Chen, 1995; Hershberger, Lichtenstein, & Knox, 1994; Moran & Volkwein, 1992; Poole, 1994b),

(d) job satisfaction (cf. Judge & Hulin, 1993; Judge & Watanabe, 1993; Petit, Goris, & Vaught, 1997; Pincus, 1986), and

(e) organizational networks (cf. Corman & Scott, 1994; Feeley & Barnett, 1997; McPherson, Popielarz, &

Drobnic, 1992; Nelson & Mathews, 1991).

Other areas of organizational research would readily benefit from understanding how (non)deceptive communication processes influence organizational members' attributions concerning such organizational-based outcomes. These areas encompass the topics of:

(a) workplace relationships (cf. Barry & Watson, 1996; Bridge & Baxter, 1992; Fairhurst, 1993; Jablin, 1979; Jablin & Krone, 1994; Kramer, 1995; Krone, 1992; Lee & Jablin, 1995; Orlikowski & Yates, 1994; Sias & Jablin, 1995; Winstead, Derlega, Montgomery, & Pilkington, 1995; Zorn, 1994),

(b) feedback in organizations (cf. Ashford, 1986; Cusella, 1980, 1987; Geddes & Linnehan, 1996; Hanser & Muchinsky, 1980),

(c) organizational conflict (cf. Knapp, Putnam, & Davis, 1988; Morrill, 1991; Putnam, 1988; Putnam & Wilson, 1982; Richmond, Wagner & McCroskey, 1983; Riggs, 1983; Thomas, 1988),

(d) occupational stress and burnout (cf. Edwards, 1992; King, 1986; Meyerson, 1994; Miller, Ellis, Zook, & Lyles, 1990; Peeters, Buunk, & Schaufeli, 1995; Ray, 1983),

(e) organizational social support (cf. Allen, 1992, 1995; Allen & Brady, 1997; Eisenberger, Fasolo, & Davis-LaMastro, 1990; Holsapple, Johnson, & Waldron, 1996; Hutchinson & Garstka, 1996; Ray, 1993; Schlossberg &

Leibowitz, 1980; Shore & Wayne, 1993; Zimmermann & Applegate, 1994),

(f) organizational culture (cf. Arogyaswamy & Byles, 1987; Bantz, 1993; Brown & Starkey, 1994; Feldman, 1988; Glaser, Zamanou, & Hacker, 1987; Linstead & Grafton-Small, 1992; Ott, 1989; Sackmann, 1990, 1992), and

(g) group decision-making (cf. Gouran, Hirokawa, McGee, & Miller, 1994; Hirokawa & Poole, 1996; Putnam & Stohl, 1990; 1996).

The following, related, areas of organizational inquiry would likewise extend the nature of these knowledge claims advanced if examined primarily as (non)deceptive communication-based processes versus individually-based static outcomes:

(a) organizational whistleblowing (Davis, 1989; Heacock & McGee, 1987; Miceli & Near, 1994; Miethe & Rothschild, 1994; Somers & Casal, 1994),

(b) organizational socialization (cf. Feldman, 1981; Jablin, 1982, 1984, 1987; Jablin & Krone, 1987; Louis, 1980; Miller, 1996; Miller & Jablin, 1991; Van Maanen, 1976, 1978),

(c) organizational commitment (cf. Cheney & Tompkins, 1987; Dunham, Grube, & Castaneda, 1994; Gorden & Infante, 1991; Larkey & Morrill, 1995; Meyer & Allen, 1997; Romzek, 1995), and

(d) organizational downsizing (cf. DeWitt, 1993; Johnson, Bernhagen, Miller, & Allen, 1996; O'Neill & Lenn, 1995)

The following domains of organizational analysis, among other areas, would--no doubt--also benefit from understanding how (non)deceptive workplace communication processes readily, differentially, and directly, contribute to such respective organizational outcomes:

(a) organizational power and control (cf. Barker, 1993; Deetz & Mumby, 1990; Fairhurst, Green, & Snavely, 1984; Fortado, 1994; Golding, 1991; Mumby, 1988; Thomas & Griffin, 1989),

(b) participation in organizations (cf. Marshall & Stohl, 1993a, 1993b; Miller, 1988; Miller & Monge, 1987; Shetzer, 1993; Tjosvold, 1987),

(c) organizational politics (cf. Drory & Romm, 1990; Ferris, Fedor, Chachere, & Pondy, 1989; Ferris, Frink, Galang, Zhou, Kacmar, & Howard, 1996; Ferris & Kacmar, 1992; Fimbel, 1994; Kumar & Ghadially, 1989; Voyer, 1994),

(d) organizational democracy and justice (cf. Cheney, 1995; Dalton & Todor, 1985; Greenberg, 1990, 1993; Niehoff & Moorman, 1993; Smith, 1976), and

(e) organizational/workplace ethics (cf. McMahon, 1995; Nicotera & Cushman, 1992; Pryor, 1982; Stevens, 1996).

It would appear logical to assert that it is through the process of communicating in a (non)deceptive manner that ultimately gives rise to judgments associated with various organizational outcomes. For example, understanding the degree to which (and various ways that) organizational members processually communicate in a (non)deceptive manner might affect the degree to

which organizational members become motivated about (e.g., Carlisle & Manning, 1994), feel involved with (e.g., Kahn, 1992), establish loyalty toward (e.g., Greenberg, 1993; Withey & Cooper, 1989), become bored with (e.g., Gemmill & Oakley, 1992), arrive late to (Blau, 1994) or decide to exit from (e.g., Allen, 1996) their respective occupational role/organizational position. While most communication scholars would not disagree with such a claim (cf. Maes, Weldy, Icenogle 1997), little evidence currently exists to support such a claim (cf. Petit, Goris, & Vaught 1997, however, for a potential exception). DeWine and Daniels (1993) would agree, as they make clear, in their response to Allen, Gotcher, and Seibert's (1993) review of organizational communication research (1980-1991), the following observation

> ...the focus of organizational communication research must be [on] communicative messages. It is appropriate to study how communication behaviors affect other variables, but noncommunication variables cannot be the only focus and still claim an attachment to the field of organizational communication. Job satisfaction is a noncommunication variable and when we correlate that with job commitment, for example, we have discovered nothing about the communication process. (p. 338)

Despite acknowledging the central role that communicative messages play in organizational environments (cf. Stohl & Redding, 1987; Stohl, 1995; Taylor, Cooren, Giroux, & Robichaud, 1996), little tangible evidence appears to exist which provides a theoretical

explication of the constitutive, processual, and/or (non)deceptive nature of organizational communication (i.e., the ontology of organizational communication). As previously contended, such communicative processes may arguably be conceived of, and subsequently examined, on a theoretical continuum of symbolic acts that may communicatively range from being "not at all deceptive" to being "extremely deceptive" while being "always present" to "never present" in nature. Identifying what this prospective baseline continuum of (non)deceptive communication specifically entails should extend and advance current scholarship.

Contention Five. A fifth, and final, argument governing the conduct of this dissertation is the contention that a reason why the arguments previously raised in this chapter abound is due, in part, to the lack of theoretical development explicating the "and/both" nature of how communication may be both an enabling (i.e., micro) and a constraining (i.e., macro) influence in the conduct of human communication (cf. Baxter & Montgomery, 1996; Giddens, 1984; Lannamann, 1991; van Dijk, 1997). In other words, it would be important to examine how some communicative interactions permit change while other communicative interactions prevent it. To better understand what the nature of (non)deceptive workplace communication entails, it should be viewed simultaneously as micro and macro in nature (cf. Putnam, 1997; Porter, 1996). Indeed, micro-level contingencies of communicating deceptively (e.g., concealing information; lying) may be (in)directly influenced by the degree to which that particular symbolic act is structurally embedded and/or constitutively

omnipresent within workplace environments (and vice versa). Sanders (1997a) makes this point clear, as he indicates that "symbolic objects [e.g., those (non)deceptive "acts" of workplace communication] that occur within a social institution presumed to be in force...are interpreted in terms of their correspondence to the components of such [(non)deceptive workplace] prototypes" (p. 246). Mumby (1988) provides additional clarification to Sanders' (1997a) contention by acknowledging that "communication--as an institutional form--articulates meaning formations which, when habitualized over time, provide the background of common experience that gives organization members a context for their organizing behavior" (p. 14).

An example may clarify such contentions. If "deception" in a given workplace environment is symbolically expressed through communicative acts of "providing incomplete information," then "deception" in that particular workplace environment will be viewed primarily (i.e., symbolically; structurally) as such, contingent upon its (pre)valence and (re)occurrence. In other organizational environments, "betraying an organizational colleague" or "not telling the complete truth" might be the symbolic prototypes for what deception prospectively is (not). However, no available communication-based evidence currently exists that clearly or comprehensively explicates how "deception" may be specifically, structurally, and/or symbolically, represented in a general fashion across workplace environments. Whether this lack of consideration by communication scholars to the "and/both" nature of communication phenomena is primarily due

to issues associated with minimal theorizing (Weick, 1980, 1987) and/or to the incomplete regard for methodological considerations (Weick, 1996) currently remains unclear. Yet, Giddens' (1979, 1984, 1987, 1991, 1993) theory of structuration provides scholars with a theoretical explication of how micro and macro aspects of human action simultaneously influence, and are juxtapositioned with each other, depicting a comprehensive, realistic, and theoretical account of social life (cf. Friedlander, 1994; Potter, 1996). The research in this dissertation will begin explicate (a) what communicative acts constitutively contribute to the symbolic nature of (non)deceptive organizational communication, and (b) the degree, or extent, to which these (non)deceptive communicated acts might be structurally embedded in, and are a part of, the larger workplace environment. This is specifically and directly what the data, and subsequent methods employed, in this dissertation seek to achieve.

The focus of this dissertation, then, is a theoretical-based approach that attempts to uncover the ontological underpinnings of organizational communication. Specifically, the goal of this dissertation should be viewed as primarily advancing a theoretical argument for the investigation of (non)deceptive workplace communication, while utilizing data from an exploratory field study to begin to substantiate its attendant claims. This can be achieved by initially examining (a) those communicative "acts" that symbolically underlie processes of (non)deceptive workplace communication, and (b) how pervasive and prevalent these acts are (not) structurally and/or symbolically embedded in, around, or a

part of, organizational workplace environments. This dissertation intends to provide an initial examination of those (a) processual, systemic, elements and those (b) structural characteristics concurrently associated with the structuration of (non)deceptive organizational communication processes (Giddens, 1984). Examining interpersonal/organizational (non)deceptive processes from such a vantage point provides opportunities to simultaneously (a) advance the current state and status of organizational communication theorizing (cf. Cooren & Taylor, 1997; Krone, Jablin, & Putnam, 1987; Porter, 1996; Redding, 1979; Taylor, 1995; Taylor, et al., 1996; Weick, 1980, 1987) while (b) sufficiently providing practical insight and significant import to those communication-based issues that inherently surround, and are directly relevant to, the conduct of day-to-day workplace interaction.

In concert, this dissertation will be conducted in order to accomplish the five contentions proffered in this chapter. First, the dissertation will illustrate that the study of deception as a communication phenomenon must first and foremost be examined at the ontological level in ontological terms [contention one]. Second, the dissertation will illustrate that a myriad of symbolic acts characterizing the domain of "deceptive communication" collectively represent a larger theoretical process of deception [contention two]. Third, the dissertation will illustrate that addressing the previous two contentions will serve as an appropriate venue for how one should approach the domain of organizational communication studies [contention three]. Fourth, the dissertation will illustrate that one must first clearly

identify and examine the process of (non)deceptive workplace communication prior to determining those subsequent effects or organizational outcomes of that process [contention four]. Fifth, the dissertation will illustrate that investigating (non)deceptive workplace communication in the aforementioned contended manner will open the door to readily examine the "and/both" nature of communication phenomena [contention five]. However, in order to sufficiently provide answers to those issues and arguments posed earlier in this chapter, Chapter Two will continue with a five-fold review of relevant literature that examines and substantiates the investigation of (non)deceptive organizational communication from the viewpoint of Giddens' (19484) structuration theory. Chapter Three will provide an introduction and an explication of those procedures that will be used in an exploratory field study that will begin to examine the ontological underpinnings of the structuration of (non)deceptive organizational communication, while Chapter Four will provide the results from the study. Finally, Chapter Five of the dissertation will conclude with a discussion of what the future of examining (non)deceptive workplace communication may hold for scholars of interpersonal and organizational communication study.

CHAPTER TWO:
REVIEW OF RELEVANT LITERATURE

Examining the ontology of organizational communication via the lens of (non)deception does appear prima facie to be a provocative, fruitful, and promising, area of research for organizational communication scholars. A more puzzling question that such scholars must attempt to answer, however, is--given the topic's intuitive appeal--why such a topic so perceptually germane to organizational issues has yet to be explored in the communication discipline (cf. Allen, Gotcher, & Seibert, 1993; DeWine & Daniels, 1993; Fulk & Boyd, 1991; Poole, 1993; Weick, 1980; Wert-Gray, Center, Brashers, & Meyers, 1991). Recent "state of the art" reviews conducted on organizational communication scholarship (Allen, et al., 1993; Wert-Gray, et al., 1991) provide no clear indication of deception being a dominant focus of organizational communication inquiry. Recent assessments regarding the state of organizational communication scholarship (DeWine and Daniels, 1993; Fulk & Boyd, 1991; Kovacic, 1994; Poole, 1993, 1994a; Deetz 1992, 1994a, 1994b; Mumby and Stohl, 1996; Putnam, Phillips, & Chapman, 1997) also make no direct mention of the prospective potential that deception might play in the investigation, and subsequent comprehension, of organizational communication phenomena.

While such observations should not be viewed as condemnational in nature, the aforementioned assessments do, however, appear to address those issues that currently surround the conceptual domain of organizational communication studies.

Clearly understanding what these impeding issues are should provide a legitimate opportunity for communication scholars to more closely examine the role that (non)deceptive organizational communication processes prospectively play in the conduct of organizational life. Therefore, what follows is an interdisciplinary literature review (cf. Locker, 1994; Porter, 1996) which identifies those issues that appear to have inhibited interpersonal and organizational communication scholars from directly examining the role that deception might play in the domain of organizational communication studies.

This chapter will be organized in a five-fold manner. The chapter will begin by addressing those issues that appear to be conceptually germane to organizational communication studies, which provide speculation for why deception has not yet been considered a primary "variable" of scholarly interest. Second, the chapter will continue by addressing those general issues that pervade the deceptive communication research, offering prospective explanations for why organizational issues have not entered into the topical fold of deception research. Third, the chapter will provide the reader with a review of that literature which currently (and loosely) defines the fragmented body of scholarship on (non)deceptive organizational communication. Fourth, the chapter will continue with an explication of Giddens' (1984) theory of structuration as the conceptual lens by which to initiate the examination of the ontology of (non)deceptive organizational communication processes. Finally, the chapter will conclude with a rationale for those research questions governing

the dissertation. Viewing (non)deceptive organizational communication phenomena in such terms will afford communication scholars the opportunity to understand the nature of (non)deceptive organizational communication processes. Engaging in such an endeavor should subsequently give rise to more coherent and complete research regarding the centrality that (non)deceptive organizational communication plays in the day-to-day conduct of organizational life.

Issues Surrounding Organizational Communication Theory and Research

Theory and research in the domain of organizational studies in general (Clegg & Hardy, 1997; Clegg, Hardy, & Nord, 1997; Ott, 1996; Shafritz & Ott, 1996; Wren, 1994) and organizational communication in particular (cf. Alvesson & Deetz, 1997; Bantz, 1993; Cheney, 1991; Conrad, 1985; Deetz, 1992, 1995; Eisenberg & Goodall, 1993; Goldhaber & Barnett, 1988; Goodall, 1984, 1989, 1991; Jablin, 1978, 1985; Jablin & Krone, 1994; Jablin, Putnam, Roberts, & Porter, 1987; Johnson, 1993, 1996; Knapp, 1969; Krone, Jablin, & Putnam, 1987; Kovacic, 1994; McPhee & Tompkins, 1985; Mumby, 1988; Pacanowsky & O'Donnell-Trujillo, 1983; Poole, 1993, 1994a; Putnam, 1982; Putnam & Cheney, 1985; Putnam & Pacanowsky, 1983; Putnam, Phillips, & Chapman, 1997; Redding, 1979, 1985; Redding & Tompkins, 1988; Stohl, 1995; Taylor, 1993; Tompkins, 1987, 1993; Trujillo, 1985; Weick, 1980, 1983, 1987) have undergone substantial changes in recent decades (cf. Carr, 1995; Pokora, 1995; Walker, 1995). Clegg and Hardy (1997) heartily

support this contention as they note: "In observing organizations, we are beset with a moving target: questions concerning what is the organization exist today in ways not envisaged thirty years ago" (p. 11). Multiple perspectives, characterized by multiple ontological and epistemological assumptions depicting various organizational forms and functions, have proliferated over the years (cf. Alvesson & Deetz, 1997; Burrell & Morgan, 1979; Deetz, 1992, 1994a; Krone, Jablin, & Putnam, 1987; Putnam, 1982, 1983; Redding & Tompkins, 1988) providing scholars an inherent challenge when it comes to engaging in organizationally-based research endeavors (cf. Behling, 1980; Czarniawaska-Joerges, 1995; Daft, 1983; Jick, 1979; Lee, 1991; Luthans & Davis, 1982; McGrath, 1964; Morgan & Smircich, 1980; Van Maanen, 1979; Weick, 1996; Zald, 1996). Poole (1994a; see also Putnam, Phillips, & Chapman 1997, pp. 376-377) would agree, noting that "the 1990s witness a new agenda for organizational communication research" (p. 271). Poole (1994a), rather aptly, summarizes the historical path that the domain of organizational communication studies has trod:

> While the late sixties ushered in a focus on pure rather than applied research and the early eighties a turn toward interpretive approaches, the early nineties seem to mark a shift in the fundamental questions facing organizational communication research. (p. 271)

Various scholars have proffered a number of contentions that might satisfy that criteria as being potentially "fundamental" to the continuation, and subsequent perpetuation, of organizational communication studies (cf. Cooren & Taylor, 1997; Deetz, 1992;

1994a; DeWine, 1988; DeWine & Daniels, 1993; Jablin, 1984; Jablin & Krone, 1994; Mumby & Stohl, 1996; Pilotta, Widman, & Jasko, 1988; Poole, 1993, 1994a, 1997; Putnam, 1997; Redding, 1979; Siebold, 1997; Taylor, 1993, 1995; Taylor, Cooren, Giroux, & Robichaud, 1996). Redding (1979), however, might have been one of the first organizational communication scholars who advanced the contention that most topical investigations germane to the study organizational communication could be prospectively characterized as deficient on one of (if not all of) three areas. Research regarding organizational communication phenomena, Redding (1979) argued, appeared to be (a) driven by implicit, unstated, and unquestioned philosophical and/or ideological premises which, in turn, would potentially lead to (b) an obfuscation of those theoretical and methodological assumptions guiding subsequent research endeavors, which, again, in turn, would inevitably lead to (c) an obfuscation of, and potential uncertainty regarding, those knowledge claims that could be legitimately advanced from those methods employed in any given research endeavor (cf. Morgan & Smircich, 1980). Ironically enough, similar claims advanced by Redding (1979) nearly twenty years ago continue to pervade the scholarly literature on organizational communication. DeWine and Daniels (1993) contend, in their assessment of Allen, et al.'s (1993) review of organizational communication scholarship (1980-1991), that "the field still lacks any research agenda that can unify scholars in the systematic study of relevant phenomena" (p. 331). This may be due, in part, to Taylor's (1995; however, see Redding, 1985) contention that "the field of organizational

communication research is marked by a deeply rooted ambivalence as to [its] origins" (p. 4). This may also be due, in part, to the field of organizational communication not clearly explicating its ontological roots in (non)deceptive terms. Until such ambivalence is necessarily reconciled, the future development of organizational communication theory and research--it stands to reason--will remain sufficiently stifled.

Chapter One illustrated that one fundamental issue that needs clarification throughout the organizational communication literature pertains to the apparent lack of clearly understanding the dualistic nature of those micro/macro mechanisms that inherently reside in processes of interpersonal/organizational communication (cf. Altman, 1993; Baxter & Montgomery, 1996; Jablin & Krone, 1994; Ketchen, Thomas, & McDaniel, 1996; Leeds-Hurwitz, 1992, 1995a, 1995b; Lannamann, 1991; Parks, 1982, 1985; Porter, 1996; Putnam, 1997; Siebold, 1997; Sigman, 1995; Taylor, 1993; Werner, Altman, & Brown, 1992; Werner & Baxter, 1994). Namely, that our current understanding of what the potential of what organizational communication actually is (or is not), and what organizational communication consequently does (or does not do), may be bolstered by paying increased attention to the "and/both" nature of organizational communication processes (i.e., the nature of organizational communication should not be conceptualized as being **either** "process or outcome," "form or function," but rather as **both** "process and outcome," "form and function") (cf. Baxter, 1997; Baxter & Montgomery, 1996; Giddens, 1984; Taylor, 1993).

While most communication scholars would not negate this

claim, questions currently abound regarding how to adequately "capture" this communication-based dualism at both the theoretical and the methodological levels. This projected deficiency, however, appears to be a concomitant result of two related issues that, in tandem, have prevented organizational communication scholars from clearly developing, and subsequently understanding, those micro/macro characteristics of organizational communication. These two issues pertain to: (a) the nature of the "organization-communication" relationship; and (b) the nature of how "organizational communication" has been predominantly conceptualized throughout the organizational communication literature. Rendering a cogent understanding of these two issues should provide that necessary insight by which to concurrently apprehend (a) why the study of (non)deceptive organizational communication processes has yet to reach "fundamental" status in this particular domain of communication studies, and (b) how the study of (non)deceptive organizational communication processes may be that conceptual vehicle by which to subsequently advance the theoretical status of organizational communication studies.

The nature of the "organization-communication" relationship. An issue that appears to have confounded our current ontological understanding of "organizational communication" is how scholars have come to view the relationship between "organization" and "communication." Such an issue was first introduced by Smith (1993) in her review of a corpus of organizational communication scholarship dating back to the 1960's.

Smith (1993) identified three primary relationships

throughout the organizational communication literature that metaphorically characterized the "organization-communication" relationship. The first, and most predominant, metaphor characterized throughout the literature was that of "container" or "containment." This metaphorical depiction suggests that "communication" occurs in or within "organization" (Taylor, 1995), whereby communication is viewed as a phenomena that exists within an unquestioned, reified, structure (Putnam, et al., 1997). The second metaphorical relationship identified by Smith (1993) was that of "production." In this view, "organization" produces "communication," "communication" produces "organization," or the two mutually produce or influence each other (Putnam, et al., 1997; Taylor, 1995). Organizations are not structures in which communication occurs, but moreover, it is through the symbolic process of communicating that organizational structures and processes become actualized (Putnam, et al., 1997; Taylor, 1995). The third metaphor identified by Smith (1993) is that of "equivalence." In this view, the terms "organization" and "communication" are viewed as being isomorphic in nature, whereby both "organization" and "communication" may be viewed similarly but yet are expressed in different ways (Putnam, et al., 1997; Taylor, 1995). While such characterizations prove to be fruitful in understanding the ontological connection between these two constructs, there are two problems that arise with such thinking. First, Smith (1993; as explained in Taylor, 1995), recognized that:

> ...whenever we counterpose two terms, such as

> organization and communication, by supposing a relation to hold between them, we tend, following an elementary principle of perception, to make one of them a figure (that to which we direct our attention) and the other a ground (out of focus, perceptually). (p. 2)

Putnam, et al. (1997) acknowledge this very issue, noting that popular conceptions of organizational life (e.g., Morgan, 1986) treat the concept of "organization" as the "figure" and the concept of "communication" implicitly as the "ground." Such conceptions, Putnam, et al. (1997) argue, while insightful, inevitably bolsters "traditional images of organizations [that] are influenced by relationships in which communication plays a non-existent or tangential role" (p. 376).

While the "figure/ground" conception proves to be one problem for enabling a comprehensive understanding of the nature of the "organization/communication" relationship, Cooren and Taylor (1997) recognize a second problem arises when attempts are made to juxtapose "communication" and "organization:"

> By placing communication and organization at two extremes of an imaginary spectrum, it has been implied that there could be on the one hand an entity, the organization, which is produced in an organized manner, and on the other, communication, which is produced communicatively...however, neither "organizational communication" nor "communicational organization" are tenable alternatives, because we

> would have to assume that communication is actualized in either an organized or an unorganized manner, or that there exists a reified entity--the organization--that does or does not depend on communication. Neither hypothesis can be seriously defended: Organization is endemic to communication, and in the absence of communication there would be no "organization." (p. 221)

Smith (1993; referenced in Cooren and Taylor, 1997, p. 220), attempts to reconcile the aforementioned situation by proffering the following contention for organizational communication scholars:

> As alternative grounds for explicating the figure "organizational communication" are forged, the whole idea of understanding it in terms of "the relationship of organization and communication" may well be abandoned because the issue of whether there is a relationship between the two constructs "organization" and "communication" will no longer be primary to the tasks of grasping the nature [emphasis added] of the unity [emphasis original] of "organizational communication." (p. 50)

Taylor (1995) would agree with Smith (1993), noting that scholars of organizational communication study must necessarily "explore our ideas, not just about organization, or the link between organization and communication, but about communication itself. At issue is our ontology, not merely of organization, but of

communication" (p. 4).

Cooren and Taylor (1997) also acknowledge Smith's (1993) advice, as they contend that "in order to grasp the 'dualism/unity' of organizational communication, we believe that the question of ontological precedence is best addressed by examining the fundamentally organizing nature of communication" (p. 221). While their contention is--without a doubt--valid, it would appear that a concurrent issue that should merit scholarly attention, which would provide an implicative answer to Cooren and Taylor's (1997) contention, pertains to the providing of a cogent answer to the following question: "What, exactly, is the "nature of **organizational communication**?" For example, if one could observe "organizational communication," what might it look like (cf. Ellis, 1992)? Additionally, how does "organizational communication" represent and/or manifest itself in workplace interaction (cf. Mitchell, 1994)? Adequately coming to terms with the nature (i.e., the ontology) of organizational communication in general via the nature of (non)deceptive communication should, in turn, readily inform organizational communication scholars of those properties that, as Cooren and Taylor (1997) previously indicated, are inherent in processes of "organizing" (cf. Weick, 1979, 1989).

The nature of organizational communication. A related issue has surfaced which, if left unaddressed, also appears to have hindered the progress of organizational communication scholarship. Several scholars of organizational communication have, however indirectly, argued that a clear, comprehensive, and cogent

explication of the ontological nature of organizational communication processes has yet to be articulated. DeWine and Daniels (1993) argue that "we need to reaffirm that organizational communication is about communication in real organizations" (p. 339). Deetz (1994b) additionally contends that we should "think of organizations as complex communication processes and analyze them using concepts from a communication perspective" (p. 211). Several scholars side with these contentions. Taylor (1995) illustrates that, while various scholars of organizational communication readily recognize the centrality of "communication" in their conceptualizations, none of these conceptualizations is entirely or directly explicated in communication theory. Taylor, Cooren, Giroux, and Robichaud (1996) also remind scholars that "we [i.e., scholars of organizational communication also] err in thinking of communication as a transparent window on organization; the properties that we recognize as organizational are in the communicational lens, not in the object they are focused on" (pp. 2-3). Taylor (1993) reinforces this contention with the following illustration:

> Since an organization <u>is an inferred and not an experienced object</u> [emphasis added], it makes more sense to begin from the other end, that is, the communicational. Communication <u>is</u> [emphasis original] part of our immediate experience. We are involved in communication; it is through communication that we are committed to the maintenance of a range of social relationships...in the past [however,] communication

> has not been studied as the key to understanding of organization. (p. 262)

Putnam (1997) would agree with Taylor (1993) as she insists that organizational communication scholars must begin "to develop more organizational theories rooted in communication--not variations of social theories nor perspectives developed by organizational and management theories--but our theories" (p. 133). While these aforementioned contentions appear to be conceptually valid, a more perplexing question for organizational communication scholars might appear to be: "Given the acknowledgement by organizational communication scholars that 'communication' is an inextricable part of organizational life: (a) Why do such contentions currently exist and continue to be advanced throughout the literature? and (b) Why does there not appear to be any conceptualization(s) that sufficiently satisfy such scholarly contentions?" The response to such a question does appear to lie in how the "communication" of "organizational communication" has been traditionally conceived of, and subsequently studied, throughout the organizational communication scholarship.

Mumby and Stohl (1996) contend that organizational communication scholars' overreliant focus on those assumptions undergirding frameworks explicating organizations (i.e., Burrell & Morgan, 1979) has inhibited how communication scholars have come to view the nature of organizational communication. Specifically, scholars note that the "containment" metaphor of the organization-communication relationship previously discussed in this chapter has given rise to, and has subsequently privileged, a conception

of communication mirrored after that of the "conduit" (Mumby & Stohl, 1996; Putnam, et al., 1997; Taylor, 1995). Mumby and Stohl (1996; also Deetz, 1988, 1992, 1994a, 1994b, 1995) contend, however, that viewing "organizational communication" via the conduit metaphor "leads to certain dangerous assumptions about the nature of communication in organizations" (p. 62). One particular assumption directly pertains to viewing organizational communication phenomena moreso in regulatory terms than in constitutive terms (cf. Bormann, 1980; Deetz, 1994a, 1994b, 1995). Namely, that employing the "conduit" as a conceptual metaphor bolsters the conception that "communication involves the linear transmission of information along relatively stable organizational channels" (Mumby & Stohl, 1996, p. 62). Such a conception of communication appears to prevail throughout the extant literature. Related areas of organization/communication study (cf. management communication [Smeltzer, 1996], business communication [Reinsch 1996], corporate communication [Argenti, 1996]) also continue to promote the assumption "that communication is a relatively unproblematic transference process in which the message sent is the same as the message received" (Mumby & Stohl, 1996, p. 62). Research by Zimmermann, Sypher, & Haas (1996) lends support to this contention. They discuss how Walsh and Birkin's (1980) review of business communication literature (n=over 1600 books/articles) has conceptualized "communication" predominantly in terms of the conduit metaphor (Zimmermann, et al., 1996). They concluded that "the treatment of communication in the organization appears to support the widespread acceptance of the conduit conceptualization

of communication" (p. 188). Deetz (1994b; 1995) lends insight into how such a conception has evolved, as he indicates that "many [communication scholars] have thought about organizations in psychological, sociological, historical, and economic terms. When they do so communication processes become reduced to information processes" (p. 212). Yet, as Deetz (1994b) contends, "such an approach...is ultimately limiting" (p. 212). Such a perspective inherently neglects the constitutive role that communication plays in the social (re)production of meaning between individuals (cf. Baxter, 1997; Baxter & Montgomery, 1996; Deetz, 1994a; Stewart, 1994). Mumby and Stohl (1996) would agree, as they remind communication scholars that:

> Communication is clearly more than information flow; it is the essence of organizing insofar as organizational structure is constituted and reconstituted through communication...[thus,] communication is not a neutral process of information transmission; rather, communication is constitutive of organizing and has political consequences that both enable and constrain the possibilities for collective behavior. (pp. 66, 58)

The failure to recognize, or, the unwillingness to investigate, the constitutive nature of organizational communication has reduced the nature of "organizational communication" to be nothing more than the mere entailment of the unproblematic transmission of "information" (cf. Deetz, 1992, 1994a, 1994b; Eisenberg, 1986; Mumby & Stohl, 1996; Penman, 1997; Putnam, et al., 1997;

Rasmussen, 1991; Zimmermann, Sypher, & Haas, 1996). While such a conceptualization should not be viewed as conceptually incorrect, such a conceptualization, however, may render itself as being conceptually incomplete. Taylor, et al. (1996) imply that conceptualizing "organizational communication" via the conduit metaphor severely limits communication scholars from clearly understanding how processes of communicating have an inherent influence--and a direct effect upon--various outcomes associated with organizing processes. This issue is acknowledged by Putnam, et al. (1997) as they contend that the process of "communication no longer mirrors or reflects reality, rather it is formative in that it creates and represents the process of organizing" (p. 396). Putnam, et al. (1997) generate alternative metaphors, grounded in previous research on organizational communication, for how "organizational communication" may be differentially conceived.

As opposed to viewing organizational communication primarily and metaphorically in terms of the "conduit," Putnam, et al. (1997) proffer that scholars may also conceive of "organizational communication" metaphorically in the likeness of/a: (a) lens, (b) linkage, (c) performance, (d) symbol, (e) voice, and (f) discourse. The "lens" metaphor serves as that filter or eye that protects, shields, and/or guides the transmission of information (e.g., Cusella, 1987; Miller & Jablin, 1991). The "linkage" metaphor views communication as that connector which links people together into various network constellations (e.g., McPhee & Corman, 1995; Monge & Eisenberg, 1987; Stohl, 1993). The

"performance" metaphor places an emphasis on aspects of process and activity in the "doing" or "enactment" of social interaction (e.g., Eisenberg, 1990; Pacanowsky & O'Donnell-Trujillo, 1983). The "symbol" metaphor emphasizes the creation, maintenance, and transformation of meaning (e.g., Bantz, 1993; Browning, 1992; Smith & Eisenberg, 1988). The metaphor of "voice" concerns itself with the privilege of who can speak, when they can speak, and in what way(s) they can speak (e.g., Barker, 1993; Buzzanell, 1994; Clair, 1993; Deetz, 1992; Mumby, 1988; Tompkins & Cheney, 1985). Alternatively, the metaphor of "discourse" views communication as a conversation, whereby consideration is given to dialogue, joint accomplishment, and sequential interaction(s) (e.g., Cheney & Tompkins, 1988; Eisenberg, 1994; Taylor, 1993).

The metaphors explicated by Putnam, et al. (1997) provide considerable insight into alternative ways of how to view the role of organizational communication as that central, constitutive, and differentially omnipresent, phenomena that pervades organizational life. Each metaphor, while conceptually invaluable, does appear to provide insight only into knowing how organizational communication may differentially manifest itself within, a part of, or around, a particular organizational environment. The metaphors explicated by Putnam, et al. (1997) however, appear to remain consistent with those aforementioned contentions which indicate that the domain of organizational communication study has yet to sufficiently uncover those ontological roots governing organizational communication phenomena (Cooren & Taylor, 1997; Smith, 1993; Taylor, 1995; Taylor, et al., 1996). It appears that a conceptual metaphor has

yet to be proffered which encapsulates the summative nature of what "organizational communication" potentially, or prospectively, is.

One metaphor, however, that might sufficiently appear to capture the ontology of organizational communication is that of "deception." If organizational scholars were to conceive of "organizational communication" metaphorically as "(non)deception," the opportunity presents itself to comprehensively and clearly understand how deception might indeed (a) influence the transmission, and subsequent receipt, of that information communicated (lens), (b) determine how communication networks are manifest between particular organizational members (linkage), (c) be differentially enacted by organizational members (performance), (d) be created, initiated, and/or maintained by organizational members (symbol), (e) be utilized as a means by which to articulate their respective stance(s) concerning various organizational issues (voice), and/or (f) be discursively manifest in the day-to-day conduct of workplace interactions (discourse).

By viewing "organizational communication" as that phenomena which exists on theoretical continuum of being "not at all deceptive" to being "extremely deceptive" in nature while representing itself theoretically on another continuum of being "always present" to "never present" in its occurrence, scholars of organizational communication begin to open themselves up to the opportunity by which to clearly examine the ontology of organizational communication. However, in order to comprehensively understand how "deception" may be used as a conceptual metaphor by

which to uncover the ontology of "organizational communication," a discussion of that research conducted on deception in the domain of interpersonal communication studies is also in order.

Issues Surrounding Deceptive Communication Theory and Research

While the domain of organizational communication has yet to completely recognize the prospective benefit of studying deception as that primary venue for understanding communicative facets surrounding organizational life, there is an interdisciplinary body of literature that currently exists on the topic of interpersonal deception which has garnered a number of reviews regarding the potential state and status of deception research (cf. Buller & Burgoon, 1994; Chovil, 1994; Kalbfleisch, 1992; McCornack, 1997; Miller & Stiff, 1993; O'Hair & Cody, 1994; Riggio, 1994; Robinson, 1996). Despite the wealth of research generated on various aspects of deceptive communication, the domain of research on deceptive communication, like its counterparts in organizational communication study, also appears to face issues of their own--issues that appear to be hindering the progress of generating knowledge claims concerning deceptive communication phenomena (cf. McCornack, 1997; Shuy, 1998). Therefore, what follows is an overview of current thinking surrounding the research conducted on deception. The review will be accompanied by two respective goals. First, the review will provide a cursory overview of the research governing the conduct of deceptive communication research. Providing a general overview of the research will provide the reader with a working knowledge

of the corpus of literature characterizing the study of deception. The review will then continue by identifying prospective explanations for why contentions of concern have recently surfaced throughout the deception literature. Clearly understanding what these issues are should provide the insight necessary by which to (a) advance the research on deceptive communication within the purview of organizational life, while (b) avoiding those current issues that appear to be stifling an understanding of deceptive communication phenomena.

Research on Deceptive Communication Research. A corpus of deception research has been generated with the attempt to uncover various forms and functions surrounding deceptive communication phenomena. A thorough examination of the deception literature indicates that a majority of deception research has generally concerned itself primarily with one or more of the five areas: (a) theoretical/conceptual issues; (b) non/verbal/dynamics of the deception process; (c) deception detection; (d) differential forms of deception; and (e) contingent factors influencing the deception process.

Scholarly work concerning theoretical/conceptual issues on deception has concerned itself with presenting (a) scholarly treatises on deception (e.g., Barnes, 1992; Bok, 1979; Ekman, 1985; Miller, 1983; Shuy, 1998), (b) theoretical development on deception (e.g., Bradac, Friedman, & Giles, 1986; Buller & Burgoon, 1996; Hocking & Leathers, 1980; Hopper & Bell, 1984; McCornack, 1992; Proulx, 1996), (c) conceptual approaches for the study of deception (e.g., Buller & Burgoon, 1996; Buller, Stiff, &

Burgoon, 1996; Burgoon & Buller, 1996; DePaulo, Ansfield, & Bell, 1996; Jacobs, Brashers, & Dawson, 1996; Jacobs, Dawson & Brashers, 1996; Levine & McCornack, 1996a, 1996b; McCornack, Levine, Morrison, & Lapinski, 1996; Riggio, 1994; Stiff, 1996), and (d) literature reviews examining the scope of deceptive communication research (e,g., Buller & Burgoon, 1994; Kalbfleisch, 1992; Knapp & Comadena, 1979; McCornack, 1997; Miller & Stiff, 1993; O'Hair & Cody, 1994; Robinson, 1996).

Research examining non/verbal/dynamics of the deception process have concerned themselves with how (a) nonverbal factors (e.g., Burgoon & Buller, 1994; Burgoon, Buller, Dillman, & Walther, 1995; Stiff, Corman, Krizek, & Snider, 1994), (b) verbal factors (e.g., Cody, Marston, & Foster, 1984; O'Hair, Cody, & Behnke, 1985), and/or (c) interaction dynamics (e.g., Burgoon, Buller, Ebesu, White, & Rockwell, 1996; Burgoon, Buller, Floyd, & Grandpre, 1996; Buller, Burgoon, Guerrero, Afifi, & Feldman, 1996) mediate deceptive communication processes.

Research emphasizing deception detection has examined how the detection of deception may be contingent upon variables such as (a) expertise (e.g., Burgoon, Buller, Ebesu, & Rockwell, 1994; Ekman & O'Sullivan, 1991), (b) familiarity (e.g., Brandt, Miller, & Hocking, 1980a, 1980b, 1982; Fan, Wagner, & Manstead, 1995; Feeley, deTurck, & Young, 1995), (c) information availability (e.g., Bauchner, Kaplan, & Miller, 1980), (d) language use (e.g., Kalbfleisch, 1994), (e) motivation to lie (e.g., DePaulo, Lanier, & Davis, 1983), (f) (non)verbal cues (e.g., Ekman & Friesen, 1969; Ekman, O'Sullivan, Friesen, & Scherer, 1991; Hocking, Bauchner,

Kaminski, & Miller, 1979; O'Hair, Cody, Wang, & Chao, 1990; Zuckerman, Spiegel, DePaulo, & Rosenthal, 1982), (g) personal cognition (e.g., Seiter, 1997), (h) probing (e.g., Buller, Comstock, Aune, & Strzyzewski, 1989; Stiff & Miller, 1986), and (i) training (e.g., deTurck & Miller, 1990; Fiedler & Walka, 1993).

Research investigating differential forms of deception has sought to investigate how various deceptive forms may potentially and/or differentially function. Forms of deception identified throughout the literature have included (a) concealment (e.g., Chrisholm & Feehan, 1977; Hopper & Bell, 1984); (b) collusion (e.g., Ekman, 1985; Knapp & Comadena, 1979); (c) equivocation (e.g., Bavelas, Black, Chovil, & Mullett, 1990; Buller, Burgoon, Buslig, & Roiger, 1994; Buller, Burgoon, White, & Ebesu, 1994), (d) falsifications (e.g., Ebesu & Miller, 1994) (e) lying (e.g., DePaulo, & Bell, 1996; DePaulo, Kashy, Kirkendol, Wyer, & Epstein, 1996; Kashy & DePaulo, 1996), (f) suspicion (e.g., Levine & McCornack, 1991), and (g) white lies (e.g., Camden, Motley, & Wilson, 1984; diBattista, 1994).

Finally, research investigating contingent factors influencing the deception process has given consideration to those (a) contexts (e.g., Robinson, 1994; Robinson, Shepherd, & Heywood, 1998), (b) situations (e.g., Frank, 1996), (c) individual predispositions (e.g., Cody & O'Hair, 1983; Geis & Moon, 1981; McCornack & Parks, 1990; O'Hair & Cody, 1987; O'Hair, Cody, & McLaughlin, 1981; O'Hair, Cody, Goss, & Krayer, 1988; Powers, 1993), and/or (d) relational predispositions (e.g., Comadena,

1982; Levine & McCornack, 1992; McCornack & Levine, 1990; McCornack & Parks, 1986; Metts, 1989; Miller, Mongeau, & Sleight, 1986; Stiff, Kim, & Ramesh, 1992; Thomas, Booth-Butterfield, & Booth-Butterfield, 1995) that might influence, give rise to, and/or subsequently result in, the employment of deceptive communication phenomena. A classification of those studies may be found in Appendix A.

Despite the proliferation of research that has been generated on deceptive communication (see Appendix A), the deception research appears to be at a conceptual crossroads (cf. Buller & Burgoon, 1996; Burgoon & Buller, 1996, DePaulo, et al., 1996; McCornack, 1997; O'Hair & Cody, 1994; Stiff, 1996). Buller and Burgoon (1996) ironically admit that deceptive phenomena has rarely been "studied as a truly communicative activity" (p. 203). They contend that "we know little about how social interaction alters deception and how deception alters social interaction" (Buller & Burgoon, 1996, p. 203). McCornack (1997) additionally contends that after "25 years of research, deceptive communication remains a scholarly domain devoid of viable theory" (p. 91). In his recent review of deception research, McCornack (1997) illustrates that "the field of deceptive communication is rife with tension between hopeful myths and extant data" (p. 94). McCornack (1997) identifies what he calls six "hopeful myths" that "are treated by the majority of scholars as deception truths" (p. 94) in the conduct of their research. Such myths--many derived from the research findings in Appendix A--include:

1. The encoding of deceptive messages entails active,

strategic, and detailed cognitive processing,

2. The encoding of deceptive messages requires greater cognitive load than the encoding of truthful messages,

3. The encoding of deceptive messages is more physiologically arousing than the encoding of truthful messages,

4. There is an identifiable and consistent set of deception-arousal-based behavioral cues that deceivers "leak" when encoding deceptive messages,

5. Human beings are innately capable of deception detection, and

6. Deceptive messages have specifiable characteristics that render them distinct from truthful messages. (McCornack, 1997, pp. 94-95)

Rendering a coherent explanation for why the aforementioned list posed by McCornack (1997) and the contentions presented by Buller and Burgoon (1996) have been advanced appears to be in order.

Prospective Explanations for Deficiencies in Deceptive Communication Research. The aforementioned scholars' contentions raised can be identified, and subsequently explained, in terms of four--related, circular--assumptions that appear to undergird the conduct of research on interpersonal deception. These research assumptions have been characterized in the following manner: (a) the "ontological" assumption; (b) the "methodological" assumption; (c) the "unitary phenomenon" assumption; and (d) the "effects/ outcomes" assumption. Each assumption should be viewed as interrelated. However, for purposes of clarification, they will be

discussed separately, providing a necessary framework by which to (a) apprehend the current state of deception research, while (b) providing directions for future scholarly inquiry about the nature of deception. Moreover, identifying what these assumptions are will aid in understanding how such "myths" (McCornack, 1997) have been perpetuated throughout the research in this particular area of communication inquiry.

The "ontological" assumption. The first assumption that has affected the current status of deception research is labeled the "ontological assumption." This research assumption assumes that the ontological status of deception (i.e., the nature of what deception is) has already been clearly articulated and defined. However, McCornack (1997) insists that "the characteristics of deceptive communication that merit theoretical explanation must [yet] be identified" (p. 92). Buller and Burgoon (1996) also acknowledge that the communication bases of deception are not clear. If these claims are valid, then such claims suggest that the nature of deception (i.e., what deception is) has been made more implicitly than explicitly throughout the deception research. The explanation for why no clear ontological account of deceptive communication phenomena has yet been explicated throughout the deception research becomes realized, however, when addressing the second assumption that appears to have guided the corpus of deceptive communication research.

The "methodological" assumption. The second research assumption that appears to have had an impact on the status of deception research is the "methodological assumption" engaged in

by deception scholars. This assumption implies that there is essentially one "correct," or one potentially "best," methodology for studying deception--that methodology being logical positivistic thinking guided (primarily) by experimental research designs. McCornack (1997) explains how a majority of the deception studies have utilized this methodology, and subsequent methods, in its research. He illustrates:

> deception researchers utilize experimental methods that reify their assumptions into truths. The typical deception study forces sources to either baldly lie or [to] baldly tell the truth (or [to] design messages with specific deceptive or truthful characteristics) regarding artificial (i.e., experimenter-chosen) message content [that] allows them at least some time (or forewarning) prior to the production of their message[. This] then places them within a highly arousing context (i.e., live interaction with stranger/friend/romantic partner, experimental room, videotape camera present and operative, and experimenter observing), for the "natural" interaction that then is observed and recorded. Message recipients typically are made aware that <u>something</u> [emphasis original] peculiar is about to transpire (and often are informed that deception will be the particular peculiarity in question), then [they] are instructed to pay close attention to source behaviors, and to ask certain questions at certain times. Researchers then

> claim strong empirical support for the strategic, demanding, arousing, detectable, and distinct nature of deception. (McCornack, 1997, p. 95)

Shuy (1998) concurs with McCornack's (1997) observation, noting that "one outgrowth of experimental control is the compression of reality into smaller units that focus on the issue being studied" (p. 76). However, Shuy (1998) also recognizes that:

> A concomitant disadvantage of such compression is the elimination of recurring instances that actual life provides. Such recurrence offers the best language indicator of deceptive language: inconsistency. People get caught when they tell different facts at different times. To obtain such inconsistency, however, one needs a longer research protocol than most experiments will permit. (Shuy, 1998, p. 76)

It appears that deception scholars have allowed assumptions that are primarily in accord with logical positivistic modes of thinking to guide their subsequent research endeavors. Penman (1997) explains:

> . . .scholars of all kinds have been preoccupied with the search for knowledge that transcended themselves and their time. They believed that there is an objective, immutable, base to knowledge in the real world just waiting to be found or discovered. All it required was the right reasoning process and a 'pure' truth could be found. . .But when it is recognized that there is no 'pure' truth to be found independent

> of the human world in which the finding is being done, new questions about how and what we know need to be asked. (pp. 337-338)

Such assumptions have, in turn, influenced why the "ontological assumption" was essentially never an issue that needed to be addressed. Issues of ontology (i.e., the nature of reality) guiding logical positivist modes of inquiry, assume that reality is primarily a unitary, concrete, structure whereby individuals are passive responders to external stimuli imposed on them from the reality that is separate from them (Morgan & Smircich, 1980). In other words, there was no need to question the ontology of deception since the methods employed in these studies carried the assumption that all individuals--given the assumptions accompanying the methodology--viewed (or could view) reality (and all that it bestows) in a relatively synonymous fashion. Simply put, there was no need to question the symbolic nature of deceptive phenomena as they were already assumed a priori. It is important to note, however, that possessing such assumptions should not--in and of themselves--be viewed as an incorrect way to study deception (cf. McGrath, 1964). Occupying such assumptions, however, may not be the most appropriate assumptions to guide one's research on deception, especially given what is currently known at the current time (cf. Eisenberg, 1998; McCornack, 1997).

In order to comprehensively (a) come to know about how to study the process of deception (i.e., the issue of epistemology), one must first (b) understand what the nature of deception is (i.e., the issue of ontology). If social scientists claim to study

issues associated with the human condition, then it would appear that what must initially occur is that one first examine the phenomenon of deception on its ontological grounds (i.e., understand the nature of what it means for humans to deceive/be deceived) prior to making predictions about what the phenomenon may potentially do. Simply put: understanding what deception is must initially and necessarily precede being able to predict (or come to know about) what deception does (cf. Bavelas, 1998; Cushman, 1996; Hummel, 1996). This would involve investigating the symbolic nature of deception. McCornack (1997) insists that "the time has come for deception researchers to bury their old [methodological] gods, or at least challenge their authority" (p. 95). Embracing such an idea will ultimately require scholars to think differently about what methods should be used to examine sufficently such deceptively communicated phenomena.

The "unitary phenomenon" assumption. The first two assumptions implicating the research on deception directly relate to the third assumption that guides the conduct of a majority of deception research--the "unitary phenomenon" assumption. This assumption implies that deception scholars have obfuscated the process of deception with a communication act that potentially characterizes the totality of the deception process. In other words, the phenomenon that is generalized (i.e., deception) and the communication act that is operationalized (e.g., lying) are being treated as one and the same. For example, scholars may investigate the specific deceptive act of "lying" in a particular study and discuss its attendant findings in terms of the process

of deception in general. By doing this, one makes the analogous--potentially faulty--assumption that one communicative act under investigation then yields the opportunity to generalize itself to the construct of deception in general. Bavelas (1998) readily agrees, as she contends that "communication and psychology have not yet been able to separate and clearly define phenomena without infusing their definitions with the values of the definer; the lack of a coherent definition of deception or lying is an obvious example" (p. 186).

While engaging in such steps may appear necessary to conform to modes of operationalization as required via the scientific method, employing such a method implicates the notion that what we actually "know" about deception is actually what we "know" about a specific communicative act--selected by the researcher--operationalized to represent deception (e.g., lying). Again, while engaging in this procedure should not be viewed as faulty, it is important to note that it is entirely possible that "deception" as a communicative process may be symbolically manifest in an array of communicative acts. As O'Hair and Cody (1994) recognize, "the number of interpretations for [deception] are as varied as there are people using it" (p. 182). If this claim is valid, then it would appear to be of paramount importance to first identify what these myriad communication acts representing deception are in order to begin to paint a comprehensive, theoretical, picture of the deception process (cf. McCornack, 1997). Until such a picture is provided, however, the fourth assumption guiding the research will continue to operate in its present manner.

The "effects/outcomes" assumption. The fourth assumption that implicates the conduct of deception research is the "effects/outcomes" assumption. A majority of the research examining deception has--contingent upon the previous three assumptions--restricted itself to primarily examining those "effects" or "outcomes" of (a) what deception does, or (b) how deception is affected.

Scholars typically conceptualize deception as a "process." Yet, a "process" would essentially entail some comprehensive explanation of the phenomenon (cf. Bavelas, 1998). Since no process of deception has been directly explicated throughout the literature, it is somewhat ironic that communication scholars could begin to assess outcomes or effects of a process whose conceptual premises are inherently tenuous in nature. Findings from such research, while potentially valuable, cannot be, and--by implication--have not been able to be discussed within the larger (i.e., absent; assumed) conceptual or theoretical framework of deception. This ultimately means that the results from each respective study essentially "go nowhere," except to the larger assumed ontological base that is not clearly articulated or explicated anywhere throughout the literature. In other words, deception scholars have been interested in studying the effects of deception with the goal of generalizing their findings to a ontological domain of deception that is neither: (a) clearly specified, (b) conceptually articulated, nor (c) comprehensively understood. Scholars interested in deception appeared to have, throughout their research, examined various causes and effects of

deception prior to possessing a clear rendering of what the nature of deception inherently is (not).

It appears that research in the domain of deceptive communication has been similarly plagued with those three issues that Redding (1979) identified as being stifling to the research on organizational communication. Namely, deception research appears to be (a) driven by implicit, unstated, and unquestioned philosophical and/or ideological premises, which, in turn has led to (b) and obfuscation of those theoretical and methodological assumptions guiding their subsequent research endeavors, which, in turn, has led to (c) an obfuscation of, and potential uncertainty regarding, the type of knowledge claims that can be legitimately advanced from the methods employed in respective research endeavors (Redding, 1979). The four research assumptions guiding the research on deception appear to exemplify Redding's (1979) premises. McCornack (1997) decries that "the time has come for deception researchers to bury their old gods, or at least challenge their authority. . .Communication scholars should embrace the observable characteristics of naturalistic deception, and set about generating viable theories that explain these characteristics" (p. 95).

What McCornack (1997) is essentially advocating is that deception researchers (re)consider their ontological and methodological assumptions regarding knowledge. Halone (1998), utilizing the work from Morgan and Smircich (1980), has developed a conceptual continuum that aids in understanding an array of probable assumptions undergirding the conduct of communication

research (see Appendix B). As previously mentioned, most deception researchers have viewed "reality" primarily in terms of what the right hand of the continuum represents. In other words, traditional deception research has viewed the individual primarily as a responder, an adaptor, or an information processor. However, what McCornack (1997) appears to be advocating, it appears, is that a shift be made in terms of how one comes to study the nature of deception. Contentions such as McCornack's (1997) implicate that one must move more to the middle/mid-right of the continuum in terms of how one views the nature of reality, the nature of the individual, and one's assumptions about methods.

What appears to be warranted, then, is an opportunity to examine deception ontologically while employing those research methods that will adequately provide opportunities to illuminate the nature of deception. Deceptive communication phenomenon should be viewed as potentially consisting of a myriad of communication acts that exist on theoretical continua ranging from being "extremely deceptive" to "not at all deceptive" in nature, while existing on a representational continuum of being "always present" to "never present" in nature. This, in turn, initiates the opportunity to conceptually examine deception in light of those central issues that mutually surround interpersonal and organizational communication scholarship [see Chapter One]. However, prior to pursuing this objective, a separate discussion of those issues surrounding (non)deceptive workplace communication inquiry is now in order.

Issues Surrounding (Non)Deceptive Workplace Communication Inquiry

It might appear to be somewhat ironic that research on (non)deceptive organizational/workplace communication has not played a more central role in the conduct of organizational communication scholarship. Stohl and Redding (1987) appear to be one of the first organizational communication scholars to advance the claim that that deception might be a viable topic for organizational communication inquiry. Yet over a decade later, little systematic organizational communication or deception research exists that attempts to directly provide a cogent explanation of how the communication of deception at work might play a central and defining role to issues surrounding organizational communication study (cf. Jablin & Krone, 1994; Robinson, 1996). Previous workplace research examining issues such as communication activity (Lewis, Cummings, & Long, 1982), managerial work-role perception (Albrecht, 1984), organizational communication quality (Harcourt, Richerson, & Wattier, 1991), workplace communication competence (Monge, Bachman, Dillard, & Eisenberg, 1982), workplace motives (Anderson & Martin, 1995), workplace stereotypes (Falkenberg, 1990), willingness to communicate (Richmond & Roach, 1992) and even workplace concerns (1989)--while admittedly not the primary goal of each research endeavor--have not explicitly addressed the role that deception might play in the conduct of such workplace processes. Even potentially salient deception-related workplace topics such as apologies (Bean & Johnstone, 1994), blaming (Konovsky & Jaster,

1989), confrontation (Morris, Gaveras, Baker, & Coursey, 1990), differential treatment (Sias, 1996), discipline (Barker & Cheney, 1994; Beyer & Trice, 1984), discontent (Olson-Buchanan, 1996), envy (Bedeian, 1995), fairness (Sias & Jablin, 1995), feedback (Geddes & Linnehan, 1996), idle talk (Killingsworth, 1984), gossip (Gluckman, 1963), institutional communication codes (Baxter, 1993), the grapevine (Davis, 1969), perceived (in)equity (Kenton, 1989; Wanguri, 1996), "keeping MUM" (Lee, 1993), privacy (LePoire, Burgoon, & Parrott, 1992), and requests (Murray, 1987) make little--if any--mention of how deception might prospectively manifest itself in these commonly experienced forms of workplace communication. While one would be remiss to boldly advance a claim that no research has attempted to investigate any aspect of deception in the domain of work and organizations, an interdisciplinary review of literature suggests that the domain of research pertaining to deception and the workplace is scant and fragmented at best.

Therefore, a three-fold explanation for why workplace deception has not yet achieved centrality within the eyes of communication researchers will be addressed. Identifying prospective reasons for why conceptual vows between "deception" and "workplace communication" have not yet been considered should provide opportunities by which to understand the central role that deceptive communication may play in the day-to-day conduct of organizational life.

Three factors appear to account for why the domains of organizational communication and interpersonal deception have not

investigated facets of (non)deceptive workplace communication with great vigor. Each factor is a concomitant result of those issues identified in the respective areas of organizational communication and deceptive communication studies discussed earlier in this chapter. One factor pertains to the predominance of the "conduit metaphor" and how it conceptualizes "communication." Another factor pertains to the lack of attention paid to context in deceptive interaction encounters. A third factor involves the paucity of research currently surrounding the study of "deception" and "workplace communication." Engaging in such a discussion should begin to provide initial coherence to the fragmented literature surrounding this facet of organizational life.

The predominance of the "conduit" metaphor. One reason why (non)deceptive workplace communication has not been directly examined is due to how "communication" as a phenomenon has been traditionally conceptualized. As previously discussed in this chapter, the "conduit" metaphor conception of communication has pervaded much of the organizational communication literature (cf. Cooren & Taylor, 1997; Deetz, 1988, 1992, 1994a, 1994b, 1995; Eisenberg, 1986; Mumby & Stohl, 1996; Penman, 1997; Putnam, et al., 1997; Rasmussen, 1991; Taylor, 1995; Taylor, et al., 1996; Zimmerman, et al., 1996) and a majority of the communication scholarship in general (cf. Craig, 1993; Dervin, 1993; Krippendorf, 1993; Penman, 1992). Such a conception of communication within the context of work reduces the phenomenon of "communication" to a "noun"--a detachable "object" that becomes available for observation, versus a "verb"--an "action" that is

set in motion. As suggested earlier in the chapter, such a conceptualization reduces communication to "information" that is exchanged or "message flow" that occurs in and around the workplace (Putnam, et al., 1997). Penman (1997) agrees, recognizing that:

> . . .too much of modern day communication studies still reflects the conventional wisdom of the past three centuries: that communication is immaterial; it is merely a trivial vehicle for something more important. (p. 340).

Deetz (1995), however, rather aptly recognizes that "communication can productively be used to explain organizational phenomena rather [than] simply being an organizational phenomena" (p. 106). An "information" conception of "communication" reduces the phenomena to that of an object--one of many parts--that contribute to the larger organizational whole (cf. Mumby & Stohl, 1996; Reinsch, 1996; Smeltzer, 1996).

However, if one were to view the phenomenon of "communication" conceptually in terms of "communicating"--a verb that represents activity and involvement--then the door becomes opened for examining how it is that workplace deception may be viewed as a situated activity (cf. Bavelas, 1998; Garfinkel, 1967; Giddens, 1984; Hopper & Bell, 1984) that becomes enacted, and reacted to, by individuals in the day-to-day conduct of their respective work roles. Deetz (1995) would agree:

> Communication is about dialogic, collaborative constructions of self, other, and world in the process

> of making collective decisions. This includes the production and reproduction of personal identities, social knowledge, and social structures. (p. 107)

"Communication" in the sense of "communicating" conceptually permits the researcher to examine how enacting and/or reacting to (non)deceptive workplace communication takes place, and how such reactions, then, in turn, might affect subsequent organizational outcomes. What is needed, however, is a theoretical framework that allows the researcher to focus on the "doing" of communication while concurrently recognizing the centrality that context plays in the course of workplace interaction. This is an issue that will be addressed later in the fourth section of this chapter.

The lack of attention paid to context in deceptive interaction encounters. A second reason for why limited focus has been placed on aspects of workplace deception may be due to the lack of attention paid to the role that context plays in deceptive communication processes. Yet, research indicates that the role of context is crucial to our understanding of human communication phenomena in general, and workplace communication in particular (cf. Owen, 1997). According to Penman (1997), "our understanding of communication, and in communicating are contextually bound" (p. 337). Sanders (1997a) would agree, as he contends that "the interpretation of symbolic objects is context-specific and cannot be known before the fact on the basis of conventions, rules, etc." (p. 229). Sanders' (1997a) contention becomes of paramount importance considering the work of Drew and Heritage (1992) and Levinson (1992). Kleifgen and Frenz-Belkin (1997) summarize the

findings of Drew and Heritages' (1992) and Levinson's (1992) work regarding institutional talk:

> Investigations of talk in institutional settings have shown that this form of talk differs in many ways from informal face-to-face conversation in terms of the overall and sequential organizational of discourse, constraints regarding the contributions that participants can make to the interaction, and lexical choices made by participants. Although there are variations among different kinds of institutional talk, it has been found that many institutional interactions share some basic features. First, they are oriented toward some goal or task that is associated with the institution in which they occur. Second, they are often characterized by specific constraints regarding what contributions by participants are allowable during the task at hand. Finally, institutional talk may be based on inferential frameworks or procedures inherent to specific situations (Drew & Heritage, 1992; Levinson, 1992). (Kleifgen & Frenz-Belkin, 1997, p. 158).

If certain qualities distinguish institutional talk from informal face-to-face interaction, then there appear to be grounds to posit that workplace deception may be differentially affected by the institutional/organizational/workplace context.

Sanders (1997a) provides a conceptual equation which serves to illustrate the relationship that exists between communication

events, the production of symbols (e.g., deception) and context (e.g., the workplace):

> "Symbolic object X has communication value Y
> in Context C"
> (Sanders, 1997a, p. 232).

Such an equation may be reworked to illustrate that "deception" [i.e., symbolic object X] may be viewed as "withholding the truth" [i.e., it has communication value of Y]" at "work" [in Context C]. Sanders (1997a) would agree with the plausibility of such a statement, as he contends that "it is a straightforward matter. . .to show that there is a principled relationship between base meanings, contexts, and situated interpretations" (p. 232). While some deception research is beginning to recognize the role that context plays in the communication of deception (e.g., Robinson, 1994; Robinson, Sheperd, & Haywood, 1998), a solid literature base does not currently exist which provides conceptual clarity to how "deception" and "workplace communication" may be fruitfully examined.

Literature currently surrounding the study of "deception" and "workplace communication." To say that a coherent body of research on workplace deception exists would be an oversight. However, while a loose interdisciplinary body of research does exist on the topic or workplace deception, three issues become apparent from such work. First, the conceptual foundation for understanding workplace deception is not firmly established. Second, inconsistencies regarding the prospective utility of workplace deception are conceptually and pragmatically under

question. Third, the previous two factors discussed above have (in)directly affected the theory and research on workplace deception. All three of these issues implicate the notion that a theoretical framework is needed to aid in the explanation of how deception is (not) communicated in the workplace environment.

The conceptual foundation for understanding deception does not appear to be firmly established. A perusal of research articles related to workplace deception suggests that this might be the case. Most research concerning aspects of occupational/ workplace deception has focused on various "acts" that might typify or relate to deception at work without situating such an act within a clear theoretical framework (see Grover, 1997, however, for a potential exception). Most of the research has focused on micro-level processes such as ambiguity (Eisenberg, 1984; Lerner, 1978), equivocation (Putnam & Sorenson, 1982), concealment (Abrahamson & Park, 1994), distortion (Fulk & Mani, 1986; Krivonos, 1982; O'Reilly, 1978; Russo, Medvec, & Meloy, 1996), falsifications (Robinson, 1994), ingratiation (Gordon, 1996; Kumar & Beyerlein, 1991; Wayne, Kacmar, & Ferris, 1995), truth telling (Palmer, 1990), cheating/stealing (McSwain & White, 1987), "faking it" (Granfield, 1991), deception detection (DePaulo, & DePaulo, 1989; DePaulo & Pfeifer, 1986), impression management (Becker & Martin, 1995; Crant, 1996; Fandt & Ferris, 1990; Gardner & Martinko, 1988; Stevens & Kristof, 1995), resistance (Tucker, 1993), lies (Barker & Carter, 1990; DePaulo, DePaulo, Tang, & Swaim, 1989; Grover, 1993a, 1993b; Perry & Barney, 1981), deceit (Shapiro, 1991), and undercover deception

(Jacobs, 1992a, 1992b), or, macro-level issues such as bureaucratic malevolence (Hartwig, 1990), crime (Bilimoria, 1995), deceptive organizational behaviors (Schein, 1979), or the dark side of public organizations (Hubbell, 1992).

While the conceptual focus surrounding research on workplace deception is not clear, such research provides differential claims regarding its prospective role in the day-to-day functioning of workplace life. Schein (1979) claims, for example, that deceptive behaviors "muddy the waters and prevent the work of the organization from getting done" (p. 289). Grover (1997) suggests that "lying jeopardizes information quality and therefore the integrity of organizations" (p. 69). While such claims suggest detrimental or deleterious effects regarding the presence of workplace deception, Jacobs (1992a) purports, however, that "central to any successful undercover agent is the ability to deceive" (p. 280). Barker and Carter's (1990) research on police officers suggest that "lying and other deceptive practices are an integral part of the police officer's working environment" (p. 61). Such claims implicate the notion that our understanding of the role of deception in the domain of work is not yet clear.

A perusal of the disparate literature surrounding the study of workplace deception might allow one to arrive at one of two possible contentions regarding the state and status of workplace deception research. One contention might be that scholars have indirectly disregarded examining how workplace deception might play a central role in understanding issues surrounding workplace processes. While such a contention may be valid, the contention as

it stands is problematic as it does not attempt to explain why such an occurrence has happened. A second, more insightful, contention that could be advanced is that due to the ubiquitous nature of deception in the conduct of workplace interactions, deception has essentially become a "taken for granted" (cf. Hopper, 1981) phenomena to most organizational/communication scholars. In other words, since it is entirely possible that scholars--in their conceptualizing and/or theorizing--may already assume that deception is an omnipresent part of organizational life (e.g., that deception <u>is</u> the ontology of organizational interaction), scholars have "jumped ahead" of themselves by examining various derivatives--or components--of deception (as the above review illustrated) that was intended to contribute to better understanding the process (cf. Bavelas, 1998). Since it appears that an implied ontological assumption exists among scholars regarding the role of deception at work--thus implicating that deception is an ever-present part of the structure of reality--there would be, again, no need to question the nature of that reality. This would allow scholars to logically move on with those methodological assumptions associated with prediction and control that has characterized much of the research. In other words, the conduit metaphor that has predominantly conceptualized "communication" as "information" may already potentially carry with it the assumption that the "information" that is being "exchanged" between individuals may be inherently laden, or symbolically fraught, with "deceptive" content. The making of such a move, however, which appears to be similar to what the deception

researchers have done (discussed earlier in the chapter; see above), is inherently faulty, as one is--again--attempting to extend a domain of study (i.e., workplace deception) that is, again, neither (a) clearly specified, (b) conceptually articulated, or (c) comprehensively understood. What is needed, however, is a conceptual framework that will clearly aid in illustrating how the nature of workplace deception structures and organizes itself, and how such structures and organizing processes are contingent upon the communication activities of its members (cf. Cooren & Taylor, 1997).

Structuration as a Theoretical Framework for (Non)Deceptive Organizational Communication Research

O'Hair and Cody (1994) provide the following observation concerning the nature of deception in American society: "Societal norms regarding the acceptability of interpersonal deception change with the times, often depending on how the media portrays society" (p. 210). Implicated in their observation entail three observations germane to the theoretical framework/assumptions guiding this dissertation. First, "society" in its broadest sense is not a static entity. The communication practices between people which transcend to the larger social collective have the potential to continually (re)define those individual, group, and societal norms--contingent upon those collectively endorsed communication practices existent at the time. Second, the nature of what deception potentially is may be in constant question. "Deception," as a phenomenon of study, should be viewed as a symbolic

phenomenon that may be represented through various forms of interaction. The symbolism associated with the nature of deception is inherently contingent upon issues of self, context, other, and timing. Deception is a phenomenon that may be represented as being both static and constant in nature, as well as being both fluid and changing. As O'Hair and Cody's (1994) allusion suggests, the symbolism associated with deception may be highly contingent and temporal in nature. Third, the nature of what constitutes micro-level acts of communicating deceptively is inherently contingent upon, and mutually influential upon, various macro-level elements (e.g., group/organizational/societal norms; prevalence; pervasiveness) that enable, or continue to reinforce, those concurrent systems and structures that constitute what deception essentially is (not) at any given point in time. Such a claim is an observation that directly relates to Giddens' (1984) theory of structuration.

Chapter One introduced the reader to those general issues that mutually surround the respective conduct of interpersonal and organizational communication research. Namely, that scholars must begin to orient their research focus on both micro- and macro-oriented elements inherent within processes of communicating (cf. Altman, 1993; Baxter & Montgomery, 1996; Jablin & Krone, 1994; Ketchen, Thomas, & McDaniel, 1996; Leeds-Hurwitz, 1992, 1995a, 1995b; Lannamann, 1991; Parks, 1982, 1985; Porter, 1996; Putnam, 1997; Siebold, 1997; Sigman, 1995; Taylor, 1993; Werner, Altman, & Brown, 1992; Werner & Baxter, 1994). Giddens' (1984) theory of structuration permits scholars to begin to engage in such an

endeavor. What follows, then, is a discussion of Giddens' (1984) theory and how it may be utilized as a way to sufficiently uncover the ontology of (non)deceptive organizational communication.

Background on Structuration Theory. Giddens' work on structuration (1979, 1984, 1987, 1991, 1993) attempts to provide a theoretical explication of how micro and macro elements of society are mutually influential of each other in the conduct of social life. The theory was developed as an attempt to transcend--without disregarding--the intellectual divides that exist among various forms of sociological thinking (e.g., interpretive-sociological; structuralist; functionalist) (Giddens, 1984). Since its inception, structuration has received attention by organizational scholars both inside (cf. Banks & Riley, 1993; Kuhn, 1996; Conrad, 1993) and outside (cf. Bryant, 1991; Bryant & Jary, 1991; Kilminster, 1991; Yates & Orlikowski, 1992) of the communication discipline. Within the discipline, structuration has been utilized to examine topics such as small group processes (Gouran, 1990; Meyers & Siebold, 1990; Poole, Seibold, & McPhee, 1985, 1996), democratic organizations (Harrison, 1994) organizational change (Howard & Geist, 1995), organizational climate (Bastien, McPhee, & Bolton, 1995; Poole, 1984; Poole & McPhee, 1983) organizational culture (Witmer, 1997) and public relations/issues management (Kuhn, 1997). What is it about structuration that makes it so appealing to several communication scholars? A discussion of those central assumptions of structuration theory will be provided, accompanied by how such a perspective may guide research on (non)deceptive workplace communication.

Central Premises Surrounding Structuration Theory. There are two basic premises of Giddens' (1984) theory of structuration which are germane to the investigation (non)deceptive workplace communication. One premise central to structuration theory is that of "agency and reflexivity." Giddens (1984) views the human being as a knowledgeable agent who "knows a great deal about the conditions and consequences of what they do in their day-to-day lives" (p. 281). Relatedly, Giddens (1984) notes that humans as social actors are "ordinarily able discursively to describe what they do and their reasons for doing it" (p. 281). In other words, the human being "maintains a continuing 'theoretical understanding' of the grounds of their activity" (Giddens, 1984, p. 5). Viewing the workplace individual as an agent who is cognizant of their (non)deceptive communication practices permits the researcher to focus on the communicative actions of workplace individuals, and how individuals accounts for such actions.

A second element central to understanding Giddens' (1984) theory of structuration is the "duality of structure." Giddens (1984) argues that an inherent tension exists between aspects of "system(s)" and "structure(s)" (Giddens, 1984). "System(s)" entail those "reproduced relations between actors or collectivities organized as regular social practices" (p. 25). In other words, systems are those social relations that human agents actively partake; i.e., those (non)deceptive workplace interactions that occur between workplace individuals. "Structure(s)" pertain to those "rules and resources, or sets of transformation relations, organized as properties of social systems" (Giddens, 1984, p. 25).

Here, Giddens (1984) does not view "structure" as something external to the individual; rather, structure is something that is embedded in the decision-making activities of its participants. In other words, structure refers to those rules and resources that individuals essentially choose to enact in their day-to day actions. Thus, structure may be viewed as being both constraining and enabling in nature (Giddens, 1984). Such a conception directly and readily applies to the study of (non)deceptive workplace communication. Making the individual choice to deceive someone at work therein legitimizes the opportunity for "deception" to become a rule or resource to draw upon in the day-to-day course of workplace interaction. The "organization," therefore, may be conceived of as those patterns of relationships that are communicatively (re)constituted and (re)produced in face-to-face workplace interaction (Giddens, 1984).

Structuration theory allows one to view human communicative activity as central to processes of organizing. For example, I (agent) choose to deceive you at work (system of reproduced relations implicated). You realize that I have deceived you (reflexivity) and you decide to do the same in return (structure enacted by acknowledging deception as a prospective choice). The decision by both of us to choose to deceive each other instigates the tension between system (i.e., the actual (non)deceptive interaction(s)) and structure (i.e., the choice to acknowledge and implicate such decisions again). The act of communicating in a (non)deceptive manner implicates the "system." The prevalence of such (non)deceptive acts continuing to (re)occur between people

implicates its "structure." The system and the structure are both ultimately contingent upon the participants' symbolic conception of what (non)deceptive workplace communication prospectively is. Yet, little is known about those symbolic conceptions underlying (non)deceptive workplace interaction.

Therefore, by asking individuals to account for their symbolic conception(s) of what deceptive workplace communication is (not), such an account generated by the workplace individual will concurrently implicate both the system (i.e., the act itself), and the structure (i.e., the availability for the act to become employed via recurrence and/or familiarity). Structuration theory therefore permits an opportunity to concurrently examine micro/macro elements of (non)deceptive workplace communication.

Now that a theoretical framework is in place to understand the structuration of (non)deceptive workplace communication, the next logical step might entail the examination and identification of how (non)deceptive workplace communication symbolically and differentially manifests itself in the communication experiences of workplace individuals.

Summary, Rationale, and Research Questions

It appears that studying processes of (non)deceptive workplace communication has entered into the scholarly fold in a timely manner. Issues that currently surround interpersonal and organizational communication scholarship concern themeselves with focusing on how macro/micro elements influence human communication processes. Issues surrounding organizational communication

scholarship suggest that more emphasis should be placed upon understanding the ontology of organizing via the constitutive nature of organizational communication. Issues surrounding interpersonal deception research suggest that methodological approaches governing the study of deception should be called into question. Issues surrounding workplace communication suggest that an increased focus upon the relationship between work context and symbolic communicative interaction may bolster an understanding of how day-to-day workplace processes readily contribute to larger organizational outcomes.

Investigating symbolic aspects of (non)deceptive workplace communication through Giddens' (1984) theory of structuration can contribute to each of the aforementioned causes. Examining how people account for (non)deceptive workplace interaction lends insight into how: (a) micro acts of communicating implicate larger organizational outcomes [mutual issue central to interpersonal/ organizational communication], (b) individuals' constitutive-based communication influences organizing processes [issue central to organizational communication], (c) people symbolically account for (non)deceptive workplace communication experiences [methodological issue central to deceptive communication], and (d) (non)deceptive workplace interaction implicates the system and structure of interpersonal/organizational communication processes [issue central to understanding workplace communication].

Thus, an exploratory field study was conducted in order to theoretically understand symbolic processes underlying the ontology of (non)deceptive workplace communication. The field

study sought to establish a conceptual continuum by which to begin examining those central themes governing (non)deceptive workplace communication processes. This goal was specifically accomplished by examining those symbolic accounts pertaining to the enactment (i.e., sending) and reactment (i.e., receiving) of (non)deceptive workplace communication. Since a "structuration" perspective on (non)deceptive workplace communication indicates that such processes are contingent upon the (non)deceptive communication activity of working individuals, the following research questions were posed:

RQ1: What is the nature of (non)deceptive workplace communication?

RQ1a: How do workplace individuals send (non)deceptive workplace communication?

RQ1b: How do workplace individuals receive (non)deceptive workplace communication?

Posing such questions address those contentions advanced in Chapter One. Specifically, examining the nature of (non)deceptive workplace communication contributes to understanding: (a) the ontology of deception [contention one]; (b) the symbolic nature of deception [contention two]; (c) the ontology of organizational communication [contention three]; (d) those communication processes that gives rise to organizational outcomes [contention four]; and (e) the micro/macro nature of communication processes [contention five].

CHAPTER THREE: PROCEDURES

Mumby and Stohl (1996) identify two forms of rationality that may exist in the conduct of organizational communication scholarship: (a) technical rationality and (b) practical rationality. Technical rationality is "an orientation toward knowledge that privileges a concern with prediction, control, and teleological forms of behavior" while practical rationality "is a form of knowledge grounded in the human interest in interpreting and experiencing the world as meaning and [as] intersubjectively constructed" (Mumby & Stohl, 1996, p. 59). Given what currently is (not) known about (non)deceptive workplace communication, it must first be examined in terms of its practical rationality versus its technical rationality (cf. McGrath, 1964). Bavelas (1998) would agree with such reasoning, as she contends that "an interesting and unexplained phenomenon is worth studying for itself, by inductive methods" (p. 184). She continues to illustrate that:

> Inductive research, which respects the phenomenon under investigation and moves cautiously through experimental tests to firmly based theory, is the hallmark of the natural and life sciences, accounting for their remarkable empirical and theoretical progress. In contrast, inductive work is little understood or appreciated in the social and behavioral sciences (Bavelas, 1987, 1991, 1995) where the ratio of theory to supporting data is alarmingly high. (p. 186)

Therefore, given the aforementioned contentions, it appears logical that one must realistically begin researching the ontology of (non)deceptive workplace communication inductively by utilizing those research methods that will capitalize upon understanding how individuals symbolically account for the process of (non)deceptive workplace communication. This chapter will provide an overview and explication of those procedures that were used in an exploratory field study to initiate the examination of the structuration of (non)deceptive workplace communication.

Participants

Participants in the study (n=542) constituted a network sample; individuals solicited by other individuals to participate in the study. To qualify as a participant in this study, the solicited individual had to satisfy the minimal requirement that they "work on a regular basis." Participants were solicited by undergraduate students enrolled in communication courses. Students were instructed to solicit one male (n=271) and one female (n=271) who worked on a regular basis.

Such a procedure is in line with DeWine and Daniels' (1993) contention that more research on organizational communication should rely upon the experience of actual working individuals versus that of college students. Since the primary goal of this dissertation is to provide a conceptual grounding to the ontological nature of (non)deceptive workplace communication, it was deemed necessary to delimit the participant sample to any and all prospective occupational work roles. Such a decision follows

from the logic that (a) the greater the number of the study's participants, (b) the greater the opportunity would be for diverse work-role representation, which (c) may allow for enhanced "generalizability" of the phenomena under consideration, thus leading to (d) greater confidence concerning the knowledge claims that may be advanced. Again, the goal under consideration is to develop a general conception about the phenomena of interest (i.e., workplace (non)deception). These sampling decisions appear to satisfy this criteria.

Mean age of the participants was 34.57 years (range: 16-77). Ethnic background (n=12) of the participants was characterized primarily by Hispanic/Mexican American (2.36%), Asian/Pacific American (3.82%), American Indian/Native American (5.09%), Black/African American (5.82%), and White/European American (79.07%) populations. Educational background of participants consisted of some high school (1.29%), a high school diploma (6.28%), business or trade school (2.58%), some college (35.67%), an associate degree (9.61%), a bachelors degree (20.33%), some graduate/professional school (8.31%), or a graduate/professional degree (15.52%).

Three hundred forty-nine (n=349) distinct occupational positions representing government, business, industrial, legal, financial, technological, medical, hospitality, professional, sport, and service sectors were reported by the study's participants. Participants have occupied their respective occupational roles for less than one year (22.76%), 1-5 years (37.68%), 6-10 years (13.24%), 11-15 years (7.65%), 16-20 years

(6.16%), 21-25 years (5.59%), or 25+ years (6.90%). The number of hours worked in current profession ranged from less than 10 hours (2.76%), 10-19 hours (10.70%), 20-29 hours (12.73%), 30-39 hours (13.83%), 40-49 hours (38.00%) to 50+ hours (20.66%) per week. The average total number of different jobs occupied among participants was 4.7 jobs (range: 0-40). The average number of years of work experience was 14.53 years (range: 3 months-58 years). Data were collected over three academic semesters.

Survey Instrument

Participants were asked to generate accounts of workplace deception by providing retrospective self reports (Metts, Sprecher, & Cupach, 1991) to four survey prompts. Burnett (1991) illustrates that the account "refers to all attempts to understand and explain experience" (p. 122). Tompkins and Cheney (1983) note that accounts refer to "the actor's statement about why he or she performed certain acts and what social meaning he or she gave to the actions of himself or herself and others" (p. 129). Geist and Dreyer (1993) provide that accounts "reveal how individuals situate self and others in relation to the social order of a particular context" (p. 81). Buttny (1985) also reveals that accounts may also be "used as a communicator's attempt to manage meanings in light of problematic occurrences" (p. 57). Burnett (1991) reasons that "much that is of interest in social interaction is not observable. The most obvious case to be made for the value of accounts as data, therefore, is that they provide a direct route to information about persons' experiences" (p.

123). Utilizing the account as method will permit tapping into the symbolism underlying the structuration of sender- and receiver-based conceptions of (non)deceptive workplace communication.

Two survey prompts were concerned with how workplace deception is (not) enacted by someone at work [sender-based perspective], while the other two survey prompts were concerned with reactions to (not) being deceived at work [receiver-based perspective]. Specifically, four open-ended prompts were provided so participants could voluntarily account for those symbolic elements prospectively associated with (non)deceptive workplace communication:

1. In your opinion, what does it mean to be deceived by someone at work?

2. In your opinion, what does it mean to NOT be deceived by someone at work?

3. In your opinion, what does it mean to deceive someone at work?

4. In your opinion, what does it mean to NOT deceive someone at work?

A five-fold rationale is provided. First, each prompt request honors the research which suggests that little emphasis has been placed on receiver-based aspects of the communication process (cf. Berger, 1997; DeWine & Daniels, 1993; Haas & Arnold, 1995; Jablin, 1978). These prompts provide for basic conceptual comparisons to be made between sender and receiver communication roles. Second, current research in relational communication contends that communication phenomena can only be comprehensively understood in relation to what it potentially is not (Baxter & Montgomery,

1996). Such thinking bolsters the idea that "workplace deception" as a communication phenomena must be examined in relation to those oppositional tendencies that play an interdependent role in the formation and the interpretation of the phenomenon ((i.e., examining also what workplace deception is not) Baxter, 1997; Baxter & Montgomery, 1996). Having individuals account for the nature of workplace (non)deception will initiate the opportunity to prospectively define the ontological domain of organizational communication studies. Specifically, such a domain may be viewed conceptually as being "highly deceptive" to "not at all deceptive" in nature while being "always present" to "never present" in its characterization [Chapter One]. Third, constructing the prompts in the aforementioned manner permits individuals to account for the symbolism associated with the contextual nature of (non)deceptive workplace communication. Sanders (1997a, 1997b) contends that symbolic objects (e.g., deception) are representative parts of larger wholes (e.g., the workplace environment) which, in turn, provide a systemic constraint on the prospective range of interpretations that may be associated with any symbolic object of interest (Sanders, 1997a). Each survey prompt has been deliberately constructed in order to provide those semantic parameters (i.e., to deceive/be deceived by/someone at work) by which participants may symbolically account for those elements underlying the structuration of (non)deceptive workplace communication processes. Fourth, utilizing this procedure honors Giddens' (1984) notion of the reflexive individual as social agent. This method privileges the participant as a reflexive

individual who is sufficiently able to account for their workplace communication experiences. Finally, having participants provide retrospective written accounts of workplace (non)deception allows the participants to "describe events, that, though overt, are usually private to the [working] relationship" (Harvey, Hendrick, & Tucker, 1988, p. 111). The issue of workplace deception may be a highly sensitive topic to certain working individuals. Providing individuals the opportunity to complete the survey through self-report measures appeared to be that first, initial, step by which to: (a) ensure that individuals will not feel threatened with the solicitation of such a request while (b) beginning to gather representative data about the phenomenon of interest. These "accounts" generated will provide a corpus of data by which to observe, analyze, and begin to develop, a theoretical continuum of (non)deceptive workplace communication.

Data Analysis

The accounts generated by the participants were analyzed via six phases. Each phase will be discussed.

Phase One: Survey Identification. Returned surveys (n=547) were perused to determine whether each would be suitable for inclusion in the study. Suitabililty for inclusion was determined by participant response; if responses were provided for each prompt, it was included in the study. 542 surveys were deemed as suitable for analysis. The informed consent sheets were removed from the body of the survey, and each survey was assigned an identification code.

Phase Two: Unitizing the Accounts. Accounts generated by participants for each survey prompt were typed onto separate computer files (n=4) denoting word-for-word responses. Such a decision was made to ensure that eventual findings evolving from the study would be positioned from the participant's point of view (cf. Baxter, 1991; Folger, Hewes, & Poole, 1984; Giddens, 1984). Each account was assigned the identification number of the survey from which it had transpired. Account responses to each survey prompt (e.g., to deceive someone at work) were kept separate from other survey prompts (e.g., to NOT deceive someone at work). Each account response was subsequently unitized to determine whether multiple accounts were present within each survey self-report. For example, the following response, "To deceive someone at work is to lie, to manipulate, and to trick someone," generates three distinct accounts (i.e., to lie to someone; to manipulate someone; to trick someone) that prospectively characterize communicative acts of workplace deception. Unitizing each account response at this stage in the data analysis was of paramount importance, as each account implicated the symbolism underlying the structuration of (non)deceptive workplace communication.

Phase Three: Category Construction. Accounts from each survey prompt were analyzed through a sequence of steps. The corpus of accounts generated from within each survey prompt were initially sorted into general categories based upon semantic similarity (cf. Miles & Huberman, 1994). Once general similarity was established within and between categories, account categories were further compared and contrasted--based upon the manifest

content of the account--to specify distinct acts of workplace deception. For example, while "providing inaccurate information" and "withholding information" initially fell under the general category of "information," each account was subsequently classified as its own category to denote those specific, essential, symbolic acts that prospectively underlie processes of workplace deception. This preserved the integrity of the participants' accounts, resulting in high levels of representational validity (cf. Baxter, 1991; Stewart, 1994). The specific category labels derived from this phase of the data represent the "system" of the theoretical continuum underlying the structuration of (non)deceptive workplace communication.

Phase Four: Coding Account Categories. To ensure that the account categories, and subsequent labels, derived from phase three of the coding process appeared to represent participants' conceptions of (non)deceptive workplace communication, two individuals blind to the study were asked to examine the content of those categories constructed from phase three. Coders were asked to perform two tasks. First, coders were asked to examine those categories identified within each survey prompt (e.g., to deceive someone at work; to NOT be deceived by someone at work) to determine whether issues of redundancy of category label ensued. This was done by comparing and contrasting the categories provided to them. Second, coders were asked to examine those accounts within each category, specifying yes/no, to determine whether the category label indeed represented those accounts (see Boyatzis, 1998). Ten percent (10%) of categories characterizing each survey

prompt (n=4) were selected through systematic random sampling techniques (every 23rd category). This resulted in coding eighteen percent (18%; n=150) of all categories identified among the four survey prompts.

Two forms of inter-coder agreement, as recommended by Boyatzis (1998), were computed. First, general intercoder agreement was conducted which employed the following formula (Boyatzis, 1998):

$$\text{Agreement} = \frac{\text{\# of times both coders agreed}}{\text{\# of times coding was possible}}$$

General agreement between coders was .95. In addition to aspects of general coding agreement, agreement on the issues of "presence" (i.e., to what extent did coders agree on category content within category labels) was of concern. This was computed utilizing the following formula (Boyatzis, 1998):

$$\text{\% Agreement on Presence} = \frac{2 \times \text{\# of times both coders saw it present}}{\text{\# of times coder A saw it present} + \text{\# of times coder B saw it present}}$$

Intercoder agreement concerning presence was .98. (Code sheets may be found in Appendix C.) The high levels of intercoder agreement between coders indicate the category labels are good indicators of those accounts that represent it, thus validating the interpretive processes of the researcher (cf. Stewart, 1994). This, in turn, permitted the development of a prospective continuum characterizing the structuration of (non)deceptive workplace

communication.

Phase Five: Developing the Conceptual Continua. Once reliabilities were conducted, sender-based (i.e., what it means to (not) deceive someone at work) and receiver-based (i.e., what it means to (not) be deceived by someone at work) continua were constructed from the four survey prompts (two prompts per continuum) to conceptually represent the structuration of (non)deceptive workplace communication. This process entailed three steps. First, number of accounts within each category for each survey prompt were tabulated and were subsequently placed in an ordinal fashion from highest to lowest. Second, proportions were calculated for each account category to provide an indication of how much of the continuum the account category represented. Third, Z-scores were computed to provide a standardized indication of how the account category represented itself on the conceptual continuum. Such numerical calculations provide an indication to the "structure" underlying the structuration of (non)deceptive workplace communication; frequecy of account occurrence provided a venue to initially examine the degree to which accounts were used as a rule or resource in workplace interactions. Such continua representing sender- and receiver-based (non)deceptive workplace communication may be found in Appendices D-G.

Phase Six: Identifying Predominant Themes. Once the conceptual continua were established for both sender-based and receiver-based forms of (non)deceptive workplace communication, the analysis went one step further by examining whether those symbolic acts representing the structuration of (non)deceptive

workplace communication could be classified further into general themes (cf. Baxter, 1991; Boyatzis, 1998; Miles & Huberman, 1994). Account categories from each of the four survey prompts (Appendices D-G) were treated as separate domains for analysis (cf. Baxter, 1991; Boyatzis, 1998). Specifically, each account category within appendices D-G was examined in terms of account category (dis)similarity. Account categories within each appendix continued to be compared and contrasted until each account category could be classified into a representative theme. Once higher-order themes were identified among the account categories within each appendix, such themes were, in turn, compared and contrasted in terms of thematic (dis)similarity across appendices. Themes identified within Appendices D-G may be found in Appendices H-K. Once themes were identified within and across continua, proportions were calculated to determine the extent to which each theme was represented on the theoretical continuum of (non)deceptive workplace communication. These themes were then used as a higher-order categorization system by which to discuss the structuration of (non)deceptive workplace communication [see appendices H-K].

CHAPTER FOUR:
RESULTS

Three research questions were proffered in order to examine the ontology of organizational communication via the structuration of (non)deceptive workplace communication. Moreover, such research questions were employed in order to address those five contentions guiding the conduct of the dissertation [chapter one]. First, the nature of deception must be investigated ontologically. Second, deceptive communication must be viewed collectively in terms of various symbolic acts representing a larger theoretical system of "deception." Third, investigating deception ontologically via symbolism provides a necessary condition by which to examine the ontology of "organizational communication." Fourth, (non)deceptive workplace communication may be seen as the communicative process which inherently gives rise to organizational outcomes. Fifth, the structuration of (non)deceptive workplace communication processes implicate the micro/macro duality that resides inherently within communication processes.

The primary research question guiding this exploratory field study (research question one) pertained to identifying the general nature of (non)deceptive workplace communication. Two subsequent research questions (researcg question 1A and 1B) guiding the conduct of this study examined how (non)deceptive workplace communication processes are sent and received, symbolically, by working individuals in organizational environments.

Therefore, these research questions will be discussed in a

three-fold manner. Research question one will be discussed in terms of (a) quantity of accounts generated on (non)deceptive workplace communication, (b) oppositional themes collectively symbolizing accounts of (non)deceptive workplace communication, and (c) symbolic themes comparing and contrasting deceptive and non-deceptive workplace communication. The two research questions regarding sender-based and receiver-based aspects of (non)deceptive workplace communication will be comparatively discussed in terms of (a) quantity of accounts generated about sender-based and receiver-based (non)deceptive workplace communication, (b) oppositional themes symbolizing sender-based and receiver-based (non)deceptive workplace communication, and (c) symbolic themes that characterize sender-based and receiver-based (non)deceptive workplace communication. The explication of these findings will explicate the structuration of (non)deceptive workplace communication processes, which will be used as a conceptual venue by which to construct continua conceptualizing (non)deceptive workplace communication processes.

Research Question One

Research question one was established to consider the general nature of (non)deceptive workplace communication. Results framed in this discussion were derived from the corpus of accounts generated to represent general processes (i.e., sender-based and receiver-based accounts combined) underlying the structuration of (non)deceptive workplace communication.

Quantity of accounts generated about (non)deceptive

workplace communication. Participants generated a total of 4092 symbolic accounts (mean=2.6 accounts/person) of (non)deceptive workplace communication. These accounts were represented by 1460 distinct categories (mean=2.8 accounts/category) characterizing workplace (non)deception. Table One provides a breakdown of these findings.

Enter Table 1 About Here

More accounts were generated for receiver-based (n=2126) than sender-based (n=1966) aspects of (non)deceptive workplace communication. A similar tendency prevailed when participants were asked to identify the what (non)deceptive workplace communication processes symbolically did (1122 receiver/985 sender), and did not entail (1004 receiver/981 sender). This tendency subsequently resulted in more categories (831 receiver/629 sender) classifying receiver-based aspects of (non)deceptive workplace communication. Such accounts represent the "system" of the structuration of (non)deceptive workplace communication. Those communication practices accounted for by the participants symbolize those social practices that are systemically (re)produced in the day-to-day conduct of work. Appendices D-G provides a list of those specific communication acts that undergird symbolic accounts of (non)deceptive workplace communication.

Oppositional themes that collectively symbolize all accounts of (non)deceptive workplace communication. Results from the thematic analysis indicate that 43 oppositional themes (x=95.2 accounts/category) symbolize processes of (non)deceptive workplace

communication. Such themes collectively represent the extent to which a given communication act (and its converse) was symbolically accounted for. In other words, oppositional themes represent all accounts--irrespective of survey prompt--that centered around a central theme. Table Two provides a breakdown of those central themes that generally exemplify the structuration of (non)deceptive workplace communication:

Enter Table 2 About Here

As Table Two illustrates, those processes collectively surrounding (non)deceptive workplace communication entail themes of (no)lying (n=460; 11.24%), (dis)honesty n=420; 10.26%), (mis)representing truth (n=404; 9.87%), (mis)giving information (n=377; 9.21%), (no)(mis)leading (n=270; 6.60%), (no)fraud (n=164; 4.00%), and (no)relationship development (144; 3.52%). These categories were followed by themes of (no)shrewdness (n=135; 3.30%), (mis)trust (n=130; 3.18%), (no)malevolence (n=128; 3.13%0, and interaction (in)competencies (n=119; 2.91%). Themes such as expectations (n=7; 0.17%), (un)professionalism (n=7; 0.17%), (no)competition (n=6; 0.14%), (no)delusion (n=6; 0.14%), (no)equity (n=6; 0.14%), and (no)evasion (n=6; 0.14%), however, were not as frequently accounted for. Some examples may clarify what these oppositional themes of (non)deceptive workplace communication prospectively entail. For example, the oppositional theme of (no)lying, was symbolically characterized by accounts such as "telling lies," "lying to cover up," "to lie about work," "lying about others,"

and/or "to lie for protection," while its converse was accounted for in terms of "not lying to someone," "no lying about work," and/or "not to lie to colleagues." The theme of (mis)representing truth was depicted as "being truthful," "telling the truth in work-related matters," and "being true to what you say" on the one hand, while being oppositionally represented with accounts such as "not telling the truth," "being untruthful," and "saying something that is not true" on the other. Additionally, the theme of (no)relationship maintenance was concurrently accounted for in terms of "having a good relationship with colleagues," "tell[ing] everybody how well they work," and "knowing one's colleagues," as well as by "not giving someone their time," "creating faulty alliances," and "pretending to have a friendship." Such themes characterize the oppositional character (non)deceptive workplace communication. An illustration of those specific accounts that characterize each oppositional theme of (non)deceptive workplace communication may be found in Appendices H-K.

Of the forty-three (n=43) themes exemplifying (non)deceptive workplace communication, themes of (no)lying (11.24%) and (dis)honestly (10.26%) constituted close to twenty-two percent (21.5%) of all accounts of (non)deceptive workplace communication. Themes of (mis)representing truth (9.87%) and (mis)giving information (9.21%) characterized the next nineteen percent (19.08%) of all (non)deceptive workplace accounts, while themes of (no)(mis)leading (6.60%) and (no)fraud (4.00%) represented the next ten percent (10.6%) of all accounts. The remaining fifty percent of accounts were characterized by twenty-eight (n=28)

themes, each claiming no more than four percent of all (non)deceptive workplace processes [see Table Two]. The prevalence (or lack thereof) of such themes implicate the "structure" of the structuration of (non)deceptive workplace communication. In other words, the number of times that a symbolic act is accounted for implicates the extent to which it may be generally considered a rule or resource that is drawn upon in the course of workplace interaction. Thus, the more times a symbolic act is utilized as a means to engage in (non)deceptive workplace communication, the greater the opportunity becomes for that symbolic act to become "structurally embedded" in the day-to-day conduct of a workplace environment. Alternatively stated, the constitutive act of communicating in a (non)deceptive manner has, contingent upon its symbolic (re)occurrence, the potential to become a regulatory process guiding the conduct of workplace interaction. Table three provides an illustration of how such themes may represent a continuum suggesting how the nature of (non)deceptive workplace communication may be distributed.

Enter Table 3 About Here

The upper right hand of the continuum begins with those oppositional themes that were accounted for most by participants (i.e., all accounts--irrespective of survey prompt--that centered around a central theme). The right side of the continuum suggests how oppositional themes from table two may be differentially represented. The continuum then continues to the next line where

it provides an illustration of those subsequent themes that represent smaller proportions of the theoretical continuum.

Symbolic themes comparing and contrasting deceptive and non-deceptive workplace communication. The previous discussion concerned itself with those oppositional themes that generally characterize (non)deceptive workplace communication. Yet, in order to understand aspects of (non)deceptive workplace communication, it would be of additional interest to examine general differences between "deceptive" and "nondeceptive" workplace communication (i.e., the integration of sender-based and receiver-based perspectives). Interestingly, participants accounted for deceptive and non-deceptive workplace communication in a relatively different manner. Communication acts such as lying (n=390; 18.71%), (mis)giving information (n=234; 11.23%), (mis)leading (n=220; 10.44%), (mis)representing truth (n=164; 7.87%), and fraud (n=135; 6.48%) symbolically characterized a little over half (54.73%) of all deceptive workplace communication accounts. Accounts of non-deceptive workplace communication were symbolically represented in terms of honesty (n=369; 18.59%), representing truth (n=240; 12.09%), giving information (n=143; 7.20%), relationship maintenance (n=120; 6.04%), and directness (n=102; 5.14%). These non-deceptive accounts represented close to half (49.05%) of all accounts typifying non-deceptive workplace communication. Table four provides a comparative illustration of how deceptive and non-deceptive themes are distributed.

Enter Table 4 About Here

Here, the continuum begins with those symbolic themes representing only those account categories collectively associated with deception (i.e., sender and receiver accounts combined). The continuum continues to move to the right as it provides selective themes that collectively represent all deception-oriented account categories. The theoretical continuum provides a conceptual break and then moves down a line to illustrate the other end of the continuum--those themes that collectively represent all non-deception-oriented account categories. These themes progressively increase in proportion to illustrate the "opposite" end of the continuum. A complete listing of those symbolic themes generally representing accounts associated with deceptive and non-deceptive workplace communication is found in table 5.

Enter Table 5 About Here

Research Questions 1A and 1B

While the general processes symbolizing the structuration of (non)deceptive workplace communication have been identified, it is worthy to examine if differences exist in how working individuals account for the symbolic enactment (i.e., sending) of and symbolic reactment (i.e., receiving) to (non)deceptive workplace communication. Research Question 1A concerned itself with

examining how (non)deceptive workplace communication processes were symbolically enacted (or encoded) by workplace individuals, while research question 1B concerned itself with examining how (non)deceptive workplace communication processes were symbolically reacted (or decoded) by workplace individuals. These results will likewise be discussed in terms of (a) quantity of accounts generated on sender-based and receiver-based (non)deceptive workplace communication, (b) oppositional themes symbolizing the structuration of sender-based and receiver-based (non)deceptive workplace communication, and (c) symbolic themes characterizing the structuration of sender-based and receiver-based (non)deceptive workplace communication.

Quantity of accounts generated on (non)deceptive workplace communication. Forty-eight percent (n=1966; 48%) of all accounts generated by participants were generated by sender-based survey prompts while fifty-two percent (n=2126; 52%) of all accounts were generated by receiver-based survey prompts. Sender-based accounts of (non)deceptive workplace communication were evenly accounted for in terms of how one deceives (n=985; 50.10%) and how one does not deceive (981; 49.89%) others at work. Similarly, receiver-based accounts of (non)deceptive workplace communication were evenly accounted for in terms of how one is being deceived (n=1122; 52.77%) and how one is not being deceived (n=1004; 47.22%). A comparison of these numbers may be found in Table One.

Oppositional themes symbolizing sender-based and receiver-based (non)deceptive workplace communication. Sender-based accounts of (non)deceptive workplace communication were

characterized by forty (n=40) oppositional themes. These themes may be viewed in Table six.

Enter Table 6 About Here

Themes such as (dis)honesty (n=247; 12.80%), (no)lying (n=231; 11.59%), (mis)representing truth (n=189; 9.46%), (mis)giving information (n=174; 9.52%), and (no)(mis)leading (n=122; 6.10%) comprised close to half (49.47%) of all sender-based accounts symbolizing (non)deceptive workplace communication. Themes such as (no)fraud (n=67; 3.36%), interaction (in)competencies (n=67; 3.35%), (no)relationship maintenance (n=65; 3.25%), (no)malevolence (n=66; 3.20), and (no)persuasion (n=58; 2.91%) accounted for the next sixteen percent (16.07%) of accounts characterizing (non)deceptive workplace communication.

Forty-three (n=43) oppositional themes characterizing receiver-based (non)deceptive workplace deception were symbolically accounted for in a slightly different manner.

Enter Table 7 About Here

Table seven illustrates that oppositional themes of (no)lying (n=229; 10.66%), (mis)representing truth (n=215; 9.81%), (mis)giving information (n=203; 9.31%), (dis)honesty (n=173; 8.05%), and (no)(mis)leading (n=148; 6.83%) symbolically predominate forty-four percent (44.66%) of all receiver-based accounts. Themes such as (no)fraud (n=97; 4.39%), (no)shrewdness

(n=82; 3.73%), (no)relationship maintenance (n=79; 3.40%), (mis)trust (n=63; 2.88%), and (no)malevolence (n=62; 2.63%) followed in line to characterize an additional seventeen percent (17%) of all receiver-based accounts of (non)deceptive workplace communication. Thus, it appears that oppositional themes symbolizing the structuration of sender-based and receiver-based (non)deceptive workplace communication were accounted for in systemically similar, yet structurally different, ways.

Symbolic themes characterizing the structuration of sender-based and receiver-based (non)deceptive workplace communication. While the aforementioned oppositional themes that characterize the general symbolic nature of (non)deceptive workplace communication, the central contention governing this dissertation is that (non)deceptive acts of workplace communication exist on a continuum. Namely, that all communication acts symbolizing (non)deceptive workplace communication fall on a theoretical continuum exemplifying "extremely deceptive" to "not at all deceptive" content, while being "always present" to "never present" in nature. What follows, then, is a discussion of those theoretical continua that respectively characterize sender-based and receiver-based (non)deceptive workplace communication.

Table eight provides an ordinal representation of the theoretical continuum encompassing sender-based (non)deceptive workplace communication.

Enter Table 8 About Here

The "deceptive" end of the sender-based continuum is characterized by symbolic themes of lying (n=193; 9.69%), (mis)giving information (n=106; 5.31%), (mis)leading (n=93; 4.65%), (mis)representing truth (n=77; 3.85%), and malevolence (n=59; 2.85%). The non-deceptive end of the sender-based continuum is represented by symbolic themes of honesty (n=220; 11.45%), representing truth (n=112; 5.61%), giving information (n=68; 4.21%), relationship maintenance (n=54; 2.70%), and interaction competencies (n=53; 2.65%). The deceptive end of the continuum represents close to one-third (26.35%) of the sender-based continuum, while the non-deceptive end of the continuum entails close to one-third (26.62%) of the theoretical continuum as well. Table nine, however, provides a suggestive illustration of how symbolic themes characterizing the structuration of sender-based (non)deceptive workplace communication may be conceived.

Enter Table 9 About Here

Table ten provides an ordinal presentation of the theoretical continuum characterizing receiver-based (non)deceptive workplace communication.

Enter Table 10 About Here

The "deceptive" end of the receiver-based continuum is likewise characterized by themes of lying (n=197; 9.19%), (mis)giving information (n=128; 5.90%), (mis)leading (n=127; 5.90%), and

(mis)representing truth (n=87; 3.97%), while fraud (n=84; 3.81%) was characterized as the fifth receiver-based theme characterizing receiver-based (non)deceptive workplace communication. The non-deceptive end of the receiver-based continuum was similarly composed to its sender-based counterparts. Themes of honesty (n=149; 6.95%), representing truth (n=128; 5.84%), information giving (n=75; 3.41%), and relationship maintenance (n=66; 2.85%) were viewed along with trust (n=63; 2.85%) as being accounted for the most. Those top five themes representing the deceptive end of the receiver-based continuum occupied about one-third (28.77%) of the continuum, while those top five themes representing the non-deceptive end of the receiver-based continuum collectively represent around one-fifth (21.93%) of the continuum. Table eleven provides a suggestive illustration of what the structuration of receiver-based (non)deceptive workplace communication might entail.

Enter Table 11 About Here

CHAPTER FIVE:
DISCUSSION AND IMPLICATIONS

This dissertation has undertaken the task of beginning to examine the ontological underpinnings of organizational communication via the structuration of (non)deceptive workplace communication. Five contentions have guided the conduct of this dissertation. First, the nature of deception must be investigated ontologically. Second, deceptive communication must be viewed collectively in terms of various symbolic acts representing a larger theoretical system of "deception." Third, investigating deception ontologically via symbolism provides a necessary condition by which to examine the ontology of "organizational communication." Fourth, (non)deceptive workplace communication may be seen as the communicative process which inherently gives rise to organizational outcomes. Fifth, the structuration of (non)deceptive workplace communication processes implicate the micro/macro duality that resides inherently within communication processes. One general research question accompanied by two lower-level research questions were proffered in order to begin to examine the structuration of (non)deceptive workplace communication.

Therefore, this chapter will begin by presenting a summary of those research findings reported in Chapter Four. The summary of results will be subsequently followed by a discussion of: (a) what this dissertation has sought to achieve; (b) what has been gained at this juncture of the research endeavor; and (c) what steps must be taken in order to further a continued understanding

of (non)deceptive workplace communication processes. A three-fold discussion of such implications evolving from this research will be framed from the standpoints of theory, research, and practice.

Summary of Research Results

Research question one. Research question one sought to examine the nature of (non)deceptive workplace communication. Working individuals were asked to account for processes surrounding (non)deceptive workplace communication. Participants generated a total of 4092 symbolic accounts (x=2.6 accounts/ person) of (non)deceptive workplace communication. These accounts were represented by 1460 distinct categories (x=2.8 accounts/ category) characterizing workplace (non)deception. More accounts were generated for receiver-based (n=2126) than sender-based (n=1966) conceptions of (non)deceptive workplace communication. This subsequently resulted in more categories (831 receiver/629 sender) involving receiver-based aspects of (non)deceptive workplace communication.

Results from the thematic analysis indicate that 43 oppositional themes (x=95.2 accounts/category) characterize symbolic processes of (non)deceptive workplace communication. Themes of (no)lying (n=460; 11.24%), (dis)honesty n=420; 10.26%), (mis)representing truth (n=404; 9.87%), (mis)giving information (n=377; 9.21%), (no)(mis)leading (n=270; 6.60%), (no)fraud (n=164; 4.00%), and (no)relationship development (144; 3.52%) were accounted for most by working individuals. Of those 43 themes exemplifying (non)deceptive workplace communication, themes of

(no)lying (11.24%) and (dis)honestly (10.26%) comprised a little over twenty percent (21.5%) of all accounts symbolizing (non)deceptive workplace communication.

Comparisons were made between deceptive-oriented accounts and non-deceptive-oriented accounts of workplace communication. Participants differentially accounted for such orientations to workplace communication. Themes such as lying (n=390; 18.71%), (mis)giving information (n=234; 11.23%), (mis)leading (n=220; 10.44%), (mis)representing truth (n=164; 7.87%), and fraud (n=135; 6.48%) symbolically characterized a little over half (54.73%) of all deceptive-oriented accounts of workplace communication. Accounts of non-deceptive-oriented workplace communication were symbolically manifest in themes of honesty (n=369; 18.59%), representing truth (n=240; 12.09%), giving information (n=143; 7.20%), relationship maintenance (n=120; 6.04%), and directness (n=102; 5.14%). These non-deceptive-oriented accounts represented close to half (49.05%) of all accounts typifying non-deceptive workplace communication.

Research Question 1A and 1B. Comparisons were also made between sender-based and receiver-based orientations to (non)deceptive workplace communication. More accounts were generated for receiver-based (n=2126; 52%) than sender-based (n=1966; 48%) aspects of (non)deceptive workplace communication. This tendency also prevailed when participants were asked to identify the symbolism regarding what (non)deceptive workplace communication processes are (1122 receiver/985 sender), and are not (1004 receiver/981 sender). This tendency subsequently

resulted in more categories (831 receiver/629 sender) classifying receiver-based aspects of (non)deceptive workplace communication. These findings reveal that the symbolic nature of sending and receiving (non)deceptive workplace communication [contention two] is not numerically accounted for in a synonymous fashion.

Sender-based accounts of (non)deceptive workplace communication were characterized by forty (n=40) oppositional themes. Themes such as (dis)honesty (n=247; 12.80%), (no)lying (n=231; 11.59%), (mis)representing truth (n=189; 9.46%), (mis)giving information (n=174; 9.52%), and (no)(mis)leading (n=122; 6.10%) comprised close to half (49.47%) of all sender-based accounts surrounding (non)deceptive workplace communication.

Forty-three oppositional themes characterizing receiver-based (non)deceptive workplace deception were identified. Receiver-based oppositional themes entailed (no)lying (n=229; 10.66%), (mis)representing truth (n=215; 9.81%), (mis)giving information (n=203; 9.31%), (dis)honesty (n=173; 8.05%), and (no)(mis)leading (n=148; 6.83%). Such themes symbolically predominate forty-four percent (44.66%) of all receiver-based accounts.

Theoretical continua were developed from the themes representing sender-based and receiver-based (non)deceptive workplace communication. The "deceptive" end of the sender-based continuum was characterized by symbolic themes of lying (n=193; 9.69%), (mis)giving information (n=106; 5.31%), (mis)leading (n=93; 4.65%), (mis)representing truth (n=77; 3.85%), and malevolence (n=59; 2.85%), while the non-deceptive end of the

sender-based conceptual continuum was represented by themes of honesty (n=220; 11.45%), representing truth (n=112; 5.61%), giving information (n=68; 4.21%), relationship maintenance (n=54; 2.70%), and interaction competencies (n=53; 2.65%).

Similarly, the "deceptive" end of the receiver-based continuum was characterized by themes of lying (n=197; 9.19%), (mis)giving information (n=128; 5.90%), (mis)leading (n=127; 5.90%), (mis)representing truth (n=87; 3.97%), and fraud (n=84; 3.81%). The non-deceptive end of the receiver-based continuum was likewise similar to its sender-based counterparts with themes of honesty (n=149; 6.95%), representing truth (n=128; 5.84%), information giving (n=75; 3.41%), relationship maintenance (n=66; 2.85%) and trust (n=63; 2.85%) being accounted for the most. The findings from these research questions directly provide theoretical implications for the continued study of (non)deceptive workplace communication.

Theoretical Implications

The findings from the exploratory field study provide theoretical implications for the continued study of (non)deceptive workplace communication. The theoretical implications resulting from this dissertation research will be discussed in terms of those five contentions guiding the conduct of investigating (non)deceptive workplace communication [chapter one]. These contentions necessarily include studying: (a) the ontology of deception [contention one]; (b) the symbolism of deception [contention two]; (c) the ontology of organizational communication

in terms of (non)deception [contention three]; (d) organizational communication processes in order to understand organizational communication outcomes [contention four]; and (e) communication phenomena in its "and/both" (i.e., micro/macro) nature [contention five].

Contention One. The first contention in Chapter One was that the study of deception as a communication phenomenon must be first and foremost examined ontologically. The conceptual continua resulting from the exploratory field study provide preliminary insight in the comprehensive nature of (non)deceptive workplace communication. The symbolic themes begin to paint a comprehensive picture by which to cogently view the ontology of (non)deceptive workplace communication. Such findings begin to provide conceptual and theoretical import to the future study of (non)deceptive workplace communication processes.

It is important to note, however, that the results from this field study illustrate a theoretical lesson of an "oppositional" nature for communication scholars. First, that examining the ontology of any particular communication phenomenon begins to reveal its representational qualities that ultimately define itself. Attempting to come to ontological terms with the "is-ness" of a given communication phenomena brings with it new ways of eventually coming to know about it. It might appear somewhat ironic that more studies of the ontological nature have not been already conducted in the communication discipline or that more ontological-based studies have not been conducted throughout graduate-level theses and dissertations. In other words, the

findings from the field study raise an important question for communication theory and research: "How is it that we claim to already know what a certain communication phenomena is, and what criteria can be (or are being) used to advance such claims?"

One can respond to such speculation, however, by providing a point/counterpoint discussion. While ontological studies appear to comprehensively exploit their self-defining phenomenological qualities, such studies--some might contend--only take research so far. While I would be remiss to suggest that I felt regret for engaging in such a research endeavor, I must confess that engaging in an ontologically-based investigation has left this communication scholar "hanging" to some degree. I felt that, upon the revelation of the field study's findings, "more" should have somehow been there--in other words, my epistemological assumptions of wanting to know (a) how much?, (b) when?, (c) to what extent?, and (d) under what conditions do (non)deceptive workplace communication processes occur? came into fruition. Yet, a counterpoint response might remind me that such yearnings for "more" would not have surfaced had it not been for initially engaging in the conduct of such a study.

Ontological investigations of communication phenomena provide communication scholars with the opportunity to examine various communication issues in light of how they are realized and/or actualized by the "here and now" of individuals' actual communication experiences. Ignoring such an issue in the conduct of any communication research would appear to be an exercise of futility. Thus, coming to terms with a communication phenomenon

ontologically can be a relevant, important, fruitful, insightful, but arduous, research endeavor.

Contention Two. The second contention in this dissertation suggested that deceptively communicated "acts" of deception are potentially myriad in nature, and, such acts, in turn, collectively represent the larger theoretical domain of "deceptive communication" processes. The findings from the field study would validate such a contention. Specifically, the distributive continuum of those themes characterizing symbolic acts of (non)deceptive workplace communication revealed that micro-level communication acts symbolizing deception (e.g., lies; dishonesty; untruthfulness) implicate the phenomenon at the macro level. In other words, when one begins to think about the conceptual nature of deception, one begins to realize that symbolic acts of deception--albeit some accounted for more than others--are indeed only one part of the process; they are not the process. This becomes evident upon viewing the study's findings. No one symbolic act or theme of deception was accounted for more than twelve percent (11.24%; oppositional theme of (no)lying) of the entire continuum characterizing themes of deceptively communicated acts.

Such findings lend additional insight into the study of deceptive communication processes in general, and (non)deceptive workplace communication processes in particular. Namely, that when one studies various communication acts of "deception"--regardless of methodological orientation--that one must be privy to realizing that such "acts" are symbolically representative of a larger domain of "deceptive communication." Embracing such an idea should

ultimately enhance the future vitality of deceptive communication research. For example, when scholars engage in deception-related research, they may more meaningfully discuss their findings in relation to the larger theoretical domain that encompasses the scope of deception. So doing increases the opportunity by which to establish, and subsequently advance, the theoretical and pragmatic understanding of this (and any) particular communication phenomenon.

Contention Three. The third contention advanced in this dissertation was that illustrating the soundness of the aforementioned two contentions should serve as an appropriate venue for how one should approach the domain of organizational communication studies. Again, the accounts generated among the study's participants suggest that examining processes surrounding (non)deceptive workplace communication may appear to be that ontological lens necessary for preliminarily advancing the status of organizational communication studies. Namely, the accounts generated by the participants symbolize those communication processes that are central to workplace processes of organizing. Each symbolic theme identified in the study reveals the communicative essence of (non)deceptive workplace interaction, which, it turn, implicates the ontology of "organizational communication." The findings from this research move communication scholars one step closer to understanding the communicative nature of workplace interaction. This, in turn, has implications for rendering a cogent ontological understanding of organizational communication. While much more research needs to take place to

further examine and refine the ontological underpinnings of (non)deceptive workplace communication, such research should not be viewed in a futile manner. Partaking in such an endeavor will aid, most notably, in accomplishing contention four.

Contention Four. The fourth contention advanced in this dissertation was that clearly examining and identifying the process of (non)deceptive workplace communication should give rise to more fruitful explanations concerning various organizational outcomes surrounding that process. The accounts generated by the study's particpants symbolically implicate the processual nature of workplace interaction. Comprehensively understanding the nature of workplace interaction via (non)deception should provide additional clarification to the research surrounding the domain of organizational communication/behavior study.

For example, scholars whose interests lie in the study of organizational identification may find some benefit in examining organizational identification processes via (non)deceptive workplace communication. It might appear that one's level of identification toward an organization might be differentially affected by the kind, level, and amount, of (non)deceptive workplace interactions (e.g., malevolence versus no malevolence) that one is exposed to on a constant basis. A simple hypothesis could be posed, for example, that "workers who are exposed to high levels of deceptive (i.e., malevolent) versus non-deceptive workplace (i.e., non-malevolent) communication messages will subsequently result in a lower level of identification with the organization." Likewise, in the study of issues surrounding

organizational commitment, a hypothesis might entail, "workers who are exposed to high levels of non-deceptive (i.e., no malevolence) workplace messages will report higher levels of commitment to the organization of which they are a part." Such reasoning could be realistically extended into any facet of organizational communication/organizational behavior study.

This is a concomitant result of placing a primacy on the communication process as being the antecedent effect on any given organizational outcome. The research findings in this dissertation begin to specifically identify the differential nature of this communication process--from both sending and receiving orientations. In other words, an emphasis is being made to conceive of, and subsequently investigate, "communicating" as an activity (i.e., a verb) versus "communication" as a state (i.e., a noun). Such a conceptual shift allows organizational communication scholars to move one step closer to identifying and clarifying the interactive nature of (non)deceptive workplace communication in particular, and the ontology of organizational communication in general.

Relatedly, it is hoped that the research in this dissertation has heightened scholars' awareness regarding those theoretical and methodological implications that arise when one conceives of "communicating" as a "verb" versus conceiving of "communication" as a "noun." Such a conceptual shift illustrates how viewing certain communication phenomenon may implicate (a) how one chooses to think about communication phenomena, (b) the types of questions that one chooses to associate with communication

phenomena, and (c) how one chooses to investigate communication phenomena. Continuing to view "communication" also as "communicating" provides a marked shift in terms of how central our discipline may be viewed to the study of human, social, and organizational life.

Contention Five. The fifth contention necessitated was that investigating (non)deceptive workplace communication in the previous four ways will open the door to examining the "and/both" nature of (non)deceptive workplace communication in particular, and interpersonal/organizational communication in general. Specifically, Giddens' (1984) theory of structuration can serve as a theoretical template to examine how micro-level symbolic communication content implicates macro level outcomes. Such a notion became manifest through those accounts symbolizing (non)deceptive workplace communication.

For example, when a category or theme of (non)deceptive workplace communication was identified, this symbolically represented the system of those reproduced relations between people (i.e., the communicative system of deception; micro-level). However, when the category concurrently manifested itself in terms of a numerical description (i.e., the number of times that it was accounted for by working individuals), this, in turn, began to implicate the structure; the extent to which those communicative rules and resources may be available for workplace individuals to engage in such (non)deceptive acts at work (i.e., the communicative structure of deception; macro-level).

The identification of those symbolic oppositional themes

(n=34) characterizing communication acts of deception begin to reveal how such (non)deceptive processes organize themselves/come into being. In other words, the findings from the research in this dissertation begin to provide a preliminary indication of what a communication-based conception of organizational communication might actually entail. Such themes may then be viewed as those communicative "central tendencies" by which day-to-day workplace interaction evolves. Simply put, the oppositional themes identified conceptually implicates the structuration (i.e., micro/macro nature) of (non)deceptive workplace communication.

While the research contained in this dissertation cannot definitively argue the "extent" to which certain accounts of (non)deceptive workplace will appear--and/or the "degree" to which certain accounts are more or less (non)deceptive--the data in this study suggest that all communication activity implicates itself as being both/all: (a) micro and macro, (b) form and function, and/or (c) process and outcome. Simply put, how one chooses to interact with individuals at work (micro-level/form/process) (in)directly implicates an array of issues (macro-level/function/outcome) surrounding aspects of organizational life. The themes identified in this dissertation provide insight into how such organizing processes might evolve. An understanding of such processes should prove to be of considerable worth to those scholars whose interests lie in purposefully extending the knowledge base of organizational communication studies.

Research Implications

While the findings provided from the field study in this dissertation begin to make a contribution to the understanding of the nature of (non)deceptive workplace communication, the findings from the field study make a contribution in terms of future research concerning (non)deceptive workplace communication. What follows, then, is, given the field study results, a discussion concerning (a) future research plans concerning the findings surrounding (non)deceptive workplace communication, and (b) future research areas concerning (non)deceptive workplace communication.

Future research plans. The research findings reported in this dissertation provide a number of avenues by which to further our understanding of the nature of (non)deceptive workplace communication. One avenue that may be pursued consists of continuing to investigate those themes or dimensions underlying (non)deceptive workplace communication. Since this study made the necessary move of first identifying: (a) what themes symbolically represent (non)deceptive workplace communication, and (b) the level to which they were accounted for by working individuals, two conceptual-based "next moves" appear plausible.

First, since the conceptual argument advanced in this dissertation was that all communication acts symbolizing (non)deceptive workplace communication exist on two continua ranging from being "extremely deceptive" to "not at all deceptive" in nature while being "always present" to "never present" in occurrence, it appears that those themes identified in this study should next be examined in terms of: (a) how deceptive each

symbolic theme is (not), and (b) the degree to which they are a representative part of daily workplace interactions. Doing so would provide a comparative metric by which to make relative comparisons in determining the communicative (pre)valence and (re)occurrence of these respective phenomena. Moreover, engaging in such a task should advance our conceptual understanding of the ontology of (non)deceptive workplace communication.

Second, while the findings in this dissertation reveal those communication acts that symbolize (non)deceptive workplace communication, another necessary question to advance is how each symbolic theme is communicatively represented in the course of workplace interactions. For example, while we realize that "lying" symbolizes a form of deceptive workplace communication, we do not yet have a clear understanding as to which communication act may be characterized as: (a) good/bad, (b) harmless/harmful, (c) socially acceptable/socially unacceptable, (d) moral/immoral, (e) ethical/unethical, (f) prolonged activity/quickly-enacted activity, (g) easy to detect/difficult to detect, (h) communicated directly/communicated indirectly, (i) overt/covert, (j) verbal/ nonverbal, (k) planned/unplanned, (l) face-to-face/third party, (m) immediate detection/long-term detection, (n) outside of work/during work, and/or (o) employed by colleagues/supervisors. Such an investigation should, upon establishing the internal reliabilities of each symbolic theme, necessarily advance our current knowledge of (non)deceptive workplace communication processes.

Future research areas. While it appears that the future of

research concerning (non)deceptive workplace communication might logically extend itself into a host of traditional areas of organizational behavior/communication study (e.g., organizational citizenship behavior; trust; stress/burnout/turnover; workplace politics; organizational commitment; organizational satisfaction), there are a couple of additional areas, in my estimation, that should be pursued first prior to importing this topic into other respective areas of organizational-based study. Three of these topic areas will be briefly discussed.

One topic area that might be examined concerns itself with "expectations for (non)deceptive workplace communication." It would appear logical that there may be some relationship between (a) how (non)deceptive workplace communication is specifically accounted for, and (b) an individual's expectation for (non)deceptive workplace communication to ensue (and vice versa). For example, do individuals who expect deceptive workplace communication to exist account for it differently than those who do not? A related issue pertains to issues of frequency. Does frequency of (non)deceptive workplace communication influence one's expectations for workplace deception, and, in turn, affect how one accounts for the phenomenon? Investigating such an idea may further flush out those "structure"-based aspects associated with the structuration of (non)deceptive workplace communication.

A second area of interest might pertain to the investigation of those motives for employing deceptive workplace communication. For example, should workplace deception be considered a negative characteristic of workplace environments, or may deception be used

for positive ends? Examining the extent to which deceptive workplace communication is utilized for positive or negative ends might further give rise to the nature of (non)deceptive workplace communication and how such communication is specifically accounted for by working individuals. Engaging in such a research endeavor should make additional contributions to understanding the role of strategic communication in workplace interactions.

A third area that would appear worthy of pursuit is the examination of how workplace role (i.e., supervisor/coworker/ direct report) and workplace relationship (i.e., formal/informal) affects/is affected by the sending and/or subsequent receipt of (non)deceptive workplace communication. Do certain workplace roles necessitate the use of deceptive workplace communication, or is it contingent upon the workplace relationship at hand (or both)? Viewing workplace roles and workplace relationships in light of (non)deceptive workplace communication should provide ample opportunities for understanding how, and on what grounds, certain workplace relationships are (not) initiated, maintained, and terminated.

Pragmatic Implications

While the aforementioned implications have been discussed in light of those contributions made to the respective domains of communication theory and research, a third--and possibly most important--domain concerns itself with the pragmatic implications surrounding the study of (non)deceptive workplace communication. The following question is posed: "What relevance does

understanding the structuration of (non)deceptive workplace communication have for people who work?" The resounding reply: "Awareness." Awareness on three levels. While each level of awareness is interrelated in a circular manner, each will be discussed in a linear fashion so as to reinforce the central idea embedded within each awareness level.

First, understanding the nature of (non)deceptive workplace communication makes one potentially more aware of their workplace surroundings. If a working individual is made aware that the "communicating" that is being done at work has the opportunity to possess elements or degrees of (non)deceptive content, then that person has achieved a level of awareness at the organizational level. In other words, the working individual has the opportunity and the insight to know "what's up" with their workplace environment. They will additionally be able to know "what will fly and what won't" in terms of those workplace communication expectations that govern day-to-day workplace functioning.

Second, being aware in this manner will promote an awareness of others. Once a working individual is able to "get the gist" of "what is going on" at work, they will be able to begin to observe how various workplace individuals (do not) contribute to "the way things work." Understanding "who the key players are" that play a regulatory role to "the way things are" will likewise permit a working individual to realize how one should communicate in order to successfully accomplish various tasks associated with their workplace role(s).

Finally, once an individual has achieved awareness at the

levels of "organizational" and "other," one has the privileged opportunity--if one so chooses--to becomes aware of oneself. When an individual begins to understand "why things work the way they do," the individual, in essence, is able to realize (a) who they are as an individual, and (b) who they are in relation to their work role. Such awareness results in the ability to know "how to interact" in order to be successful with one's job. If the individual is not "satisfied with what they are doing," then they are in the position of being able to figure out that it may not be them per se; it may be "the system" that is currently in place that prevents the individual from accomplishing what it is that they would like to accomplish. By being able to come to such a realization, that individual is subsequently empowered to make the decision of (a) whether they can communicate in such a way to evoke certain changes, or, if such communicative changes cannot be made, deciding to (b) leave their position for other work roles that may better capitalize upon their existing/communication potential.

Since most individuals in American society, if one should inquire, would admit that they want to find value and meaning in their work, possessing the opportunity by which to become aware of the three aforementioned ways provides significant pragmatic value to understanding the dynamic interplay between "organizations," "work," and "communication." Most working individuals "want to know what's going on" with: (a) their work, (b) their career, and (c) their organization. Understanding the structuration of (non)deceptive communication would appear to be one central and

primary venue for achieving such an endeavor.

Limitations to the Field Study

While it appears that the research in this dissertation has begun to unveil the ontological underpinnings associated with (non)deceptive workplace communication, the research study does not withstand to consider its prospective limitations. Three prospective limitations to the conduct of this field study will be discussed.

One prospective limitation concerns itself with the accounts that were generated. Each survey prompt respectively asked working individuals to account for (a) what it means to (not) deceive someone at work [n=2; sender-based perspective] and (b) what it means to (not) be deceived by someone at work [n=2; receiver-based perspective]. While the prompts do appear to solicit that information necessary to conduct the goals surrounding this analysis, no validity check was made to ensure (a) whether the accounts provided by participants were indeed accounts of integrity that clearly represented the nature of the survey prompts, or (b) whether participants felt somehow compelled to provide different accounts of (non)deception workplace communication processes because four different survey prompts were provided to them. In other words, while those accounts generated by working individuals may reflect--to some degree--the nature of sender-based and receiver-based processes symbolically associated with (non)deceptive workplace communication, one can not be sure if such accounts are the most indicative or representative of each

survey prompt.

Another phase of account generation should be conducted whereby four different groups (n=4) of participants (n=50) are provided only one of the four survey prompts. The accounts generated by these participants in each group can then be compared to those accounts generated by participants in this study. Engaging in such a procedure would provide a validity check to see if the accounts generated by the participants in this study truly represent the nature of the survey prompt, or whether the accounts generated were an artifact of the survey construction process. Engaging in such a procedure should necessarily enhance the validity of the study's findings.

A second prospective limitation surrounding the conduct of this field study concerns itself with the labels used to organize the account categories generated by the study's participants. While the labels employed appear to represent those accounts that accompany it, no further measures were taken to ensure that the label was the most appropriate one to classify the accounts. As was discussed in the research procedures [chapter three], every attempt was made to ensure that every account category, and its subsequent theme, was labeled in a way so as to represent the participants' own conception of the theme. Yet, no additional procedures were undertaken to validate the labels identifying those themes. Given this observation, then, it appears that a series of focus groups (n=5) comprised of working individuals (n=7) could be conducted in order to check whether the account categories, and the thematic labels subsequently used to classify

the account categories, are indeed representative and indicative of workers' conceptions of (non)deceptive workplace communication processes. Engaging in such a procedure should additionally enhance the validity of the study's findings, thus resulting in greater confidence associated with the knowledge claims eventually advanced.

Finally, a conceptual-based caution is going to be proffered. This dissertation has suggested that all workplace interactions may be primarily conceived on two continua (i.e., not at all/extremely deceptive; always/never present). Thus, the findings from the field study were presented in such a fashion so as to illustrate the conceptual argument at hand. While such a notion may make conceptual sense, it is important to note, however, that while (a) deceiving someone and (b) not deceiving someone may be seen as related phenomena existing as oppositional ends of a theoretical continuum, it is entirely possible that each is its own phenomenological entity in and of itself. The same idea is extended to (a) being deceived by someone and (b) not being deceived by someone at work. More research should be undertaken to see if--indeed--a prospective continuum does exist. This would provide a decided confirmation regarding the validity of the conceptual argument posed throughout this dissertation. While the conceptual argument does appear somewhat plausible, continued research should be pursued in order to further substantiate its claim.

Conclusion

This dissertation has undertaken the task of beginning to examine the ontological underpinnings of organizational communication via the structuration of (non)deceptive workplace communication. The findings resulting from this research illustrate that the symbolism associated with the sending and receiving of (not) deceiving and (not) being deceived by someone at work provides theoretical, research, and pragmatic implications for understanding how workplace processes are organized, and how the symbolism embedded in such processes begin to implicate the ontology of organizational communication. While most communication scholars might not hope for a workplace colleague like Jim Carrey to enter into their department, the findings in this dissertation provide--should they become communicatively endeared with such an individual--preliminary insight into the nature of (a) what those interpersonal exchanges might specifically entail, and (b) how such interpersonal exchanges may take an (in)direct toll on day-to-day workplace interactions.

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Table 1

Accounts of (Non)Deceptive Workplace Communication

Survey Prompt	# of Categories	# of Accounts
"What does it mean to deceive someone at work?"	294	985
"What does it mean to NOT deceive someone at work?"	335	981
Sender-Based Perspective Totals	**629**	**1966**
"What does it mean to be deceived by someone at work?"	361	1122
"What does it mean to NOT be deceived by someone at work?"	470	1004
Receiver-Based Perspective Totals	**831**	**2126**
Overall Totals	**1460**	**4092**

Table 2

Accounting for (Non)Deceptive Workplace Communication: A Comparative Analysis of Communication Roles

Account Label	Sender-Based Perspective: Deceiving Acct	Deceiving Prop	Not Deceiving Acct	Not Deceiving Prop	Receiver-Based Perspective: Being Deceived Acct	Being Deceived Prop	Not Being Deceived Acct	Not Being Deceived Prop	Continuum Totals Acct	Totals Prop
(No)Lying (1)	193	9.69	38	1.90	197	9.19	32	1.47	460	11.24
(Dis)Honesty (2)	27	1.35	220	11.45	24	1.10	149	6.95	420	10.26
(Mis)Representing Truth (3)	77	3.85	112	5.61	87	3.97	128	5.84	404	9.87
(Mis)Giving Information (4)	106	5.31	68	4.21	128	5.90	75	3.41	377	9.21
(No)(Mis)Leading (5)	93	4.65	29	1.45	127	5.90	21	0.93	270	6.60
(No)Fraud (6)	51	2.56	16	0.80	84	3.81	13	0.58	164	4.00
(No)Relationship Maintenance (7)	11	0.55	54	2.70	13	0.55	66	2.85	144	3.52

Account Label	Sender-Based Perspective: Deceiving Acct	Deceiving Prop	Not Deceiving Acct	Not Deceiving Prop	Receiver-Based Perspective: Being Deceived Acct	Being Deceived Prop	Not Being Deceived Acct	Not Being Deceived Prop	Continuum Totals Acct	Totals Prop
(No)Shrewdness (8)	41	2.05	12	0.60	65	2.99	17	0.74	135	3.30
(Mis)Trust (9)	9	0.45	35	1.75			63	2.88	130	3.18
(No)Malevolence (10)	59	2.85	7	0.35	56	2.39	6	0.24	128	3.13
Interaction (In)Competencies (11)	14	0.70	53	2.65	11	0.48	41	1.76	119	2.91
(No)Directness (12)	5	0.25	46	2.30			56	2.55	107	2.61
(Ir)Responsibility (13)	18	0.90	40	2.00	17	0.77	28	1.18	103	2.52
(No)Persuasion (14)	56	2.81	2	0.10	30	1.36	4	0.17	92	2.25
Working Environment (15)	4	0.20	30	1.50	5	0.22	49	2.06	88	2.15
(No)Concealment (16)	19	0.90	17	0.85	32	1.48	18	0.73	86	2.10

Account Label	Sender-Based Perspective: Deceiving Acct	Deceiving Prop	Not Deceiving Acct	Not Deceiving Prop	Receiver-Based Perspective: Being Deceived Acct	Being Deceived Prop	Not Being Deceived Acct	Not Being Deceived Prop	Continuum Totals Acct	Totals Prop
(No)Hypocricy (16)	18	0.90	14	0.70	34	1.55	20	0.89	86	2.10
(No)Betrayal (18)	29	1.45	8	0.40	30	1.36	9	0.41	76	1.86
(No)Self Promotion (19)	26	1.30	6	0.30	25	1.11	10	0.42	67	1.64
(No)Elusion (20)	45	2.25	5	0.25	14	0.65	1	0.04	65	1.59
(No)Support (21)	9	0.45	22	1.10	4	0.17	24	0.89	59	1.44
(Un)Fairness (22)	5	0.25	22	1.10	3	0.14	16	0.74	46	1.12
(No)Openness (23)	1	0.05	21	1.05			23	1.04	45	1.09
Outcomes (24)	4	0.20	7	0.35	16	0.64	17	0.72	44	1.07
(Mis)Direction (25)	10	0.50	4	0.20	24	1.12	5	0.21	43	1.05

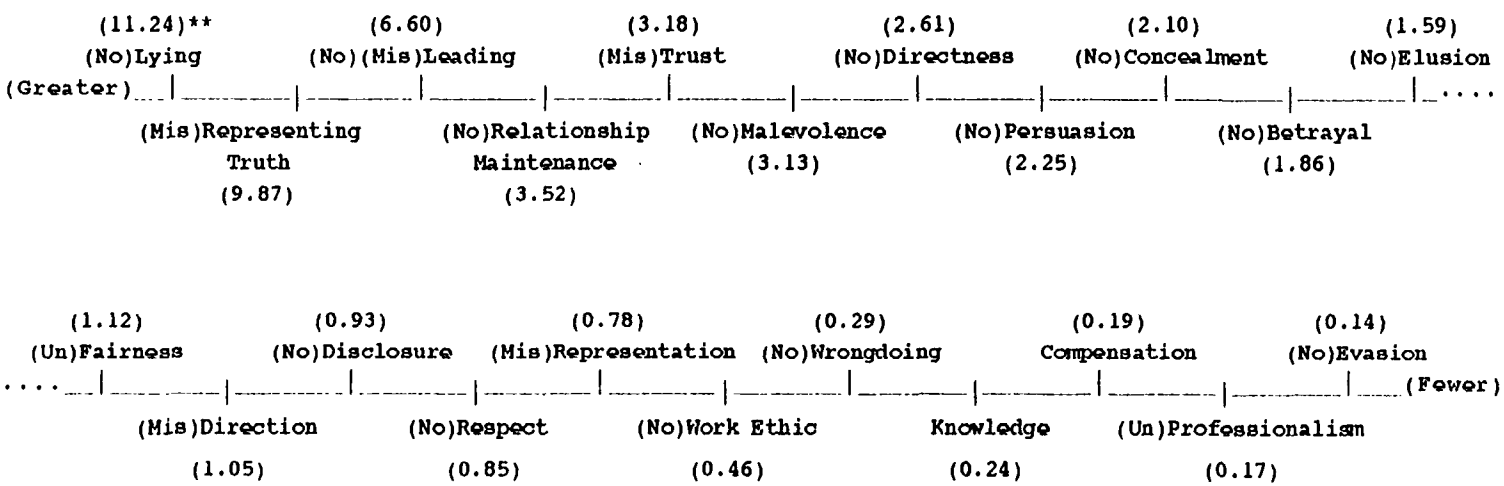
Account Label	Sender-Based Perspective: Deceiving Acct	Deceiving Prop	Not Deceiving Acct	Not Deceiving Prop	Receiver-Based Perspective: Being Deceived Acct	Being Deceived Prop	Not Being Deceived Acct	Not Being Deceived Prop	Continuum Totals Acct	Totals Prop
(No)Hypocricy (16)	18	0.90	14	0.70	34	1.55	20	0.89	86	2.10
(No)Betrayal (18)	29	1.45	8	0.40	30	1.36	9	0.41	76	1.86
(No)Self Promotion (19)	26	1.30	6	0.30	25	1.11	10	0.42	67	1.64
(No)Elusion (20)	45	2.25	5	0.25	14	0.65	1	0.04	65	1.59
(No)Support (21)	9	0.45	22	1.10	4	0.17	24	0.89	59	1.44
(Un)Fairness (22)	5	0.25	22	1.10	3	0.14	16	0.74	46	1.12
(No)Openness (23)	1	0.05	21	1.05			23	1.04	45	1.09
Outcomes (24)	4	0.20	7	0.35	16	0.64	17	0.72	44	1.07
(Mis)Direction (25)	10	0.50	4	0.20	24	1.12	5	0.21	43	1.05

Account Label	Sender-Based Perspective: Deceiving Acct	Deceiving Prop	Not Deceiving Acct	Not Deceiving Prop	Receiver-Based Perspective: Being Deceived Acct	Being Deceived Prop	Not Being Deceived Acct	Not Being Deceived Prop	Continuum Totals Acct	Totals Prop
Initiation (35)	6	0.30			4	0.18	1	0.04	11	0.27
Knowledge (36)							10	0.40	10	0.24
Compensation (37)					3	0.13	5	0.20	8	0.19
Expectations (38)			3	0.15			4	0.19	7	0.17
(Un)Professionalism (38)	2	0.10	4	0.20	1	0.04			7	0.17
Competition (40)	2	0.10			3	0.13	1	0.04	6	0.14
(No)Delusion (40)	3	0.15	2	0.10	1	0.04			6	0.14
Equity (40)							6	0.24	6	0.14
(No)Evasion (40)	4	0.20	1	0.05			1	0.04	6	0.14

Table 3

Distributive Continuum* of Oppositional Themes Symbolizing (Non)Deceptive Workplace Communication

(Non)Deceptive Workplace Communication

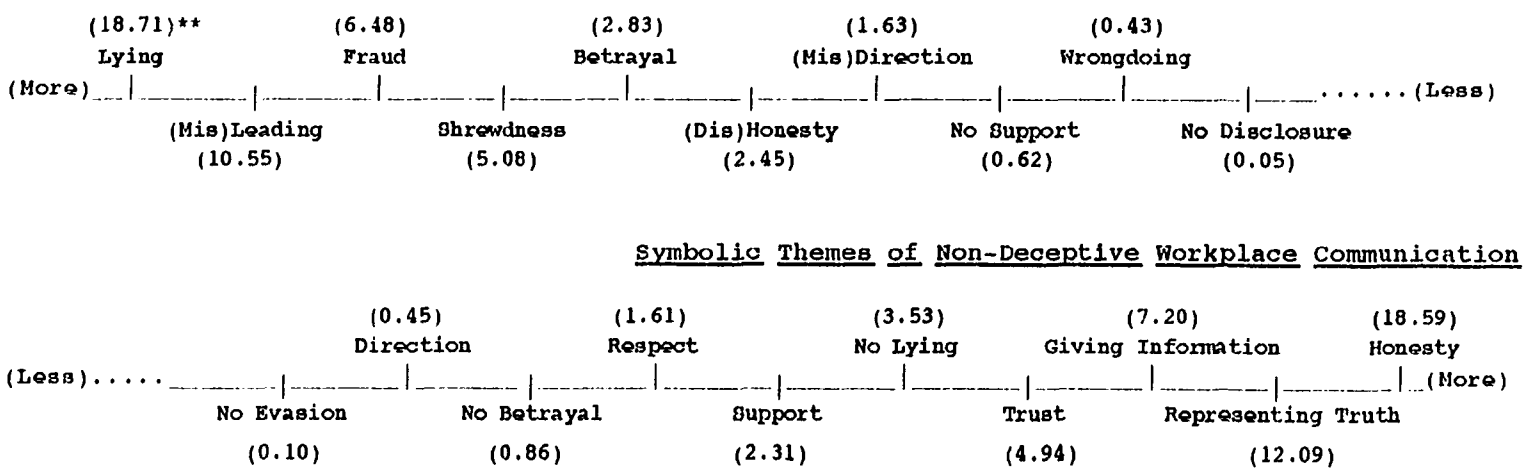


* all symbolic themes are not represented; symbolic theme location is suggestive versus definitive in nature.

** proportion of all (non)deceptive accounts

Table 4

Distributive Continuum* Comparing and Contrasting Deceptive and Non-Deceptive Workplace Communication



* all symbolic themes are not represented; symbolic theme location is suggestive versus definitive in nature.

** Proportion of all (non)deceptive accounts

Table 5

Continuum of Symbolic Themes Characterizing (Non)Deceptive Workplace Communication

Accounts of Deceptive Workplace Communication

Theme	# of Accounts	Proportion %
Lying	390	18.71
(Mis)Giving Information	234	11.23
(Mis)Leading	220	10.55
(Mis)Representing Truth	164	7.87
Fraud	135	6.48
Malevolence	115	5.51
Shrewdness	106	5.08
Persuasion	86	4.12
Betrayal	59	2.83
Elusion	59	2.83
Hypocricy	52	2.49
Concealment	51	2.45

Accounts of Deceptive Workplace Communication

Theme	# of Accounts	Proportion %
(Dis)Honesty	51	2.45
Self Promotion	51	2.45
(Ir)Responsibility	35	1.68
(Mis)Direction	34	1.63
Boundary Conditions	30	1.43
(Mis)Representation	29	1.39
Interaction Incompetencies	25	1.19
No Relationship Maintanence	24	1.15
Outcomes	20	0.95
No Support	13	0.62
(Mis)Presenting Facts	12	0.57
No Integrity	11	0.52
Initiation	10	0.48
(Mis)Trust	9	0.43

Accounts of Deceptive Workplace Communication

Theme	# of Accounts	Proportion %
Working Environment	9	0.43
Wrongdoing	9	0.43
(Un)Fairness	8	0.38
Competition	5	0.23
No Directness	5	0.23
Delusion	4	0.19
Evasion	4	0.19
Compensation	3	0.14
(Un)Professionalism	3	0.14
(No)Respect	3	0.14
Awareness	2	0.09
No Work Ethic	2	0.09
(No)Disclosure	1	0.05
No Openness	1	0.05

Theme	# of Accounts	Proportion %
The Conceptual "Break" Between Deceptive and Non-Deceptive Workplace Communication		
Accounts of Non-Deceptive Workplace Communication		
Competition	1	0.05
Initiation	1	0.05
No Delusion	2	0.10
No Evasion	2	0.10
No Wrongdoing	2	0.10
No (Mis)Representation	3	0.15
Professionalism	4	0.20
Boundary Conditions	5	0.25
Compensation	5	0.25
Equity	6	0.30
No Elusion	6	0.30
No Persuasion	6	0.30
Expectations	7	0.35

Theme	# of Accounts	Proportion %
Accounts of Non-Deceptive Workplace Communication		
Direction	9	0.45
Knowledge	10	0.50
No Malevolence	13	0.65
No Self Promotion	16	0.80
No Betrayal	17	0.86
Presenting Facts	17	0.86
Work Ethic	17	0.86
Awareness	22	1.10
No Fraud	29	1.46
No Shrewdness	29	1.46
Integrity	32	1.61
Respect	32	1.61
No Hypocricy	34	1.71
No Concealment	35	1.76
Disclosure	37	1.86

Theme	# of Accounts	Proportion %
Accounts of Non-Deceptive Workplace Communication		
Fairness	38	1.91
Openness	44	2.21
Support	46	2.31
(No)(Mis)Leading	50	2.52
Responsibility	68	3.42
No Lying	70	3.53
Working Environment	79	3.98
Interaction Competencies	94	4.73
Trust	98	4.94
Directness	102	5.14
Relationship Maintanence	120	6.04
Giving Information	143	7.20
Representing Truth	240	12.09
Honesty	369	18.59

Table 6

Accounting for (Non)Deceptive Workplace Communication: The Sender-Based Perspective

What it Means to (Not) Deceive Someone at Work

Theme	# of Accounts	Proportion %
1. (Dis)Honesty	247	12.80
2. (No)Lying	231	11.59
3. (Mis)Representing Truth	189	9.46
4. (Mis)Giving Information	174	9.52
5. (No)(Mis)Leading	122	6.10
6. (No)Fraud	67	3.36
7. Interaction (In)Competencies	67	3.35
8. (No)Relationship Maintenance	65	3.25
9. (No)Malevolence	66	3.20
10. (No)Persuasion	58	2.91
11. (Ir)Responsibility	58	2.90
12. (No)Shrewdness	53	2.65

What it Means to (Not) Deceive Someone at Work

Theme	# of Accounts	Proportion %
13. (No)Directness	51	2.55
14. (No)Elusion	50	2.50
15. (Mis)Trust	44	2.20
16. (No)Betrayal	37	1.85
17. (No)Concealment	36	1.75
18. Working Environment	34	1.70
19. (No)Hypocricy	32	1.60
20. (No)Self Promotion	32	1.60
21. (No)Support	31	1.55
22. (No)Integrity	27	1.35
23. (Un)Fairness	27	1.35
24. (No)Openness	22	1.10
25. (No)Disclosure	20	1.00
26. (Mis)Representation	20	1.00

What it Means to (Not) Deceive Someone at Work

Theme	# of Accounts	Proportion %
27. (No)Respect	20	1.00
28. (Mis)Direction	14	0.70
29. Boundary Conditions	12	0.60
30. Outcomes	11	0.55
31. (No)Work Ethic	10	0.50
32. Initiation	6	0.30
33. (Mis)Presenting Facts	6	0.30
34. (Un)Professionalism	6	0.30
35. (No)Delusion	5	0.25
36. (No)Evasion	5	0.25
37. (No)Wrongdoing	4	0.20
38. Expectations	3	0.15
39. Awareness	2	0.10
40. Competition	2	0.10

Table 7

Accounting for (Non)Deceptive Workplace Communication: The Receiver-Based Perspective

What it Means to (Not) Be Deceived By Someone at Work

Theme	# of Accounts	Proportion %
1. (No)Lying	229	10.66
2. (Mis)Representing Truth	215	9.81
3. (Mis)Giving Information	203	9.31
4. (Dis)Honesty	173	8.05
5. (No)(Mis)Leading	148	6.83
6. (No)Fraud	97	4.39
7. (No)Shewdness	82	3.73
8. (No)Relationship Maintenance	79	3.40
9. (Mis)Trust	63	2.88
10. (No)Malevelence	62	2.63
11. (No)Directness	56	2.55
12. Working Environment	54	2.28

What it Means to (Not) Be Deceived By Someone at Work

Theme	# of Accounts	Proportion %
13. (No)Hypocricy	54	2.44
14. Interaction (In)Competencies	52	2.24
15. (No)Concealment	50	2.21
16. (Ir)Responsibility	45	1.95
17. (No)Betrayal	39	1.77
18. (No)Self Promotion	35	1.53
19. (No)Persuasion	34	1.53
20. (No)Support	28	1.44
21. Outcomes	33	1.36
22. (Mis)Direction	29	1.33
23. (No)Openness	23	1.04
24. (Mis)Presenting Facts	23	1.02
25. Boundary Conditions	23	0.98
26. Awareness	22	0.90

What it Means to (Not) Be Deceived By Someone at Work

Theme	# of Accounts	Proportion %
27. (Un)Fairness	19	0.88
28. (No)Disclosure	18	0.84
29. (No)Elusion	15	0.69
30. (No)Respect	15	0.67
31. (No)Integrity	16	0.66
32. (Mis)Representation	12	0.52
33. Knowledge	10	0.40
34. (No)Work Ethic	9	0.37
35. Compensation	8	0.33
36. (No)Wrongoing	7	0.31
37. Equity	6	0.24
38. Initiation	5	0.22
39. Expectations	4	0.17
40. (Un)Professionalism	1	0.17
41. Competition	4	0.14

What it Means to (Not) Be Deceived By Someone at Work

Theme	# of Accounts	Proportion %
42. (No)Delusion	1	0.14
43. (No)Evasion	1	0.14

Table 8

Continuum of (Non)Deceptive Workplace Communication: The Sender-Based Perspective

What It Means to Deceive Someone at Work

Theme	# of Categories	# of Accounts	Proportion %
Lying	23	193	9.69
(Mis)Giving Information	32	106	5.31
(Mis)Leading	11	93	4.65
(Mis)Representing Truth	15	77	3.85
Malevolence	33	59	2.85
Persuasion	8	56	2.81
Fraud	11	51	2.56
Elusion	7	45	2.25
Shrewdness	16	41	2.05
Betrayal	8	29	1.45
(Dis)Honesty	2	27	1.35
Self Promotion	21	26	1.30

What It Means to Deceive Someone at Work (continued)

Theme	# of Categories	# of Accounts	Proportion %
Concealment	11	19	0.90
(Ir)Responsibility	11	18	0.90
Hypocricy	7	18	0.90
(Mis)Representation	7	17	0.85
Interaction (In)Competencies	9	14	0.70
No Relationship Maintenance	10	11	0.55
(Mis)Direction	7	10	0.50
(Mis)Trust	2	9	0.45
Boundary Conditions	9	9	0.45
No Support	1	9	0.45
Initiation	5	6	0.30
No Directness	3	5	0.25
(Un)Fairness	1	5	0.25
Outcomes	4	4	0.20

What It Means to Deceive Someone at Work (continued)

Theme	# of Categories	# of Accounts	Proportion %
No Integrity	3	4	0.20
Working Environment	3	4	0.20
Evasion	2	4	0.20
Wrongdoing	1	4	0.20
Delusion	1	3	0.15
No Respect	2	2	0.10
Competition	1	2	0.10
(Un)Professionalism	1	2	0.10
No Disclosure	1	1	0.05
No Openness	1	1	0.05
No Work Ethic	1	1	0.05

The Conceptual "Break" Between Deceiving Someone and Not Deceiving Someone at Work

What It Means to Not Deceive Someone at Work

No Evasion	1	1	0.05

What It Means to Not Deceive Someone at Work (continued)

Theme	# of Categories	# of Accounts	Proportion %
No Persuasion	2	2	0.10
No Delusion	2	2	0.10
Awareness	2	2	0.10
No Misrepresentation	2	3	0.15
Expectations	3	3	0.15
Boundary Conditions	3	3	0.15
Direction	3	4	0.20
Professionalism	4	4	0.20
No Elusion	4	5	0.25
No Self Promotion	4	6	0.30
Presenting Facts	6	6	0.30
No Malevolence	6	7	0.35
Outcomes	7	7	0.35
No Betrayal	4	8	0.40
Work Ethic	7	9	0.45

What It Means to Not Deceive Someone at Work (continued)

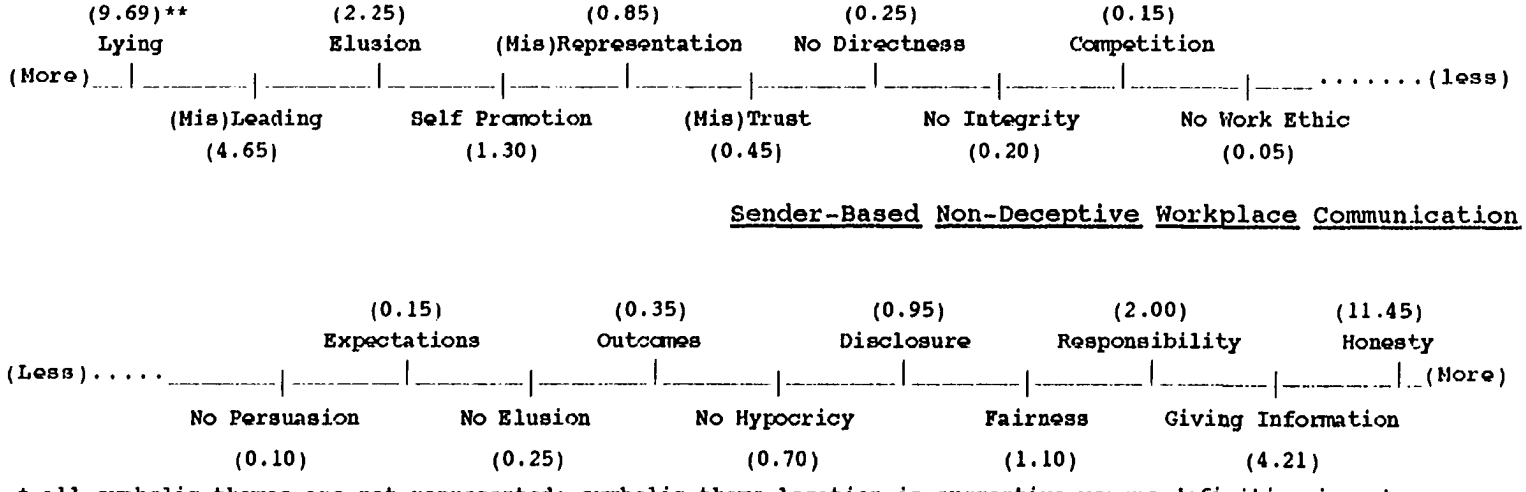
Theme	# of Categories	# of Accounts	Proportion %
No Shrewdness	7	12	0.60
No Hypocricy	8	14	0.70
No Fraud	5	16	0.80
No Concealment	12	17	0.85
Respect	3	18	0.90
Disclosure	6	19	0.95
Openness	8	21	1.05
Fairness	4	22	1.10
Support	7	22	1.10
Integrity	9	23	1.15
No Misleading	8	29	1.45
Working Environment	16	30	1.50
Trust	8	35	1.75
No Lying	4	38	1.90

What It Means to Not Deceive Someone at Work (continued)

Theme	# of Categories	# of Accounts	Proportion %
Responsibility	20	40	2.00
Directness	14	46	2.30
Interaction Competencies	27	53	2.65
Relationship Maintenance	36	54	2.70
Giving Information	23	68	4.21
Representing Truth	19	112	5.61
Honesty	30	220	11.45

Table 9

Distributive Continuum* of Symbolic Themes Characterizing Sender-Based (Non)Deceptive Workplace Communication



* all symbolic themes are not represented; symbolic theme location is suggestive versus definitive in nature.

** proportion of conceptual continuum represented

Table 10

Continuum of (Non)Deceptive Workplace Communication: The Receiver-Based Perspective

What it Means to Be Deceived By Someone at Work

Theme	# of Categories	# of Accounts	Proportion %
Lying	14	197	9.19
(Mis)Giving Information	29	128	5.90
(Mis)Leading	20	127	5.90
(Mis)Representing Truth	28	87	3.97
Fraud	34	84	3.81
Shrewdness	23	65	2.99
Malevolence	38	56	2.39
Hypocricy	9	34	1.55
Concealment	10	32	1.48
Persuasion	12	30	1.36
Betrayal	9	30	1.36
Self Promotion	11	25	1.11

What it Means to Be Deceived By Someone at Work (continued)

Theme	# of Categories	# of Accounts	Proportion %
(Mis)Direction	10	24	1.12
(Dis)Honesty	7	24	1.10
(Mis)Trust	7	23	1.08
Boundary Conditions	15	21	0.90
(Ir)Responsibility	7	17	0.77
Elusion	4	14	0.65
Outcomes	16	16	0.64
No Relationship Maintenance	10	13	0.55
(Mis)Presenting Facts	6	12	0.54
(Mis)Representation	8	12	0.52
Interaction (In)Competencies	7	11	0.48
(No) Integrity	5	7	0.30
Wrongdoing	2	5	0.23
Working Environment	3	5	0.22

What it Means to Be Deceived By Someone at Work (continued)

Theme	# of Categories	# of Accounts	Proportion %
Initiation	2	4	0.18
No Support	3	4	0.17
(Un)Fairness	1	3	0.14
Competition	2	3	0.13
Compensation	2	3	0.13
Awareness	2	2	0.08
Delusion	1	1	0.04
No Respect	1	1	0.04
(Un)Professionalism	1	1	0.04
No Work Ethic	1	1	0.04

The Conceptual "Break" Between Being Deceived By Someone and Not Being Deceived By Someone at Work

What it Means to Not Be Deceived By Someone at Work

Competition	1	1	0.04
Initiation	1	1	0.04

What it Means to Not Be Deceived By Someone at Work (continued)

Theme	# of Categories	# of Accounts	Proportion %
No Evasion	1	1	0.04
No Elusion	1	1	0.04
Boundary Conditions	2	2	0.08
No Wrongdoing	3	3	0.12
No Persuasion	3	4	0.17
Expectations	1	4	0.19
Compensation	5	5	0.20
Direction	4	5	0.21
Equity	6	6	0.24
No Malevolence	6	6	0.24
Work Ethic	7	8	0.33
Integrity	9	9	0.36
Knowledge	10	10	0.40
No Betrayal	4	9	0.41
No Self Promotion	8	10	0.42

What it Means to Not Be Deceived By Someone at Work (continued)

Theme	# of Categories	# of Accounts	Proportion %
Presenting Facts	7	11	0.48
No Fraud	5	13	0.58
Respect	5	14	0.63
Outcomes	13	17	0.72
No Concealment	17	18	0.73
Fairness	3	16	0.74
No Shrewdness	11	17	0.74
Awareness	18	20	0.82
Disclosure	2	18	0.84
No Hypocricy	11	20	0.89
No Misleading	11	21	0.93
Support	12	24	0.89
Openness	10	23	1.04
Responsibility	22	28	1.18

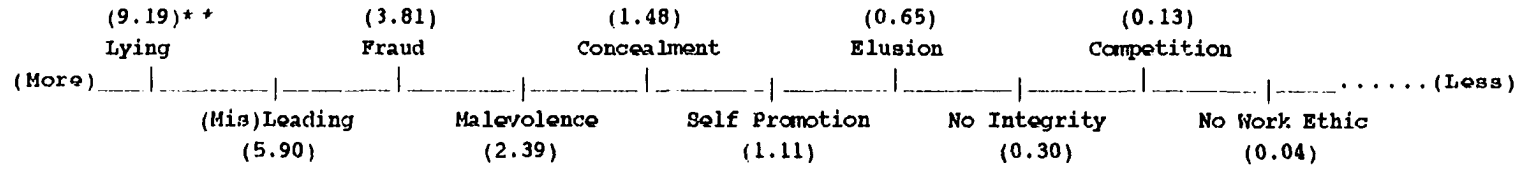
What it Means to Not Be Deceived By Someone at Work (continued)

Theme	# of Categories	# of Accounts	Proportion %
No Lying	9	32	1.47
Interaction Competencies	29	41	1.76
Working Environment	38	49	2.06
Directness	20	56	2.55
Trust	21	63	2.88
Relationship Maintenance	42	66	2.85
Information Giving	24	75	3.41
Representing Truth	43	128	5.84
Honesty	20	149	6.95

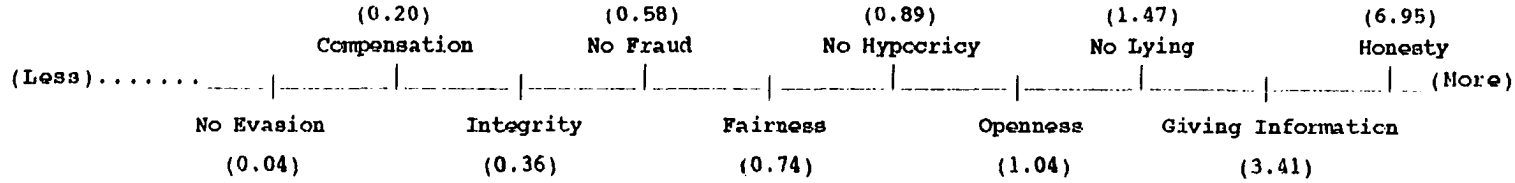
Table 11

Distributive Continuum* of Symbolic Themes Characterizing Receiver-Based (Non)Deceptive Workplace Communication

Receiver-Based Deceptive Workplace Communication



Receiver-Based Non-Deceptive Workplace Communication



* all symbolic themes are not represented; symbolic theme location is suggestive versus definitive in nature.

** proportion of conceptual continuum represented

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Appendix A*

Classification of Deception Research

Theoretical/Conceptual Work on Deception

Bailey (1991); Baker (1983); Barnes (1992); Bok (1979); Buller & Burgoon (1996a); Buller & Burgoon (1996b); Buller, Stiff, & Burgoon (1996); Burgoon & Buller (1996); DePaulo, Ansfield, & Bell (1996); Ekman (1985); Hocking & Leathers (1980); Jacobs, Brashers, & Dawson (1996); Jacobs, Dawson, & Brashers (1996); Kalbfleisch (1992); Knapp & Comadena (1979); Levine & McCornack (1996a); Levine & McCornack (1996b); McCornack (1992); McCornack, Levine, Morrison, & Lapinski (1996); McCornack (1997); Miller (1983); Miller & Stiff (1993); Mortensen (1997); O'Hair & Cody (1994); Proulx (1996); Riggio (1994); Robinson (1996); Stiff (1996).

Non/Verbal/Dynamics of the Deception Process

Aune, Ching, & Levine (1996); Bradley, MacLaren, & Carle (1996); Buller, Burgoon, Buslig, & Roiger (1996); Buller, Strzyzewski, & Hunsaker (1991); Buller, Strzyzewski, & Comstock (1991); Burgoon & Buller (1994); Burgoon, Buller, Dillman, & Walther (1995); Burgoon, Buller, Afifi, White, & Buslig (1996); Burgoon, Buller, Ebesu, White, & Rockwell (1996); Burgoon, Buller, Floyd, & Grandpre (1996); Burgoon, Buller, Guerrero, Afifi, & Feldman (1996); Burgoon, Buller, Guerrero, & Feldman (1996); Cody, Marston, & Foster (1984); DePaulo, Kirkendol, Tang, & O'Brien (1988); DePaulo, May, & Eptstein (1991); deTurck & Miller (1985); Galasinski (1996); Greene, O'Hair, Cody, & Yen (1985); Hale & Stiff (1990); Knapp, Hart, & Dennis (1974); Manstead, Wagner, & MacDonald (1986); McCornack, Levine, Solowczuk, Torres, & Campbell (1992); Neuliep & Mattson (1990); O'Hair, Cody, & Behnke (1985); Riggio & Friedman (1983); Snyder & Higgins (1988); Stiff, Corman, Krizek, & Snider (1994); Turner, Edgley, & Olmstead (1975); Vrij, Semin, & Bull (1996); Zuckerman, DePaulo, & Rosenthal (1981).

Deception Detection

Bauchner, Kaplan, & Miller (1980); Bond, Omar, Pitre, Lashley, Skaggs, & Kirk (1992); Brandt, Miller, & Hocking (1980a, 1980b); Brandt, Miller, & Hocking (1982); Buller, Comstock, Aune, & Strzyzewski (1989); Burgoon, Buller, Ebesu, & Rockwell (1994);

Deception Detection (continued)

Chertkoff, Sherman, Till, & Hammerle (1977); DePaulo, Lanier, & Davis (1983); deTurk & Miller (1990); Fiedler & Walka (1993); Ekman & Friesen (1969); Ekman & O'Sullivan (1991); Ekman, O'Sullivan, Friesen, & Scherer (1991); Fan, Wagner, & Manstead (1995); Feeley & deTurck (1995); Feeley, deTurck, & Young (1995); Furedy & Ben-Shakhar (1991); Grosch & Sparrow (1992); Hocking, Bauchner, Kaminski, & Miller (1979); Hurd & Noller (1988); Kalbfleisch (1994); Littlepage & Pineault (1981); Miller, deTurck, & Kalbfleisch (1983); O'Hair, Cody, Wang, & Chao (1990); O'Sullivan, Ekman, & Friesen (1988); Schul, Burnstein, & Bardi (1996); Seiter (1997); Stiff & Miller (1986); Zuckerman, Koestner, & Alton, (1984); Zuckerman, Fischer, Osmun, & Winkler, & Wolfson (1982); Zuckerman, Spiegel, DePaulo, & Rosenthal (1982);

Differential Forms of Deception

Buller, Burgoon, Buslig, & Roiger (1994); Buller, Burgoon, White, & Ebesu (1994); Camden, Motley, & Wilson (1984); Carson (1988); DePaulo & Bell (1996); DePaulo & Rosenthal (1979); DePaulo, Kashy, Kirkendol, Wyer, & Epstein (1996); diBattista (1994); Ebesu & Miller (1994); Ekman (1988); Ekman, Friesen, & O'Sullivan (1988); Feeley (1996); Hample (1980); Hopper & Bell (1984); Kashy & DePaulo (1996); Levine & McCornack (1991); Motley (1974); Taylor, Gitttes, O'Neal, & Brown (1994).

Contingent Factors Influencing the Deception Process

Cody & O'Hair (1983); Comadena (1982); diBattista & Abrahams (1995); deTurck (1991); Donaghy & Dooley (1994); Frank (1996); Geis & Moon (1981); Levine & McCornack (1992); McCornack & Levine (1990a); McCornack & Levine (1990b); McCornack & Parks (1986); McCornack & Parks (1990); Miller, Mongeau, & Sleight (1986); Metts (1989); O'Hair & Cody (1987); O'Hair, Cody, & McLaughlin (1981); O'Hair, Cody, Goss, & Krayer (1988); Powers (1993); Robinson (1994); Stiff, Kim, & Ramesh (1992); Thomas, Booth-Butterfield, & Booth-Butterfield (1995).

* **Note bene** It is important to note that the aforementioned classification system should be viewed more in representative or suggestive terms than in exhaustive terms. This organizing scheme was constructed in order to provide a general organizing structure to the extant research on deception. While several studies arguably could have been classified into more than one area, the goal of this classification system was to select that research that represented those general, prospective, foci of deception research. So doing provided a working template by which to engage in meta-theoretical assessments concerning the state and status of deception research. Future analyses must arguably be conducted in order to provide a "state of the art" assessment of this body of research (see McCornack (1997) for the feasibility of this task).

Appendix B

Continuum of Methodological Assumptions Guiding Communication Research

	Subjectivist				Objectivist	
Ontological Assumptions	Reality as a projection of human imagination	Reality as a social construction	Reality as a realm of symbolic discourse	Reality as a contextual field of information	Reality as a concrete process	Reality as a concrete structure
Assumptions About the Individual	Person as pure spirit, consciousness, being	Person as a social constructor; symbol creator	Person as an actor; symbol user	Person as an information processor	Person as an adaptor	Person as a responder
Assumptions About Methods	To obtain phenomenological insight; revelation	To understand how social reality is created	To understand patterns of symbolic discourse	To map contexts	To study systems, process, change	To construct a positivist science

Appendix C

Instructions: Indicate whether each category adequately represents the responses accompanying it

Table 1: What it means to deceive at work

Lying to others	Yes ___x___	No _____	1.00
To mislead a colleague	Yes ___x___	No _____	1.00
To be dishonest	Yes ___x___	No _____	1.00
To lie to someone at work	Yes ___x___	No ___x___	0.50
Falsifying information	Yes ___x___	No _____	1.00
Being untruthful	Yes ___x___	No _____	1.00
Not helping out	Yes ___x___	No ___x___	0.50
Not telling the whole truth	Yes ___x___	No _____	1.00
To tell others the partial truth	Yes ___x___	No _____	1.00
To mislead for personal gain	Yes ___x___	No _____	1.00
Taking credit for someone else	Yes ___x___	No ___x___	0.50
Backstabbing	Yes ___x___	No ___x___	0.50
To fool	Yes ___x___	No _____	1.00
Creating misunderstanding	Yes ___x___	No _____	1.00

Key: Yes ___x___ No _____ = Both coders agreed

Yes _____ No ___x___ = Both coders agreed

Yes ___x___ No ___x___ = Both coders disagreed

Undermining someone's productivity	Yes	___x___	No _____	1.00
Getting away with something	Yes	___x___	No _____	1.00
Hiding something	Yes	___x___	No _____	1.00
Pretending to be someone I am not	Yes	___x___	No _____	1.00
Provide misleading information	Yes	___x___	No _____	1.00
Stepping on someone	Yes	___x___	No _____	1.00
To steal	Yes	___x___	No _____	1.00
Not letting someone know all...	Yes	___x___	No _____	1.00
Acting as if I want to help	Yes	___x___	No _____	1.00
Being two-faced	Yes	___x___	No _____	1.00
Influence work performance of...	Yes	___x___	No _____	1.00
Not giving someone their time	Yes	___x___	No _____	1.00
Not providing full information	Yes	___x___	No _____	1.00
Not showing up	Yes	___x___	No _____	1.00
Telling others what they want...	Yes	___x___	No _____	1.00
To omit information	Yes	___x___	No _____	1.00

Table 2: What it means to NOT deceive at work

Being truthful	Yes	___x___	No _____	1.00
Giving correct information	Yes	___x___	No _____	1.00
Being open	Yes	___x___	No _____	1.00
Be honest with others	Yes	___x___	No _____	1.00
Full disclosure	Yes	___x___	No _____	1.00

Telling others the truth	Yes ___x___	No _____	1.00
Not tricking others	Yes ___x___	No _____	1.00
Communicating effectively	Yes ___x___	No _____	1.00
Leading the way it actually is	Yes ___x___	No ___x___	0.50
Being honest about information	Yes ___x___	No _____	1.00
Providing true information	Yes ___x___	No _____	1.00
Treat others as you would want...	Yes ___x___	No _____	1.00
Admitting one's mistakes	Yes ___x___	No _____	1.00
A good workplace	Yes ___x___	No _____	1.00
Having access to information	Yes ___x___	No _____	1.00
Not giving false information	Yes ___x___	No _____	1.00
Not letting people manipulate	Yes ___x___	No _____	1.00
Tell it like it is	Yes ___x___	No _____	1.00
Not being contradictory	Yes ___x___	No _____	1.00
Providing pertinent information	Yes ___x___	No _____	1.00
Providing timely information	Yes ___x___	No _____	1.00
Being up front with information	Yes ___x___	No _____	1.00
Getting along with colleagues	Yes ___x___	No _____	1.00
Leading someone to the truth	Yes ___x___	No _____	1.00
It is a standard to live by	Yes ___x___	No _____	1.00
Keeping information circulated	Yes ___x___	No _____	1.00
Nothing is held back	Yes ___x___	No _____	1.00
Really good	Yes ___x___	No _____	1.00

Stick up for colleagues	Yes ___x___	No _____	1.00
Strong work ethic	Yes ___x___	No _____	1.00
Tell everyone how you feel	Yes ___x___	No _____	1.00
Tell others about things that...	Yes ___x___	No _____	1.00
Tell others when you do something...	Yes ___x___	No _____	1.00
Treating people honorably	Yes ___x___	No _____	1.00

Table 3: What it means to be deceived at work

Being lied to by colleagues	Yes ___x___	No ___x___	0.50
Being misled regarding work issues	Yes ___x___	No _____	1.00
Being tricked	Yes ___x___	No _____	1.00
Making one believe something...	Yes ___x___	No _____	1.00
Promises not kept	Yes ___x___	No _____	1.00
Not being told the truth	Yes ___x___	No _____	1.00
Being misled for personal gain	Yes ___x___	No ___x___	0.50
Being lied to about work	Yes ___x___	No _____	1.00
When the truth is exaggerated	Yes ___x___	No ___x___	0.50
Being kept in the dark	Yes ___x___	No _____	1.00
Being lied to in order to look bad	Yes ___x___	No _____	1.00
Talking behind one's back	Yes ___x___	No _____	1.00
Tricked into doing something	Yes ___x___	No _____	1.00
Being led astray	Yes ___x___	No _____	1.00

Keeping one from knowing what is...	Yes	___x___	No	_____ 1.00
Trust is abused	Yes	___x___	No	_____ 1.00
Being represented in an untruthful..	Yes	___x___	No	_____ 1.00
Causing unnecessary problems	Yes	___x___	No	_____ 1.00
Communicating something false	Yes	___x___	No	_____ 1.00
Covering something up	Yes	___x___	No	_____ 1.00
Getting one in trouble	Yes	___x___	No	_____ 1.00
Take advantage of a situation	Yes	___x___	No	_____ 1.00
Being harassed	Yes	___x___	No	_____ 1.00
Being led to believe something...	Yes	___x___	No	_____ 1.00
Colleagues spreading false ideas...	Yes	___x___	No	_____ 1.00
Confidences being broken	Yes	___x___	No	___x___ 0.50
Person uses a cover	Yes	___x___	No	_____ 1.00
Being misdirected	Yes	___x___	No	_____ 1.00
Colleagues letting each other down	Yes	___x___	No	_____ 1.00
Creating bad impressions of...	Yes	___x___	No	_____ 1.00
Having work tampered with	Yes	___x___	No	_____ 1.00
Making something seem what it is...	Yes	___x___	No	_____ 1.00
Misconcluding truth for personal...	Yes	___x___	No	_____ 1.00
One loses their reputation	Yes	___x___	No	_____ 1.00
Someone trying to get one's job	Yes	___x___	No	_____ 1.00
Saying that they will help and...	Yes	___x___	No	_____ 1.00
Trying to profit from you	Yes	___x___	No	_____ 1.00

Violating a code of ethics	Yes ___x___	No _____	1.00
Would not like it	Yes ___x___	No _____	1.00

Table 4: What it means to NOT be deceived at work

Being told the truth	Yes ___x___	No _____	1.00
Being honest	Yes ___x___	No _____	1.00
Honesty	Yes ___x___	No _____	1.00
Providing all information	Yes ___x___	No _____	1.00
Not being lied to	Yes ___x___	No _____	1.00
Full disclosure	Yes ___x___	No _____	1.00
Being honest about work-related...	Yes ___x___	No _____	1.00
Having complete honesty	Yes ___x___	No _____	1.00
Being up front	Yes ___x___	No _____	1.00
Colleagues are fair	Yes ___x___	No _____	1.00
Honest interactions	Yes ___x___	No _____	1.00
Teamwork	Yes ___x___	No _____	1.00
Not being cheated	Yes ___x___	No _____	1.00
Not being tricked	Yes ___x___	No _____	1.00
Truthfulness in the workplace	Yes ___x___	No _____	1.00
Being completely forthright	Yes ___x___	No _____	1.00
Being exact	Yes ___x___	No _____	1.00
Colleagues do not talk about you	Yes ___x___	No _____	1.00

Everyone helps each other	Yes	___x___	No _____	1.00
Keeps promises	Yes	___x___	No _____	1.00
Not being misled	Yes	___x___	No _____	1.00
Providing encouragement	Yes	___x___	No _____	1.00
Trusting one's abilities	Yes	___x___	No _____	1.00
Builds confidence	Yes	___x___	No _____	1.00
Colleagues are interesting in...	Yes	___x___	No _____	1.00
Doing good things for you	Yes	___x___	No _____	1.00
Communication with colleagues	Yes	___x___	No _____	1.00
Loyalty	Yes	___x___	No _____	1.00
Not being contradictory	Yes	___x___	No _____	1.00
One enjoys work	Yes	___x___	No _____	1.00
Others give genuine advice	Yes	___x___	No _____	1.00
To be told the truth	Yes	___x___	No _____	1.00
Being considerate	Yes	___x___	No _____	1.00
Can rely on the person's integrity	Yes	___x___	No _____	1.00
Discussing something before they...	Yes	___x___	No _____	1.00
Doing the right thing	Yes	___x___	No _____	1.00
Having an open door policy	Yes	___x___	No _____	1.00
Knowing if others are on your side	Yes	___x___	No _____	1.00

Not buying into others' lines	Yes ___x___	No _____	1.00
Not saying mean things	Yes ___x___	No _____	1.00
Nothing is being kept from you	Yes ___x___	No _____	1.00
One can count on other employees	Yes ___x___	No _____	1.00
One is satisfied with where they...	Yes ___x___	No _____	1.00
Other person is unsuccessful in...	Yes ___x___	No _____	1.00
People are reliable	Yes ___x___	No _____	1.00
Telling me they do something and...	Yes ___x___	No _____	1.00
Working for better results	Yes ___x___	No _____	1.00

I testify that I have coded these categories to the best of my knowledge

Coder signature _____

Date of signature _____

Appendix D

Continua of Sender-Based Deceptive Workplace Interaction: What It Means To Deceive Someone at Work

System	Structure	Proportion	Z-Score
To lie	40	.0201	+7.02
To lie to someone	38	.0191	+6.64
Getting someone to believe one way	35	.0176	+6.06
Lying to others	28	.0141	+4.73
Tricking someone	25	.0126	+4.16
Withholding information	24	.0121	+3.97
To mislead a colleague	22	.0110	+3.59
To lie for personal gain	21	.0106	+3.39
Going behind their back	20	.0100	+3.21
To mislead someone	19	.0095	+3.02
To be dishonest	17	.0085	+2.64
Lying to colleagues	15	.0075	+2.27

System	Structure	Proportion	Z-Score
Not telling the truth	14	.0070	+2.06
To cheat	14	.0070	+2.06
To lead someone to believe something	14	.0070	+2.06
To lie to someone at work	12	.0060	+1.68
To mislead others	12	.0060	+1.68
Falsifying information	10	.0050	+1.30
Making empty promises	10	.0050	+1.30
Saying something is not true	10	.0050	+1.30
To betray a colleague	10	.0050	+1.30
To not be completely honest	10	.0050	+1.30
Being untruthful	9	.0045	+1.11
Getting someone to do something	9	.0045	+1.11
Not helping out	9	.0045	+1.11
Taking advantage of others	9	.0045	+1.11
To misinform	8	.0040	+0.92

System	Structure	Proportion	Z-Score
Breaking trust	7	.0035	+0.73
Keeping information	7	.0035	+0.73
Not telling the whole truth	7	.0035	+0.73
Providing false information	7	.0035	+0.73
Telling lies	7	.0035	+0.73
To tell others the partial truth	7	.0035	+0.73
To manipulate someone	7	.0035	+0.73
To mislead for personal gain	7	.0035	+0.73
Making decisions without informing	6	.0030	+0.54
Providing inaccurate information	6	.0030	+0.54
Taking credit for someone else	6	.0030	+0.54
To tell half-truths	6	.0030	+0.54
To distort information	6	.0030	+0.54
To lead someone the wrong way	6	.0030	+0.54
To misrepresent the truth	6	.0030	+0.54
Backstabbing	5	.0025	+0.35

System	Structure	Proportion	Z-Score
Intentionally make others look bad	5	.0025	+0.35
Keep the truth from someone	5	.0025	+0.35
Making someone's performance look bad	5	.0025	+0.35
Not being fair	5	.0025	+0.35
Somone going to the boss about you	5	.0025	+0.35
Taking advantage of colleagues	5	.0025	+0.35
To fool	5	.0025	+0.35
To lie about work	5	.0025	+0.35
To mislead	5	.0025	+0.35
To misrepresent someone	5	.0025	+0.35
Breaking confidences	4	.0020	+0.16
Creating misunderstanding	4	.0020	+0.16
Doing something that is wrong	4	.0020	+0.16
Making others think differently	4	.0020	+0.16
Not following through	4	.0020	+0.16

System	Structure	Proportion	Z-Score
Stealing someone's ideas	4	.0020	+0.16
Telling untruths	4	.0020	+0.16
To betray their confidence	4	.0020	+0.16
To lead someone astray	4	.0020	+0.16
To lie about yourself	4	.0020	+0.16
To misrepresent something	4	.0020	+0.16
To sabotage efforts	4	.0020	+0.16
Undermining someone's productivity	4	.0020	+0.16
Being convincing	3	.0015	-0.03
Getting away with something	3	.0015	-0.03
Hiding something	3	.0015	-0.03
Holding information	3	.0015	-0.03
Not completing something to the best of one's ability	3	.0015	-0.03
Not providing pertinent information	3	.0015	-0.03
Pretending to be someone I am not	3	.0015	-0.03

System	Structure	Proportion	Z-Score
Providing incomplete information	3	.0015	-0.03
Providing incorrect information	3	.0015	-0.03
Provide misleading information	3	.0015	-0.03
Providing wrong information	3	.0015	-0.03
Stepping on someone	3	.0015	-0.03
Telling someone to do something wrong	3	.0015	-0.03
To get someone in trouble	3	.0015	-0.03
To hide something	3	.0015	-0.03
To misrepresent	3	.0015	-0.03
To purposefully lie	3	.0015	-0.03
To steal	3	.0015	-0.03
To withhold the truth	3	.0015	-0.03
Wouldn't know	3	.0015	-0.03
Being an unfaithful colleague	2	.0010	-0.22
Being competitive	2	.0010	-0.22

System	Structure	Proportion	Z-Score
Being less than truthful	2	.0010	-0.22
Being the instigator	2	.0010	-0.22
Being polite	2	.0010	-0.22
Counterproductivity	2	.0010	-0.22
Getting ahead	2	.0010	-0.22
Getting another person to do tasks for you	2	.0010	-0.22
Getting what one wants	2	.0010	-0.22
Knowingly give wrong advice	2	.0010	-0.22
Lie to accomplish some end	2	.0010	-0.22
Lying about others	2	.0010	-0.22
Making oneself look like the perfect employee	2	.0010	-0.22
Making someone believe something that is not true	2	.0010	-0.22
Making something appear what it is not	2	.0010	-0.22
Making sure others do not know as much as you do	2	.0010	-0.22

System	Structure	Proportion	Z-Score
Not being forthright	2	.0010	-0.22
Not being trustworthy	2	.0010	-0.22
Not letting someone know all they need to know	2	.0010	-0.22
Not living up to your commitment	2	.0010	-0.22
Not providing best information	2	.0010	-0.22
Not telling everything	2	.0010	-0.22
Putting others down	2	.0010	-0.22
Receiving something that I did not deserve	2	.0010	-0.22
Stealing money	2	.0010	-0.22
Talking about someone behind their back	2	.0010	-0.22
Telling colleagues one thing while doing another	2	.0010	-0.22
To act differently from what one is thinking	2	.0010	-0.22
To betray the trust of someone	2	.0010	-0.22
To conceal facts	2	.0010	-0.22

System	Structure	Proportion	Z-Score
To confuse	2	.0010	-0.22
To frame someone	2	.0010	-0.22
To lead astray	2	.0010	-0.22
To lie covertly	2	.0010	-0.22
To lie for protection	2	.0010	-0.22
To lie through information	2	.0010	-0.22
To manipulate others' perception	2	.0010	-0.22
To provide part of the information	2	.0010	-0.22
To purposely provide information	2	.0010	-0.22
To say something different from what you are thinking	2	.0010	-0.22
To slant facts	2	.0010	-0.22
To undercut people you work with	2	.0010	-0.22
To underhand someone	2	.0010	-0.22
Tricking a colleague	2	.0010	-0.22
Trying to get ahead	2	.0010	-0.22

System	Structure	Proportion	Z-Score
Using someone for personal benefit	2	.0010	-0.22
Using someone without their knowledge	2	.0010	-0.22
Violating Ethics	2	.0010	-0.22
Withholding true motives	2	.0010	-0.22
You do not like the person	2	.0010	-0.22
A colleague who cannot deal with reality	1	.0005	-0.41
Acting as if I want to help	1	.0005	-0.41
Are few cases when this is warranted	1	.0005	-0.41
Avoiding responsibility	1	.0005	-0.41
Adding information	1	.0005	-0.41
Advancing oneself	1	.0005	-0.41
Being the active participant	1	.0005	-0.41
Being self-centered	1	.0005	-0.41
Being unkind	1	.0005	-0.41
Being two-faced	1	.0005	-0.41

System	Structure	Proportion	Z-Score
Bettering Oneself	1	.0005	-0.41
Borrowing money and not returning it	1	.0005	-0.41
Breaking one's word to others	1	.0005	-0.41
Causing problems	1	.0005	-0.41
Conniving	1	.0005	-0.41
Controlling information	1	.0005	-0.41
Creating faulty alliances	1	.0005	-0.41
Dangerous for the whole group	1	.0005	-0.41
Deliberately tell something that is false	1	.0005	-0.41
Disregarding the truth	1	.0005	-0.41
Disrespecting space	1	.0005	-0.41
Do things that effect someone's work performance	1	.0005	-0.41
Doing something crazy to them	1	.0005	-0.41
Doing something for my benefit	1	.0005	-0.41

System	Structure	Proportion	Z-Score
Doing something to someone that is untrue	1	.0005	-0.41
Gain Advancement	1	.0005	-0.41
Getting a person demoted	1	.0005	-0.41
Getting a person fired	1	.0005	-0.41
Getting others into trouble	1	.0005	-0.41
Giving a false impression	1	.0005	-0.41
Giving someone else more work	1	.0005	-0.41
Giving wrong directions	1	.0005	-0.41
Going around others	1	.0005	-0.41
Gossip	1	.0005	-0.41
Having a false sense of stability	1	.0005	-0.41
Hiding something	1	.0005	-0.41
It is done intentionally	1	.0005	-0.41
Implying something contrary to the truth	1	.0005	-0.41
Influence work performance of someone else	1	.0005	-0.41

System	Structure	Proportion	Z-Score
Initiating certain circumstances	1	.0005	-0.41
Intentionally miscommunicate	1	.0005	-0.41
Keeping the truth from someone	1	.0005	-0.41
Knowingly communicating something false	1	.0005	-0.41
Knowingly do something that would jeopardize the job of a colleague	1	.0005	-0.41
Knowingly say something that would jeopardize the job of a colleague	1	.0005	-0.41
Leaving early	1	.0005	-0.41
Leaving someone in the dark	1	.0005	-0.41
Leaving stuff so others cannot find it	1	.0005	-0.41
Letting someone feel that they can confide in me	1	.0005	-0.41
Letting others rely on untrue information	1	.0005	-0.41
Looking out only for oneself	1	.0005	-0.41
Losing one's credibitlity	1	.0005	-0.41

System	Structure	Proportion	Z-Score
Loss of conscience	1	.0005	-0.41
Loss of self-esteem	1	.0005	-0.41
Lowering one's character standards	1	.0005	-0.41
Lying to cover up	1	.0005	-0.41
Lying to undermine	1	.0005	-0.41
Made to act in a way that I ususally do not	1	.0005	-0.41
Make a job look better than it really is	1	.0005	-0.41
Make it look like someone else did something	1	.0005	-0.41
Making yourself look good	1	.0005	-0.41
Maliciously do something to elevate myself	1	.0005	-0.41
May be about work	1	.0005	-0.41
May not be about work	1	.0005	-0.41
May be inside the workplace	1	.0005	-0.41
May be outside the workplace	1	.0005	-0.41

System	Structure	Proportion	Z-Score
Misdirecting someone	1	.0005	-0.41
Misusing assistance	1	.0005	-0.41
Misusing information	1	.0005	-0.41
Moving stuff so others cannot find it	1	.0005	-0.41
Must be balanced by factors that have a direct bearing on company success	1	.0005	-0.41
Not being a team player	1	.0005	-0.41
Not being responsible for your job	1	.0005	-0.41
Not being open	1	.0005	-0.41
Not being secretive when asked to do so	1	.0005	-0.41
Not disclosing all conditions	1	.0005	-0.41
Not doing the entire job	1	.0005	-0.41
Not doing the work asked of you	1	.0005	-0.41
Not giving your all	1	.0005	-0.41
Not giving someone their time	1	.0005	-0.41

System	Structure	Proportion	Z-Score
Not interested in the best for others	1	.0005	-0.41
Not letting others in	1	.0005	-0.41
Not letting others know information	1	.0005	-0.41
Not providing all information	1	.0005	-0.41
Not providing full information	1	.0005	-0.41
Not providing proper information	1	.0005	-0.41
Not providing total information	1	.0005	-0.41
Not showing up	1	.0005	-0.41
Not telling others what you are really thinking	1	.0005	-0.41
Paranoia	1	.0005	-0.41
Playing practical jokes	1	.0005	-0.41
Promoting oneself	1	.0005	-0.41
Providing a partial lie	1	.0005	-0.41
Passing work off as your own	1	.0005	-0.41
Placing one's job on the line	1	.0005	-0.41

System	Structure	Proportion	Z-Score
Position someone to have a particular opinion	1	.0005	-0.41
Presenting an untrue fact for personal gain	1	.0005	-0.41
Pretending to have a friendship	1	.0005	-0.41
Providing bad information	1	.0005	-0.41
Providing misinformation	1	.0005	-0.41
Providing skewed information	1	.0005	-0.41
Providing stale information	1	.0005	-0.41
Putting yourself first	1	.0005	-0.41
Relationships are very uncomfortable	1	.0005	-0.41
Say things that affect someone's work performance	1	.0005	-0.41
Saying you have authority when you don't	1	.0005	-0.41
Self-serving	1	.0005	-0.41
Setting others up	1	.0005	-0.41
Stealing customers	1	.0005	-0.41

System	Structure	Proportion	Z-Score
Swapping shifts when not needed	1	.0005	-0.41
Taking someone else's time	1	.0005	-0.41
Talk badly about someone	1	.0005	-0.41
Telling others what they want to hear	1	.0005	-0.41
Telling someone to do a job incorrectly	1	.0005	-0.41
The colleague is weak	1	.0005	-0.41
To achieve a particular result without the other person's knowledge	1	.0005	-0.41
To alter information	1	.0005	-0.41
To be cruel	1	.0005	-0.41
To do something sneaky	1	.0005	-0.41
To double-cross	1	.0005	-0.41
To dupe	1	.0005	-0.41
To have an agenda	1	.0005	-0.41
To lead a colleague to believe something	1	.0005	-0.41

System	Structure	Proportion	Z-Score
To lead someone against their belief system	1	.0005	-0.41
To lie by commission	1	.0005	-0.41
To lie by omission	1	.0005	-0.41
To lie subtley	1	.0005	-0.41
To make others do more	1	.0005	-0.41
To maliciously do something to someone else	1	.0005	-0.41
To manipulate information	1	.0005	-0.41
To misguide	1	.0005	-0.41
To misrepresent information	1	.0005	-0.41
To misrepresent myself	1	.0005	-0.41
To not be forthcoming	1	.0005	-0.41
To not say anything	1	.0005	-0.41
To obtain personal advantage	1	.0005	-0.41
To obtain personal gain	1	.0005	-0.41
To omit facts	1	.0005	-0.41

System	Structure	Proportion	Z-Score
To omit information	1	.0005	-0.41
To portray something that is not accurate	1	.0005	-0.41
To ruin someone's reputation	1	.0005	-0.41
To say what is when it is not	1	.0005	-0.41
To scheme	1	.0005	-0.41
To screw somebody	1	.0005	-0.41
To sell someone out	1	.0005	-0.41
To snitch	1	.0005	-0.41
To steer someone the wrong way	1	.0005	-0.41
To take their position	1	.0005	-0.41
To use someone to get what I want	1	.0005	-0.41
Try to get them to work better	1	.0005	-0.41
Trying to move ahead of someone	1	.0005	-0.41
Trying to piss others off	1	.0005	-0.41
Turning colleagues against each other	1	.0005	-0.41

System	Structure	Proportion	Z-Score
Using a cover	1	.0005	-0.41
Using information	1	.0005	-0.41
Working relationships are strained	1	.0005	-0.41
You are a loser	1	.0005	-0.41
You do not care for the person	1	.0005	-0.41

Appendix E

Continua of Sender-Based Non-Deceptive Workplace Interaction: What It Means To NOT Deceive Someone at Work

System	Structure	Proportion	Z-Score
Being honest	60	.0302	+10.82
Being honest with your colleagues	48	.0242	+8.54
Honesty	24	.0121	+3.97
Being truthful	20	.0100	+3.21
Giving correct information	17	.0086	+2.64
Telling the truth	17	.0086	+2.64
Respecting others	15	.0065	+2.26
Not to lie to someone	14	.0070	+2.06
Being completely honest	13	.0065	+1.87
Being open	13	.0065	+1.87
Not to lie	13	.0065	+1.87
Being helpful	12	.0060	+1.68

System	Structure	Proportion	Z-Score
Being trustworthy	12	.0060	+1.68
Being honest regarding work	11	.0055	+1.49
Always being honest	10	.0050	+1.30
Be honest with others	10	.0050	+1.30
Being fair with colleagues	10	.0050	+1.30
Being kept informed	10	.0050	+1.30
Being truthful to colleagues	10	.0050	+1.30
Being up front	10	.0050	+1.30
Being straightforward	9	.0045	+1.11
Telling the complete truth	9	.0045	+1.11
Not purposefully misleading	9	.0045	+1.11
Providing accurate information	9	.0045	+1.11
Being ethical	8	.0040	+0.92
Being up front with others	8	.0040	+0.92
Full Disclosure	8	.0040	+0.92

System	Structure	Proportion	Z-Score
Doing one's job	7	.0035	+0.73
Not to lie to colleagues	7	.0035	+0.73
Place trust in others	7	.0035	+0.73
Providing all information that one has	7	.0035	+0.73
Telling others the truth	7	.0035	+0.73
Treating people fairly	7	.0035	+0.73
Understanding among colleagues	7	.0035	+0.73
Being Responsible	6	.0030	+0.54
Developing trusting relationships	6	.0030	+0.54
Honest disclosure	6	.0030	+0.54
Not tricking others	6	.0030	+0.54
Others trust you	6	.0030	+0.54
Telling the truth on work-related matters	6	.0030	+0.54
Truthful communication	6	.0030	+0.54
Workplace conduct is fair	6	.0030	+0.54

System	Structure	Proportion	Z-Score
Communicating effectively	6	.0030	+0.54
Communicate the truth as you know it	5	.0025	+0.35
Leading the way it actually is	5	.0025	+0.35
Maintaining confidentiality	5	.0025	+0.35
No withholding of information	5	.0025	+0.35
Not to mislead	5	.0025	+0.35
Teamwork	5	.0025	+0.35
Telling someone the truth	5	.0025	+0.35
Being fair	4	.0020	+0.16
Being honest about information	4	.0020	+0.16
Being totally honest	4	.0020	+0.16
Being truthful all the time	4	.0020	+0.16
Being truthful to someone	4	.0020	+0.16
Communicating honestly	4	.0020	+0.16
Doing one's best	4	.0020	+0.16

System	Structure	Proportion	Z-Score
Giving enough information to do the job	4	.0020	+0.16
Having an open working relationship	4	.0020	+0.16
Having pure motives	4	.0020	+0.16
Keeping promises	4	.0020	+0.16
Letting others in on work issues	4	.0020	+0.16
Maintaining one's integrity	4	.0020	+0.16
Not cheating others	4	.0020	+0.16
No lying about work	4	.0020	+0.16
Providing true information	4	.0020	+0.16
Telling colleagues the truth	4	.0020	+0.16
Treat others as you would want to be treated	4	.0020	+0.16
Trust colleagues you work with	4	.0020	+0.16
You are told the truth	4	.0020	+0.16
Working together	4	.0020	+0.16
Accurate perceptions	3	.0015	-0.03

System	Structure	Proportion	Z-Score
Admitting one's mistakes	3	.0015	-0.03
A good workplace	3	.0015	-0.03
Being a friend	3	.0015	-0.03
Being accurate	3	.0015	-0.03
Being considerate	3	.0015	-0.03
Being honest about yourself	3	.0015	-0.03
Being honest in my actions	3	.0015	-0.03
Being straight up	3	.0015	-0.03
Being truthful in your conduct	3	.0015	-0.03
Being up front with colleagues	3	.0015	-0.03
Doing what is expected	3	.0015	-0.03
Encouraging others	3	.0015	-0.03
For someone to be honest	3	.0015	-0.03
Having a good relationship with colleagues	3	.0015	-0.03
Having access to information	3	.0015	-0.03

System	Structure	Proportion	Z-Score
No hidden agendas	3	.0015	-0.03
Not giving false information	3	.0015	-0.03
Not letting people manipulate	3	.0015	-0.03
Not to mislead someone	3	.0015	-0.03
Not using others	3	.0015	-0.03
Providing all of the important information	3	.0015	-0.03
Receive proper credit	3	.0015	-0.03
Tell it like it is	3	.0015	-0.03
Treating someone honestly	3	.0015	-0.03
Trust	3	.0015	-0.03
Allowing a person to lead	2	.0010	-0.22
Be open with others	2	.0010	-0.22
Being a good employee	2	.0010	-0.22
Being a person of their word	2	.0010	-0.22
Being absolute	2	.0010	-0.22

System	Structure	Proportion	Z-Score
Being complete	2	.0010	-0.22
Being forthright	2	.0010	-0.22
Being honest in my deeds	2	.0010	-0.22
Being honest in my motives	2	.0010	-0.22
Being honest in your words	2	.0010	-0.22
Being honest with customers	2	.0010	-0.22
Being honest with everyone	2	.0010	-0.22
Being honest with someone else	2	.0010	-0.22
Being moral	2	.0010	-0.22
Being reliable	2	.0010	-0.22
Being treated honestly	2	.0010	-0.22
Being truthful at work	2	.0010	-0.22
Being truthful with everyone	2	.0010	-0.22
Being up front with information	2	.0010	-0.22
Building others' confidence	2	.0010	-0.22
Carrying out one's responsibilities	2	.0010	-0.22

System	Structure	Proportion	Z-Score
Complete disclosure	2	.0010	-0.22
Do your own work	2	.0010	-0.22
Doing more than the requested task	2	.0010	-0.22
Everything is out in the open	2	.0010	-0.22
Explaining	2	.0010	-0.22
Getting along with colleagues	2	.0010	-0.22
Giving all relevant information	2	.0010	-0.22
Interacting honestly	2	.0010	-0.22
Leading someone to the truth	2	.0010	-0.22
Maintaining one's truthfulness	2	.0010	-0.22
Making both parties more productive	2	.0010	-0.22
No exaggerating	2	.0010	-0.22
No ratting on others	2	.0010	-0.22
No secrets	2	.0010	-0.22
Not being contradictory	2	.0010	-0.22

System	Structure	Proportion	Z-Score
Not going behind people's backs	2	.0010	-0.22
Not keeping any informatino	2	.0010	-0.22
Not making anything more or less of a situation	2	.0010	-0.22
Not making empty promises	2	.0010	-0.22
Not taking advantage	2	.0010	-0.22
Not taking credit for others' work	2	.0010	-0.22
Not to mislead colleagues	2	.0010	-0.22
Open communication	2	.0010	-0.22
Providing complete information	2	.0010	-0.22
Providing correct guidance	2	.0010	-0.22
Providing honest information	2	.0010	-0.22
Providing only the facts	2	.0010	-0.22
Providing pertinent information	2	.0010	-0.22
Providing timely information	2	.0010	-0.22
Respect people's ideas	2	.0010	-0.22

System	Structure	Proportion	Z-Score
A regular day	1	.0005	-0.41
Accepting one's job	1	.0005	-0.41
Acting prosocially	1	.0005	-0.41
Always being open	1	.0005	-0.41
Allow others to know the truth	1	.0005	-0.41
An ideal workplace	1	.0005	-0.41
Being at peace	1	.0005	-0.41
Being given the right course of action	1	.0005	-0.41
Being given positive information	1	.0005	-0.41
Being involved in an honest environment	1	.0005	-0.41
Being nice	1	.0005	-0.41
Being objective	1	.0005	-0.41
Being on others' level	1	.0005	-0.41
Being proactive	1	.0005	-0.41
Being productive	1	.0005	-0.41

System	Structure	Proportion	Z-Score
Being professional	1	.0005	-0.41
Being up front with actions	1	.0005	-0.41
Being up front with decisions	1	.0005	-0.41
Being up front with everything	1	.0005	-0.41
Do not waiver from the facts	1	.0005	-0.41
Do not let others think that everything is perfect	1	.0005	-0.41
Be genuine	1	.0005	-0.41
Being a dependable employee	1	.0005	-0.41
Being a true companion	1	.0005	-0.41
Being as truthful as you can	1	.0005	-0.41
Being candid	1	.0005	-0.41
Being clear	1	.0005	-0.41
Being consistent	1	.0005	-0.41
Being cordial	1	.0005	-0.41
Being courteous to others	1	.0005	-0.41

System	Structure	Proportion	Z-Score
Being unbiased	1	.0005	-0.41
Being oneself	1	.0005	-0.41
Being real	1	.0005	-0.41
Being true with what you say	1	.0005	-0.41
Being completely open	1	.0005	-0.41
Being faithful to my obligations	1	.0005	-0.41
Being friendly	1	.0005	-0.41
Being happy for others	1	.0005	-0.41
Being honest about mistakes	1	.0005	-0.41
Being honest about one's abilities	1	.0005	-0.41
Being honest about things	1	.0005	-0.41
Being honest about what you know	1	.0005	-0.41
Being honest with the person	1	.0005	-0.41
Being included	1	.0005	-0.41
Being open about what you know	1	.0005	-0.41
Being told exactly what to expect	1	.0005	-0.41

System	Structure	Proportion	Z-Score
Being told what you will get in return	1	.0005	-0.41
Being truly honest	1	.0005	-0.41
Being unselfish	1	.0005	-0.41
Being up front with anyone	1	.0005	-0.41
Clear expectations	1	.0005	-0.41
Confirm others' understanding	1	.0005	-0.41
Dealing with matters accordingly	1	.0005	-0.41
Disclose the truth	1	.0005	-0.41
Disclosing all facts	1	.0005	-0.41
Discussing what one will do before they do it	1	.0005	-0.41
Doing what is requested of you	1	.0005	-0.41
Do not control others	1	.0005	-0.41
Do not deceive colleagues	1	.0005	-0.41
Do not give false testimony	1	.0005	-0.41
Do not falsely accuse	1	.0005	-0.41

System	Structure	Proportion	Z-Score
Do not leave anything out	1	.0005	-0.41
Do not sell someone out	1	.0005	-0.41
Do not snitch	1	.0005	-0.41
Doing the right thing	1	.0005	-0.41
Doing what others ask	1	.0005	-0.41
Everyone is doing their own thing	1	.0005	-0.41
Everyone will prosper	1	.0005	-0.41
Everything goes smoothly	1	.0005	-0.41
Finding things out for oneself	1	.0005	-0.41
Giving all that you have	1	.0005	-0.41
Giving all perspectives	1	.0005	-0.41
Giving genuine advice	1	.0005	-0.41
Giving genuine information	1	.0005	-0.41
Giving others the benefit of the doubt	1	.0005	-0.41
Giving people proper credit	1	.0005	-0.41

System	Structure	Proportion	Z-Score
Having a conscience	1	.0005	-0.41
Having a common interst in completing job tasks	1	.0005	-0.41
Having all the facts given to you	1	.0005	-0.41
I like them	1	.0005	-0.41
Improving everyone's personal career	1	.0005	-0.41
Interact in an open manner	1	.0005	-0.41
Interacting with someone in a direct manner	1	.0005	-0.41
It feels correct	1	.0005	-0.41
It is a standard to live by	1	.0005	-0.41
Keeping a business-like atmosphere	1	.0005	-0.41
Keeping all facts out in the open	1	.0005	-0.41
Keeping information circulated	1	.0005	-0.41
Keeping to one's business	1	.0005	-0.41
Keeping one's word	1	.0005	-0.41
Keeping people up to speed	1	.0005	-0.41

System	Structure	Proportion	Z-Score
Keeping your mouth shut	1	.0005	-0.41
Knowing one's colleagues	1	.0005	-0.41
Knowing when one is being deceived	1	.0005	-0.41
Knowing where one stands	1	.0005	-0.41
Less stress	1	.0005	-0.41
Letting people know how you honestly feel	1	.0005	-0.41
Living by Christian principles	1	.0005	-0.41
Living up to one's duty	1	.0005	-0.41
Maintain close relationships	1	.0005	-0.41
Makes one feel good	1	.0005	-0.41
Making a difference	1	.0005	-0.41
Making no effort to deceive	1	.0005	-0.41
Making someone aware	1	.0005	-0.41
Miscommunication without malicious intent	1	.0005	-0.41
Motives not injurious to others	1	.0005	-0.41

System	Structure	Proportion	Z-Score
Never evade the truth	1	.0005	-0.41
No ladder climbing	1	.0005	-0.41
No participation in gossip	1	.0005	-0.41
No unexpected changes	1	.0005	-0.41
No unfair advantages	1	.0005	-0.41
Not a legal issue	1	.0005	-0.41
Not able to be persuaded	1	.0005	-0.41
Not backstabbing	1	.0005	-0.41
Not being jacked around	1	.0005	-0.41
Not being misinformed	1	.0005	-0.41
Not betraying one's colleagues	1	.0005	-0.41
Not breaking bonds of trust	1	.0005	-0.41
Not getting oneself taken in	1	.0005	-0.41
Not going around someone	1	.0005	-0.41
Not going over someone	1	.0005	-0.41

System	Structure	Proportion	Z-Score
Not going under someone	1	.0005	-0.41
Not hiding anything	1	.0005	-0.41
Not knowingly harming a colleague	1	.0005	-0.41
Not misusing someone's trust	1	.0005	-0.41
Not responsible for misconduct	1	.0005	-0.41
Not stealing customers	1	.0005	-0.41
Not to mislead people	1	.0005	-0.41
Not volunteering false information	1	.0005	-0.41
Nothing is held back	1	.0005	-0.41
OK	1	.0005	-0.41
One should not worry about it	1	.0005	-0.41
One is fearless	1	.0005	-0.41
One's action is correct	1	.0005	-0.41
One's behavior is correct	1	.0005	-0.41
Only answer questions that are asked	1	.0005	-0.41

System	Structure	Proportion	Z-Score
Open disclosure	1	.0005	-0.41
Others being honest	1	.0005	-0.41
Others being honest with me	1	.0005	-0.41
Others confide in me	1	.0005	-0.41
Praising others' work	1	.0005	-0.41
Presenting a true fact for gain	1	.0005	-0.41
Promoting a uniform program of end results	1	.0005	-0.41
Promoting a uniform program of production	1	.0005	-0.41
Providing accurate details	1	.0005	-0.41
Providing correct instructions	1	.0005	-0.41
Providing open information	1	.0005	-0.41
Really good	1	.0005	-0.41
Respect for oneself	1	.0005	-0.41
Sharing information needed	1	.0005	-0.41
Showing others the benefits of their work	1	.0005	-0.41

System	Structure	Proportion	Z-Score
Showing that you care	1	.0005	-0.41
Showing up on time	1	.0005	-0.41
Someone believes in you	1	.0005	-0.41
Speaking plainly	1	.0005	-0.41
Stating things at its face vale	1	.0005	-0.41
Stick up for colleagues	1	.0005	-0.41
Strong work ethic	1	.0005	-0.41
Succeeding on one's own merit	1	.0005	-0.41
Taking people for who they are	1	.0005	-0.41
Tell colleagues what is going on	1	.0005	-0.41
Tell everybody how well they work	1	.0005	-0.41
Tell everyone how you feel	1	.0005	-0.41
Tell everyone why you are doing things	1	.0005	-0.41
Tell others about things that involve you	1	.0005	-0.41
Tell others everything	1	.0005	-0.41

System	Structure	Proportion	Z-Score
Tell others if you are thinking about quitting	1	.0005	-0.41
Tell others the benefits of their work	1	.0005	-0.41
Tell others when you do something wrong	1	.0005	-0.41
Tell others your opinion	1	.0005	-0.41
Tell people what you know	1	.0005	-0.41
Tell someone all of the situation	1	.0005	-0.41
Tell someone important facts about something	1	.0005	-0.41
Tell someone their ideas are good	1	.0005	-0.41
This is ideal	1	.0005	-0.41
Treating others equally	1	.0005	-0.41
Treating others with dignity	1	.0005	-0.41
Treating others with kindness	1	.0005	-0.41
Treating people honorably	1	.0005	-0.41
Trust oneself	1	.0005	-0.41

System	Structure	Proportion	Z-Score
Trying to be as honest as possible	1	.0005	-0.41
Trying to better the organization	1	.0005	-0.41
Trying to cooperate with one's colleagues	1	.0005	-0.41
Work toward what I say I do	1	.0005	-0.41
Working in place	1	.0005	-0.41
Working toward understanding	1	.0005	-0.41
You feel better about yourself	1	.0005	-0.41

Appendix F

Continua of Receiver-Based Deceptive Workplace Interaction: What It Means To Be Deceived By Someone at Work

System	Structure	Proportion	Z-Score
Being lied to	71	.0332	+17.11
Being lied to by colleagues	27	.0126	+6.11
Being lied to for personal gain	26	.0122	+5.86
Providing false information	25	.0117	+5.61
Withholding information	21	.0098	+4.61
Someone lies to you	17	.0080	+3.61
Being misled	16	.0075	+3.35
Being misled by colleagues	16	.0075	+3.35
Being purposefully misled	16	.0075	+3.35
Being lied to at work	15	.0070	+3.11
Being backstabbed	14	.0065	+2.86
Being misled regarding work issues	14	.0065	+2.86

System	Structure	Proportion	Z-Score
Being tricked	13	.0061	+2.61
Being led to believe something that is not true	13	.0061	+2.61
Being misinformed	10	.0047	+1.86
Making one believe something that is not true	10	.0047	+1.86
Manipulated for others' gain	10	.0047	+1.86
Promises not kept	10	.0047	+1.86
Being made to look bad	9	.0042	+1.61
Someone being untruthful	9	.0042	+1.61
Not being told the truth	9	.0042	+1.61
Saying one thing while meaning something else	9	.0042	+1.61
Being lied about	8	.0037	+1.36
Being misled into believing something	8	.0037	+1.36
Being told to do something the wrong way	8	.0037	+1.36
Others being dishonest	8	.0037	+1.36

System	Structure	Proportion	Z-Score
Others lie to you	8	.0037	+1.36
Saying one thing while doing another	8	.0037	+1.36
Trying to get ahead	8	.0037	+1.36
Being misled for personal gain	7	.0033	+1.11
Colleagues being dishonest	7	.0033	+1.11
Given wrong informatino	7	.0033	+1.11
Not being told all information	7	.0033	+1.11
Providing incorrect information	7	.0033	+1.11
Taken advantage of	7	.0033	+1.11
When people do not follow through	7	.0033	+1.11
Being lied to about work	6	.0028	+0.86
Being misled by someone	6	.0028	+0.86
Being told a lie	6	.0028	+0.86
To be knowingly told something that is not true	6	.0028	+0.86
When information is kept from you	6	.0028	+0.86

System	Structure	Proportion	Z-Score
When the truth is exaggerated	6	.0028	+0.86
Being kept in the dark	5	.0023	+0.61
Being led to believe something that is false	5	.0023	+0.61
Being lied to in order to look bad	5	.0023	+0.61
Being misled with information	5	.0023	+0.61
Being told things that are not true	5	.0023	+0.61
Being told to do something you are not supposed to do	5	.0023	+0.61
Giving inaccurate information	5	.0023	+0.61
Going behind one's back for personal gain	5	.0023	+0.61
Not being clued in	5	.0023	+0.61
Not being told the entire truth	5	.0023	+0.61
Omitting information	5	.0023	+0.61
Others making themselves look better	5	.0023	+0.61
Someone does not tell the truth	5	.0023	+0.61

System	Structure	Proportion	Z-Score
Taking credit for others' work	5	.0023	+0.61
Talking behind one's back	5	.0023	+0.61
Tricked into doing something	5	.0023	+0.61
Withholding the truth	5	.0023	+0.61
Allowing one to believe information that others know to be untrue	4	.0019	+0.36
Being fooled	4	.0019	+0.36
Being led astray	4	.0019	+0.36
Being manipulated	4	.0019	+0.36
Being misled with issues of fact	4	.0019	+0.36
Being stolen from	4	.0019	+0.36
Cannot trust individual	4	.0019	+0.36
Colleagues not telling the truth	4	.0019	+0.36
Colleagues telling someone that things are not true	4	.0019	+0.36
Facts are manipulated	4	.0019	+0.36
Given bad information	4	.0019	+0.36

System	Structure	Proportion	Z-Score
Given more work	4	.0019	+0.36
Hiding something	4	.0019	+0.36
Involves work-related areas	4	.0019	+0.36
Keeping one from knowing what is going on	4	.0019	+0.36
Loss of trust	4	.0019	+0.36
Made to think things are a certain way	4	.0019	+0.36
Manipulated with false information	4	.0019	+0.36
Manipulated with incomplete information	4	.0019	+0.36
Not being included	4	.0019	+0.36
Not being told the truth	4	.0019	+0.36
Others dishonest for personal gain	4	.0019	+0.36
Others go behind one's back	4	.0019	+0.36
Providing misleading information	4	.0019	+0.36
Someone gets you to do something without your understanding	4	.0019	+0.36

System	Structure	Proportion	Z-Score
Trust is abused	4	.0019	+0.36
A colleague cannot be trusted	3	.0014	+0.11
Being cheated	3	.0014	+0.11
Being cheated out of success	3	.0014	+0.11
Being led to believe something that will never happen	3	.0014	+0.11
Being lied to on statements of fact	3	.0014	+0.11
Being lied to for the sake of hurting others	3	.0014	+0.11
Being misdirected by others for personal gain	3	.0014	+0.11
Being represented in an untruthful way	3	.0014	+0.11
Being tricked at work	3	.0014	+0.11
Being tricked for personal gain	3	.0014	+0.11
Being used for others' benefit	3	.0014	+0.11
Being used without one's knowledge	3	.0014	+0.11
Betrayal	3	.0014	+0.11

System	Structure	Proportion	Z-Score
Causing unnecessary problems	3	.0014	+0.11
Colleagues making unauthorized decisions	3	.0014	+0.11
Communicating something false	3	.0014	+0.11
Covering something up	3	.0014	+0.11
Engaged in inappropriate acts	3	.0014	+0.11
False facts presented	3	.0014	+0.11
Getting one in trouble	3	.0014	+0.11
Having something done behind your back	3	.0014	+0.11
Holding information	3	.0014	+0.11
Manipulating situation	3	.0014	+0.11
Misgiving information	3	.0014	+0.11
Misrepresenting something	3	.0014	+0.11
Not being given full information	3	.0014	+0.11
Not being told everything	3	.0014	+0.11
Perks offered with ulterior motive	3	.0014	+0.11

System	Structure	Proportion	Z-Score
Presenting a false situation	3	.0014	+0.11
Someone tricks you	3	.0014	+0.11
Stealing ideas	3	.0014	+0.11
Take advantage of a situation	3	.0014	+0.11
Treated unfairly	3	.0014	+0.11
Trust being betrayed	3	.0014	+0.11
Trust is broken	3	.0014	+0.11
When others do not do their part	3	.0014	+0.11
Work environment misrepresented	3	.0014	+0.11
Being cheated by someone	2	.0009	-0.14
Being fooled into believing something	2	.0009	-0.14
Being fooled to humiliate	2	.0009	-0.14
Being given work	2	.0009	-0.14
Being harrassed	2	.0009	-0.14
Being ignored by colleagues	2	.0009	-0.14

System	Structure	Proportion	Z-Score
Being led to believe something that is not fact	2	.0009	-0.14
Being misguided	2	.0009	-0.14
Being misled at work	2	.0009	-0.14
Being told half-truths	2	.0009	-0.14
Being told half-truths by colleagues	2	.0009	-0.14
Being told half-truths in order to accomplish something	2	.0009	-0.14
Being told what I want to hear	2	.0009	-0.14
Being tricked into saying somethign	2	.0009	-0.14
Being under a false impression of the truth	2	.0009	-0.14
Being undermined	2	.0009	-0.14
Being untruthful to get ahead	2	.0009	-0.14
Cheating to get ahead	2	.0009	-0.14
Colleagues spreading false ideas about someone	2	.0009	-0.14
Competition	2	.0009	-0.14

System	Structure	Proportion	Z-Score
Confidences being broken	2	.0009	-0.14
Declaring faulty authority	2	.0009	-0.14
Do not have an honest working relationship	2	.0009	-0.14
Doing anything to remain ahead	2	.0009	-0.14
Employing unethical tactics	2	.0009	-0.14
Facts are withheld	2	.0009	-0.14
Having a hidden agenda	2	.0009	-0.14
Having a lack of understanding	2	.0009	-0.14
Having something done to you	2	.0009	-0.14
Helping others get what they want	2	.0009	-0.14
Hiding the truth	2	.0009	-0.14
Implying something untrue	2	.0009	-0.14
Information wrongly manipulated	2	.0009	-0.14
Keeping one from knowing the truth	2	.0009	-0.14
Leading someone to your benefit	2	.0009	-0.14

System	Structure	Proportion	Z-Score
Lowering themselves	2	.0009	-0.14
Making one's work look bad	2	.0009	-0.14
Manipulated into believing someting	2	.0009	-0.14
Manipulated into doing something	2	.0009	-0.14
Manipulated to affect one's image	2	.0009	-0.14
May involve personal areas	2	.0009	-0.14
Not being honest	2	.0009	-0.14
Not being given the entire truth	2	.0009	-0.14
Not compensated fairly	2	.0009	-0.14
Not completing tasks	2	.0009	-0.14
Offering untruthful information	2	.0009	-0.14
Person uses a cover	2	.0009	-0.14
Providing information that affects performance	2	.0009	-0.14
Seeking authority	2	.0009	-0.14
Situations are myriad	2	.0009	-0.14

System	Structure	Proportion	Z-Score
Skipping out on work	2	.0009	-0.14
Someone does not help out	2	.0009	-0.14
Someone pretending to be on my side	2	.0009	-0.14
Someone trying to get you fired	2	.0009	-0.14
Talked about	2	.0009	-0.14
Telling one something that they know is wrong	2	.0009	-0.14
Tricked into believing something	2	.0009	-0.14
Tricked into something	2	.0009	-0.14
Trust taken advantage of	2	.0009	-0.14
Trying to get one in trouble	2	.0009	-0.14
Various opportunities	2	.0009	-0.14
Wrong	2	.0009	-0.14
A colleague's total disregard for others	1	.0004	-0.39
A good business decision	1	.0004	-0.39
A horrible feeling	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Acting different from what they are thinking	1	.0004	-0.39
Actions influenced	1	.0004	-0.39
Being accused of something I did not do	1	.0004	-0.39
Being badmouthed	1	.0004	-0.39
Being betrayed by a colleague	1	.0004	-0.39
Being blackmailed	1	.0004	-0.39
Being blamed	1	.0004	-0.39
Being cheated by a colleague	1	.0004	-0.39
Being cheated in the workplace	1	.0004	-0.39
Being convinced of something not true	1	.0004	-0.39
Being disliked by someone	1	.0004	-0.39
Being double-crossed	1	.0004	-0.39
Being fooled by a colleague	1	.0004	-0.39
Being fooled into doing something	1	.0004	-0.39
Being fooled into something	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Being fooled to lose face	1	.0004	-0.39
Being fooled to respond to the deceiver's desire	1	.0004	-0.39
Being framed	1	.0004	-0.39
Being given a false opinon on something	1	.0004	-0.39
Being given false guidance	1	.0004	-0.39
Being given false instructions	1	.0004	-0.39
Being harmed	1	.0004	-0.39
Being hornswaggled	1	.0004	-0.39
Being immoral	1	.0004	-0.39
Being led to believe something against one's belief system	1	.0004	-0.39
Being led to believe something different from reality	1	.0004	-0.39
Being let down	1	.0004	-0.39
Being lied to about personal lives	1	.0004	-0.39
Being lied to at the expense of the organization	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Being misdirected	1	.0004	-0.39
Being misdirected by someone	1	.0004	-0.39
Being misled by something someone says	1	.0004	-0.39
Being provided skewed information	1	.0004	-0.39
Being sold out	1	.0004	-0.39
Being someone's pawn	1	.0004	-0.39
Being tattled on	1	.0004	-0.39
Being told to do more than what is necessary	1	.0004	-0.39
Being two-faced	1	.0004	-0.39
Being underhanded	1	.0004	-0.39
Being used as someone's ladder	1	.0004	-0.39
Betrayal of confidence	1	.0004	-0.39
Better watch this person	1	.0004	-0.39
Borrowing money and not returning it	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Career may be hurt	1	.0004	-0.39
Causing some response	1	.0004	-0.39
Changing shifts unjustifiably	1	.0004	-0.39
Colleagues being untruthful	1	.0004	-0.39
Colleagues letting each other down	1	.0004	-0.39
Company changes benefits	1	.0004	-0.39
Complaining unjustly	1	.0004	-0.39
Confidentiality not kept	1	.0004	-0.39
Controlling actions	1	.0004	-0.39
Creating bad impressions of colleagues	1	.0004	-0.39
Creating negative feelings for others	1	.0004	-0.39
Creating negative image for others	1	.0004	-0.39
Falsely portrayed a fact	1	.0004	-0.39
Demotion of character	1	.0004	-0.39
Demotion of position	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Directing actions	1	.0004	-0.39
Designed to have some advantage	1	.0004	-0.39
Doing something hurtful	1	.0004	-0.39
Do not like it	1	.0004	-0.39
For information to be distorted	1	.0004	-0.39
Getting me to believe something that is not true	1	.0004	-0.39
Getting turned into the boss	1	.0004	-0.39
Giving incomplete information	1	.0004	-0.39
Going to the boss about you	1	.0004	-0.39
Gossip	1	.0004	-0.39
Hampering advancement	1	.0004	-0.39
Have a low opinion of them	1	.0004	-0.39
Having information added	1	.0004	-0.39
Having me believe a lie	1	.0004	-0.39
Having rumors spread about you	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Having work tampered with	1	.0004	-0.39
Hiding anything	1	.0004	-0.39
Hiding facts	1	.0004	-0.39
Implies something serious	1	.0004	-0.39
Is to be expected	1	.0004	-0.39
Influencing one's feelings	1	.0004	-0.39
Interfering with one's work	1	.0004	-0.39
Kissing up to people they do not like	1	.0004	-0.39
Leading one to a false consclusion	1	.0004	-0.39
Losing one's livelihood	1	.0004	-0.39
Lowered organizational productivity	1	.0004	-0.39
Making a situation look better than it really is	1	.0004	-0.39
Making one feel uncomfortable	1	.0004	-0.39
Making others think poorly of you	1	.0004	-0.39
Making something seem what it is not	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Manipulated to lessen proficiency	1	.0004	-0.39
Manipulated with altered information	1	.0004	-0.39
Many variables	1	.0004	-0.39
May be passive	1	.0004	-0.39
May be outside of work	1	.0004	-0.39
Misconcluding the truth for personal gain	1	.0004	-0.39
Misrepresenting information	1	.0004	-0.39
Motivation still the same	1	.0004	-0.39
Negative organizational impact	1	.0004	-0.39
Negative personal impact	1	.0004	-0.39
No ethics	1	.0004	-0.39
No receipt of positive reinforcement	1	.0004	-0.39
Not being given total information	1	.0004	-0.39
Not being honest for personal gain	1	.0004	-0.39
Not dealing with business matters truthfully	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Not giving colleagues your time	1	.0004	-0.39
Not giving necessary information	1	.0004	-0.39
Not honest about work-related matters	1	.0004	-0.39
Not receiving support	1	.0004	-0.39
Not saying anything	1	.0004	-0.39
Not telling the complete truth	1	.0004	-0.39
Not telling the total truth	1	.0004	-0.39
Not told all facts	1	.0004	-0.39
Not told important facts	1	.0004	-0.39
Not told truth about work issue	1	.0004	-0.39
Office politics	1	.0004	-0.39
One better be careful	1	.0004	-0.39
One is not respected	1	.0004	-0.39
One is taken for granted	1	.0004	-0.39
One loses their reputation	1	.0004	-0.39

System	Structure	Proportion	Z-Score
One works for a crooked individual	1	.0004	-0.39
Opinions influenced	1	.0004	-0.39
Others acting as if they want to help	1	.0004	-0.39
Others are trying to advance themselves	1	.0004	-0.39
Others are trying to piss me off	1	.0004	-0.39
Others being selfish	1	.0004	-0.39
Others not being truthful with themselves	1	.0004	-0.39
Others not telling truth	1	.0004	-0.39
Others not upholding professional responsibilities	1	.0004	-0.39
Others trying to one-up	1	.0004	-0.39
Person is seeking power	1	.0004	-0.39
Petty grievances	1	.0004	-0.39
Preventing same response	1	.0004	-0.39
Professional courtesies broken	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Providing partial information	1	.0004	-0.39
Providing preferential treatment	1	.0004	-0.39
Providing wrong direction	1	.0004	-0.39
Putting others down	1	.0004	-0.39
Remaining silent	1	.0004	-0.39
Revealing confidential information	1	.0004	-0.39
Shift has being taken	1	.0004	-0.39
Someone affects job performance	1	.0004	-0.39
Someone has ulterior motives	1	.0004	-0.39
Someone is not honest	1	.0004	-0.39
Someone making me believe something that is not true	1	.0004	-0.39
Someone trying to get one's job	1	.0004	-0.39
Saying that they will help and they do not	1	.0004	-0.39
Saying things with multiple meanings	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Saying unflattering things about you	1	.0004	-0.39
Someone jeopardizing one's job	1	.0004	-0.39
Someone misrepresenting self	1	.0004	-0.39
Someone pretending to be something they are not	1	.0004	-0.39
Someone telling a half-truth to not get in trouble	1	.0004	-0.39
Someone trying to fool you	1	.0004	-0.39
Someone using poor judgment	1	.0004	-0.39
Speaking differently from what one thinks	1	.0004	-0.39
Stealing	1	.0004	-0.39
Survival of the fittest	1	.0004	-0.39
Taking my position	1	.0004	-0.39
Taking responsibility for others' work and not doing it	1	.0004	-0.39
To be duped	1	.0004	-0.39
To be used	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Trying to get one fired	1	.0004	-0.39
Trying to profit from you	1	.0004	-0.39
Trying to steal money	1	.0004	-0.39
Twisting information for one's benefit	1	.0004	-0.39
Uncomfortable atmosphere	1	.0004	-0.39
Violating a code of ethics	1	.0004	-0.39
When anyone uses chicanery	1	.0004	-0.39
When information is used against you	1	.0004	-0.39
When no information is given	1	.0004	-0.39
What one has to offer is insignificant	1	.0004	-0.39
When something is not as it appears	1	.0004	-0.39
When the company only cares about profit	1	.0004	-0.39
Would not like it	1	.0004	-0.39
Working among manipulators	1	.0004	-0.39

Appendix G

Continua of Receiver-Based Deceptive Workplace Interaction: What It Means To NOT Be Deceived By Someone at Work

System	Structure	Proportion	Z-Score
Colleagues are honest	30	.0141	+6.85
Being told the truth	29	.0136	+6.61
Being able to trust colleagues	18	.0084	+3.86
Others are honest	18	.0084	+3.86
Being honest	16	.0075	+3.35
Honesty	16	.0075	+3.35
Given correct information	15	.0070	+3.11
Providing all information	13	.0061	+2.61
Being straightforward	11	.0051	+2.11
Not being lied to	11	.0051	+2.11
Someone is honest with you	10	.0047	+1.86
Being treated fairly	9	.0042	+1.61

System	Structure	Proportion	Z-Score
Full disclosure	9	.0042	+1.61
Honest disclosure	9	.0042	+1.61
Being honest about work-related issues	8	.0037	+1.36
Colleagues are truthful at work	8	.0037	+1.36
Having complete honesty	8	.0037	+1.36
Colleagues are up front	7	.0033	+1.11
Providing true information	7	.0033	+1.11
Working with honest people	7	.0033	+1.11
Being respected	6	.0028	+0.86
Being up front	6	.0028	+0.86
Colleagues are fair	6	.0028	+0.86
Everyone is honest	6	.0028	+0.86
Everyone is open	6	.0028	+0.86
Having an honest relationship	6	.0028	+0.86
Honest interactions	6	.0028	+0.86

System	Structure	Proportion	Z-Score
Not being intentionally misled	6	.0028	+0.86
Others provide genuine information	6	.0028	+0.86
Teamwork	6	.0028	+0.86
Being friendly	5	.0023	+0.61
Being treated with respect	5	.0023	+0.61
Being trustworthy	5	.0023	+0.61
Given accurate information	5	.0023	+0.61
Have a good working relationship with colleagues	5	.0023	+0.61
Having the truth told at work	5	.0023	+0.61
Not being cheated	5	.0023	+0.61
Not being tricked	5	.0023	+0.61
Not lied to by colleagues	5	.0023	+0.61
Telling the truth	5	.0023	+0.61
Truthfulness in the workplace	5	.0023	+0.61
Being completely forthright	4	.0019	+0.36

System	Structure	Proportion	Z-Score
Being true to your word	4	.0019	+0.36
Being truthful	4	.0019	+0.36
Clear expectations	4	.0019	+0.36
Being able to trust that person	4	.0019	+0.36
Being totally honest	4	.0019	+0.36
Dealt with honestly	4	.0019	+0.36
Everything is out in the open	4	.0019	+0.36
Given the facts	4	.0019	+0.36
Having someone help me	4	.0019	+0.36
Open communication	4	.0019	+0.36
Open relationship with colleagues	4	.0019	+0.36
Others are truthful	4	.0019	+0.36
Others are up front	4	.0019	+0.36
Others do not lie to you	4	.0019	+0.36
Others do what they say they will do	4	.0019	+0.36

System	Structure	Proportion	Z-Score
Treated with honesty	4	.0019	+0.36
Trust	4	.0019	+0.36
Being able to confide	3	.0014	+0.11
Being exact	3	.0019	+0.36
Being honest with intentions	3	.0019	+0.36
Being told the complete truth	3	.0019	+0.36
Being treated honorably	3	.0019	+0.36
Being trusted	3	.0019	+0.36
Can trust others	3	.0019	+0.36
Clear understanding toward each other	3	.0019	+0.36
Colleagues are not trying to get something from me	3	.0019	+0.36
Complete understanding toward each other	3	.0019	+0.36
Colleagues do not talk about you	3	.0019	+0.36
Colleagues will tell the truth	3	.0019	+0.36
Everyone does their job	3	.0019	+0.36

System	Structure	Proportion	Z-Score
Everyone helps each other	3	.0019	+0.36
Everything is up front	3	.0019	+0.36
Keeping things honest	3	.0019	+0.36
Keeps promises	3	.0019	+0.36
Maintaining trust	3	.0019	+0.36
More productive	3	.0019	+0.36
No backstabbing	3	.0019	+0.36
No one lies to you	3	.0019	+0.36
Not being misled	3	.0019	+0.36
Others tell it like it is	3	.0019	+0.36
People are given proper credit	3	.0019	+0.36
Person is truthful in their actions	3	.0019	+0.36
Providing encouragement	3	.0019	+0.36
Putting one's trust in someone	3	.0019	+0.36
Receiving honest information	3	.0019	+0.36

System	Structure	Proportion	Z-Score
Someone is being truthful to you	3	.0019	+0.36
Telling the complete truth	3	.0019	+0.36
Telling the whole truth	3	.0019	+0.36
To always be told the truth	3	.0019	+0.36
To be straight up with you	3	.0019	+0.36
Told the truth about situations	3	.0019	+0.36
Trusting one's abilities	3	.0019	+0.36
A good environment	2	.0009	-0.14
Actions are consistent with standards	2	.0009	-0.14
Ask questions	2	.0009	-0.14
Be hardworking	2	.0009	-0.14
Being able to unconditionally trust someone	2	.0009	-0.14
Being alert	2	.0009	-0.14
Being allowed to know the truth	2	.0009	-0.14
Being candid	2	.0009	-0.14

System	Structure	Proportion	Z-Score
Being dealt with in an open manner	2	.0009	-0.14
Being dependable	2	.0009	-0.14
Being faithful	2	.0009	-0.14
Being helpful	2	.0009	-0.14
Being informed about one's career	2	.0009	-0.14
Being informed of one's workplace role	2	.0009	-0.14
Being kept informed of facts	2	.0009	-0.14
Being led to the truth	2	.0009	-0.14
Being supported	2	.0009	-0.14
Being told the truth about work-related matters	2	.0009	-0.14
Being told the whole truth by colleagues	2	.0009	-0.14
Being told things up front	2	.0009	-0.14
Being treated properly	2	.0009	-0.14
Being treated right	2	.0009	-0.14

System	Structure	Proportion	Z-Score
Being ultra-forward in communicating information	2	.0009	-0.14
Being well informed	2	.0009	-0.14
Builds confidence	2	.0009	-0.14
Clarity	2	.0009	-0.14
Colleagues are interested in your welfare	2	.0009	-0.14
Communicating honestly	2	.0009	-0.14
Customers are honest	2	.0009	-0.14
Doing good things for you	2	.0009	-0.14
Doing what is expected	2	.0009	-0.14
Doing what is requested	2	.0009	-0.14
Does not keep information	2	.0009	-0.14
Everyone is working together	2	.0009	-0.14
Gaining someone's trust	2	.0009	-0.14
Given full information	2	.0009	-0.14
Given timely information	2	.0009	-0.14

System	Structure	Proportion	Z-Score
Good communication with colleagues	2	.0009	-0.14
Having a company that cares	2	.0009	-0.14
Having access to all the facts	2	.0009	-0.14
Having an open relationship	2	.0009	-0.14
Having trust with someone	2	.0009	-0.14
Interacts directly	2	.0009	-0.14
Improving professionally	2	.0009	-0.14
Keeping one's word	2	.0009	-0.14
Keeping things up front	2	.0009	-0.14
Letting me know that motives are true	2	.0009	-0.14
Loyalty	2	.0009	-0.14
Maintaining confidentiality	2	.0009	-0.14
Not being allowed to believe falsities	2	.0009	-0.14
Not being contradictory	2	.0009	-0.14
Not being intentionally lied to	2	.0009	-0.14

System	Structure	Proportion	Z-Score
Not being misleading	2	.0009	-0.14
Not being used	2	.0009	-0.14
Not going to tell you what you want to hear	2	.0009	-0.14
Not led to believe something untrue	2	.0009	-0.14
Not left in the dark	2	.0009	-0.14
Not lied to about work-related issues	2	.0009	-0.14
Not misled for personal gain	2	.0009	-0.14
Not trying to get something from me	2	.0009	-0.14
One enjoys work	2	.0009	-0.14
Open	2	.0009	-0.14
Opportunities for trust	2	.0009	-0.14
Others are truthful with you	2	.0009	-0.14
Others do not embellish the truth	2	.0009	-0.14
Others give genuine advice	2	.0009	-0.14
Others give true advice	2	.0009	-0.14

System	Structure	Proportion	Z-Score
Perceptions are accurate	2	.0009	-0.14
Providing complete information	2	.0009	-0.14
Presenting true facts for gain	2	.0009	-0.14
Respecting other people's ideas	2	.0009	-0.14
Seeing through others' lies	2	.0009	-0.14
Someone acknowledges one's ideas	2	.0009	-0.14
Someone is being truthful	2	.0009	-0.14
Someone tells you the truth	2	.0009	-0.14
Things are on the up and up	2	.0009	-0.14
To be given guidance	2	.0009	-0.14
To be told the truth	2	.0009	-0.14
To not be lied to	2	.0009	-0.14
To not lie	2	.0009	-0.14
Truth	2	.0009	-0.14
Truth is told up front	2	.0009	-0.14
Trust is retained	2	.0009	-0.14

System	Structure	Proportion	Z-Score
When others tell the truth	2	.0009	-0.14
A good recommendation	1	.0004	-0.39
A healty work environment	1	.0004	-0.39
A positive atmosphere	1	.0004	-0.39
A positive working environment	1	.0004	-0.39
A regular day	1	.0004	-0.39
A workplace honors one's opinion	1	.0004	-0.39
Able to make decisions	1	.0004	-0.39
Able to tell the boss about how well you do your job	1	.0004	-0.39
Able to work it out	1	.0004	-0.39
Achieving things without lying	1	.0004	-0.39
All cards are on the table	1	.0004	-0.39
Always told the full truth	1	.0004	-0.39
Am told everything	1	.0004	-0.39
An atmosphere where people are given proper reward	1	.0004	-0.39

System	Structure	Proportion	Z-Score
An environment of total communication	1	.0004	-0.39
An environment where one's colleagues are trustworthy	1	.0004	-0.39
An honest environment	1	.0004	-0.39
Avoid being manipulated	1	.0004	-0.39
Beating others at their own game	1	.0004	-0.39
Be given the right course of action	1	.0004	-0.39
Be told all of the consequences	1	.0004	-0.39
Be truthfully informming	1	.0004	-0.39
Being able to perceive dishonesty	1	.0004	-0.39
Being able to see how others are trying to deceive you	1	.0004	-0.39
Being alert at work	1	.0004	-0.39
Being allowed to do whatever I want to do	1	.0004	-0.39
Being allowed to form personal opinions	1	.0004	-0.39
Being aware	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Being considerate	1	.0004	-0.39
Being consistent	1	.0004	-0.39
Being credited for one's accomplishments	1	.0004	-0.39
Being forthright	1	.0004	-0.39
Being forthright with intentions	1	.0004	-0.39
Being given a choice without pressure	1	.0004	-0.39
Being given information	1	.0004	-0.39
Being given money I deserve	1	.0004	-0.39
Being happy for others	1	.0004	-0.39
Being honest about everything	1	.0004	-0.39
Being in a friendly environment	1	.0004	-0.39
Being in a social environment	1	.0004	-0.39
Being in a workable environment	1	.0004	-0.39
Being informed about colleagues	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Being informed of the nature of the situation	1	.0004	-0.39
Being involved in an ethical environment	1	.0004	-0.39
Being kept informed	1	.0004	-0.39
Being kept involved	1	.0004	-0.39
Being knowledgeable of information	1	.0004	-0.39
Being on your toes	1	.0004	-0.39
Being paid fairly	1	.0004	-0.39
Being prepared that anyone could hear what you have to say	1	.0004	-0.39
Being represented truthfully	1	.0004	-0.39
Being responsible	1	.0004	-0.39
Being sure of what one is being told	1	.0004	-0.39
Being talked to when something may be going wrong	1	.0004	-0.39
Being told all of the options	1	.0004	-0.39
Being told exactly what you will get in return	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Being told the absolute truth	1	.0004	-0.39
Being told the actual truth	1	.0004	-0.39
Being told the facts	1	.0004	-0.39
Being told what I am supposed to be told	1	.0004	-0.39
Being told what others are going to go through with	1	.0004	-0.39
Being treated with equality	1	.0004	-0.39
Being truthful in character	1	.0004	-0.39
Being truthful to colleagues	1	.0004	-0.39
Being truthful to someone's face	1	.0004	-0.39
Best environment for team spirit	1	.0004	-0.39
Can rely on the person's integrity	1	.0004	-0.39
Changes occur with your knowledge	1	.0004	-0.39
Colleagues are at peace	1	.0004	-0.39
Colleagues are forthright	1	.0004	-0.39
Colleagues are reliable	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Colleagues do not deceive you	1	.0004	-0.39
Colleagues mean what they say	1	.0004	-0.39
Colleagues refrain from spreading rumors	1	.0004	-0.39
Communication with no misintent	1	.0004	-0.39
Competition in climbing the ladder is tough	1	.0004	-0.39
Complete communication	1	.0004	-0.39
Complete discourse	1	.0004	-0.39
Complete openness	1	.0004	-0.39
Communicated true facts about work	1	.0004	-0.39
Consideration of one's opinion	1	.0004	-0.39
Correct actions	1	.0004	-0.39
Correct behavior	1	.0004	-0.39
Correct deeds with no malice	1	.0004	-0.39
Colleagues carry out their duties	1	.0004	-0.39
Colleagues help me	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Dealt with in a straight-out fashion	1	.0004	-0.39
Discussion of someonthing before they do it	1	.0004	-0.39
Displaying a keen sense	1	.0004	-0.39
Do not do it	1	.0004	-0.39
Do not let others be involved in your responsibilities	1	.0004	-0.39
Do not play games	1	.0004	-0.39
Do not take credit for other people's work	1	.0004	-0.39
Doing more than is requested	1	.0004	-0.39
Doing parts equally	1	.0004	-0.39
Doing the right thing	1	.0004	-0.39
Effective communication skills	1	.0004	-0.39
Equal chances distributed among all colleagues	1	.0004	-0.39
Everyone is happy	1	.0004	-0.39
Everyone is in agreement	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Everyone is forthright	1	.0004	-0.39
Everyone should prosper	1	.0004	-0.39
Facts are out in the open	1	.0004	-0.39
Fair share of work	1	.0004	-0.39
Feels correct	1	.0004	-0.39
Filling others in	1	.0004	-0.39
Finding things out for oneself	1	.0004	-0.39
Following professional standards of trust	1	.0004	-0.39
For the truth to be policy	1	.0004	-0.39
For things to be the way they are	1	.0004	-0.39
Full communication	1	.0004	-0.39
Full workmanship	1	.0004	-0.39
Fully aware of the environemnt one is in	1	.0004	-0.39
Given a fair chance	1	.0004	-0.39
Given instructions in good faith	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Giving good advice	1	.0004	-0.39
Giving people the whole truth	1	.0004	-0.39
Good communication	1	.0004	-0.39
Having a friend that does not use you	1	.0004	-0.39
Have a common interest in completing job tasks	1	.0004	-0.39
Have a good workplace	1	.0004	-0.39
Have a trusting environment	1	.0004	-0.39
Having a sense of trust	1	.0004	-0.39
Having a truthful line of communication	1	.0004	-0.39
Having an open-door policy	1	.0004	-0.39
Having integrity	1	.0004	-0.39
Helpful communication	1	.0004	-0.39
Honestly working for the good of the company	1	.0004	-0.39
Instructed to do something for company's betterment	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Interacts in an open manner	1	.0004	-0.39
Is special	1	.0004	-0.39
Involved up front	1	.0004	-0.39
Keep in good standing with others	1	.0004	-0.39
Knowing all that is necessary	1	.0004	-0.39
Knowing every bad	1	.0004	-0.39
Knowing every good	1	.0004	-0.39
Knowing if others are making something up	1	.0004	-0.39
Knowing if others are on your side	1	.0004	-0.39
Knowing others' intentions	1	.0004	-0.39
Knowledge of things as they are	1	.0004	-0.39
Knowledgeable of work being passed on	1	.0004	-0.39
Leading in the way that it is	1	.0004	-0.39
Letting me know that motives are honest	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Letting me take appropriate action	1	.0004	-0.39
Level of security maintained in the workplace	1	.0004	-0.39
Living up to my duty	1	.0004	-0.39
Makes for a better workplace	1	.0004	-0.39
Making a conscious effort to tell the plain truth	1	.0004	-0.39
Making sure it's the right information	1	.0004	-0.39
Minding one's own business	1	.0004	-0.39
Must be proactive	1	.0004	-0.39
No abrupt changes	1	.0004	-0.39
No effort to provide false information	1	.0004	-0.39
No gossip	1	.0004	-0.39
No ladder climbing	1	.0004	-0.39
No one misinforms you	1	.0004	-0.39
No secrets	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Not being deliberately deceived	1	.0004	-0.39
Not being fooled	1	.0004	-0.39
Not being left in the dark	1	.0004	-0.39
Not being misued	1	.0004	-0.39
Not being sold out	1	.0004	-0.39
Not being taken in by everything you see	1	.0004	-0.39
Not believing everything one hears at work	1	.0004	-0.39
Not buying into others' lines	1	.0004	-0.39
Not engaging in activities that upset colleagues	1	.0004	-0.39
Not falling for dishonest actions	1	.0004	-0.39
Not hiding the truth	1	.0004	-0.39
Not led to believe falsities	1	.0004	-0.39
Not leading you astray	1	.0004	-0.39
Not leaving things unsaid	1	.0004	-0.39
Not misleading about information	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Not misled by colleagues	1	.0004	-0.39
Not misled in any manner	1	.0004	-0.39
Not out for empire building	1	.0004	-0.39
Not out for personal gain	1	.0004	-0.39
Not pretending to be something you are not	1	.0004	-0.39
Not saying mean things	1	.0004	-0.39
Not saying rude things	1	.0004	-0.39
Not trusting anyone	1	.0004	-0.39
Not trying to get something from me	1	.0004	-0.39
Not withholding anything	1	.0004	-0.39
Nothing is being kept from you	1	.0004	-0.39
Nothing is held back	1	.0004	-0.39
Nothing done behind one's back	1	.0004	-0.39
Nothing occurs without your prior knowledge	1	.0004	-0.39

System	Structure	Proportion	Z-Score
OK	1	.0004	-0.39
One can act on correct knowledge	1	.0004	-0.39
One can count on other employees	1	.0004	-0.39
One is free to do one's job	1	.0004	-0.39
One is fully aware	1	.0004	-0.39
One is given a contract that is agreeable	1	.0004	-0.39
One is satisfied with where they are	1	.0004	-0.39
One is told everything	1	.0004	-0.39
One is truthful in motives	1	.0004	-0.39
Open working conditions	1	.0004	-0.39
Other person is unsuccessful in the deception	1	.0004	-0.39
Other person makes no effort to deceive	1	.0004	-0.39
Others are always forthright	1	.0004	-0.39
Others are being cool	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Others are fair	1	.0004	-0.39
Others do not take advantage of you	1	.0004	-0.39
Others honest in their actions	1	.0004	-0.39
Others honest in their words	1	.0004	-0.39
Others are always good to you	1	.0004	-0.39
Others are on your side	1	.0004	-0.39
Others are truthful in their conduct	1	.0004	-0.39
Others like you	1	.0004	-0.39
Others tell you their opinion	1	.0004	-0.39
Others work in your best interest	1	.0004	-0.39
Participative management	1	.0004	-0.39
People want you to succeed at what you do	1	.0004	-0.39
Person backs one up	1	.0004	-0.39
Person that promotes good	1	.0004	-0.39
People are non-manipulative	1	.0004	-0.39

System	Structure	Proportion	Z-Score
People are reliable	1	.0004	-0.39
Providing good explanation	1	.0004	-0.39
Providing the facts	1	.0004	-0.39
Pure motivation	1	.0004	-0.39
Real mistakes are made	1	.0004	-0.39
Really good	1	.0004	-0.39
Receiving open information	1	.0004	-0.39
Reliable	1	.0004	-0.39
Respect other people	1	.0004	-0.39
Someone believes in you	1	.0004	-0.39
Someone does something they believe is right	1	.0004	-0.39
Someone helps me do a better job	1	.0004	-0.39
Someone is not trying to gain advantage	1	.0004	-0.39
Someone is positive toward you	1	.0004	-0.39
Someone notifies you when something may be going wrong	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Someone tells you something they honestly believe is right	1	.0004	-0.39
Someone who works with you	1	.0004	-0.39
Somone will tell you the whole story	1	.0004	-0.39
Stating the complete facts	1	.0004	-0.39
Stating things at its face value	1	.0004	-0.39
Sticking up for you	1	.0004	-0.39
Take a person for who they are, not as you would like them to be	1	.0004	-0.39
Taking equal credit for work performed	1	.0004	-0.39
Tell someone everything	1	.0004	-0.39
Tell the absolute truth	1	.0004	-0.39
Telling me they do something and they do it	1	.0004	-0.39
Telling others what they also believe is true	1	.0004	-0.39
That one is worthy of their hire	1	.0004	-0.39

System	Structure	Proportion	Z-Score
There are no secrets	1	.0004	-0.39
There is no pretense	1	.0004	-0.39
The way life should be	1	.0004	-0.39
The workplace respects your abilities	1	.0004	-0.39
Things are clarified	1	.0004	-0.39
This is ideal	1	.0004	-0.39
Timely deeds with no malice	1	.0004	-0.39
To be a well-respected worker	1	.0004	-0.39
To be genuine	1	.0004	-0.39
To be given breaks	1	.0004	-0.39
To be given equal access	1	.0004	-0.39
To be given fair notice	1	.0004	-0.39
To be given vacations	1	.0004	-0.39
To be hardworking	1	.0004	-0.39
To edify me	1	.0004	-0.39

System	Structure	Proportion	Z-Score
To trust each other	1	.0004	-0.39
To work together	1	.0004	-0.39
Told outright how things are	1	.0004	-0.39
Told the utmost truth	1	.0004	-0.39
Treated kindly	1	.0004	-0.39
Treated with dignity	1	.0004	-0.39
Treating others as you would want to be treated	1	.0004	-0.39
Trust is established	1	.0004	-0.39
Trust that can generate better outcomes	1	.0004	-0.39
Trusting others in a different way than before	1	.0004	-0.39
Truthful	1	.0004	-0.39
When everyone gets along	1	.0004	-0.39
When others represent true beliefs	1	.0004	-0.39
When someone does not rat on you	1	.0004	-0.39
Working cooperatively	1	.0004	-0.39

System	Structure	Proportion	Z-Score
Working for better results	1	.0004	-0.39
Working for better work relations	1	.0004	-0.39
Working in a peaceful atmosphere	1	.0004	-0.39
Working in a relaxed atmosphere	1	.0004	-0.39
Working in a constructive environment	1	.0004	-0.39
Working in a fair environment	1	.0004	-0.39
Working in an honest atmosphere	1	.0004	-0.39
Working in an honest environment	1	.0004	-0.39
Working well with one another	1	.0004	-0.39
Workplace is more relaxed	1	.0004	-0.39
You are pretty intelligent	1	.0004	-0.39
You are pretty sharp	1	.0004	-0.39
You are smarter	1	.0004	-0.39
You can count on that person	1	.0004	-0.39
You demand the respect of others	1	.0004	-0.39

System	Structure	Proportion	Z-Score
You know the whole story	1	.0004	-0.39
You rely on yourself	1	.0004	-0.39
You work with people who care about their job	1	.0004	-0.39
You work with people who care about you	1	.0004	-0.39

Appendix H

Themes of Sender-Based Deceptive Workplace Communication

Theme	Accounts	Proportion
Lying		
To lie	40	.0201
To lie to someone	38	.0191
Lying to others	28	.0141
To lie for personal gain	21	.0106
Lying to colleagues	15	.0075
To lie to someone at work	12	.0060
Telling lies	7	.0035
To lie about work	5	.0025
To lie about yourself	4	.0020
To purposefully lie	3	.0015
Lie to accomplish some end	2	.0010
Lying about others	2	.0010
To lie covertly	2	.0010
To lie for protection	2	.0010
To lie through information	2	.0010
Lying to cover up	1	.0005
Lying to undermine	1	.0005
Providing a partial lie	1	.0005
To lie by commission	1	.0005
To lie by omission	1	.0005
To lie subtley	1	.0005
(Mis)Giving Information		
Withholding information	24	.0121
Falsifying information	10	.0050
To misinform	8	.0040
Keeping information	7	.0035
Providing false information	7	.0035
Providing inaccurate information	6	.0030
To distort information	6	.0030
Holding information	3	.0015
Not providing pertinent information	3	.0015

Theme	Accounts	Proportion
(Mis)Giving Information (continued)		
Providing incomplete information	3	.0015
Providing incorrect information	3	.0015
Provide misleading information	3	.0015
Providing wrong information	3	.0015
Not providing best information	2	.0010
To provide part of the information	2	.0010
To purposely provide information	2	.0010
Adding information	1	.0005
Controlling information	1	.0005
Letting others rely on untrue information	1	.0005
Misusing information	1	.0005
Not letting others know information	1	.0005
Not providing all information	1	.0005
Not providing full information	1	.0005
Not providing proper information	1	.0005
Not providing total information	1	.0005
Providing bad information	1	.0005
Providing misinformation	1	.0005
Providing skewed information	1	.0005
Providing stale information	1	.0005
To alter information	1	.0005
To manipulate information	1	.0005
To misrepresent information	1	.0005
To omit information	1	.0005
Using information	1	.0005
Persuasion		
Getting someone to believe one way	35	.0176
Getting someone to do something	9	.0045
Making others think differently	4	.0020
Being convincing	3	.0015
Making others believe something that is not true	2	.0010
Influence work performance of someone else	1	.0005
Position someone to have a particular opinion	1	.0005
Try to get them to work better	1	.0005

Theme	Accounts	Proportion
Fraud		
Tricking someone	25	.0126
Taking credit for someone else	6	.0030
To fool	5	.0025
Pretending to be someone I am not	3	.0015
To steal	3	.0015
Receiving something that I did not deserve	2	.0010
Stealing money	2	.0010
Tricking a colleague	2	.0010
Giving a false impression	1	.0005
Passing work off as your own	1	.0005
To dupe	1	.0005
(Mis)Leading		
To mislead a colleague	22	.0110
To mislead someone	19	.0095
To lead someone to believe something	14	.0070
To mislead others	12	.0060
To mislead for personal gain	7	.0035
To lead someone the wrong way	6	.0030
To mislead	5	.0025
To lead someone astray	4	.0020
To lead astray	2	.0010
To lead a colleague to believe something	1	.0005
To lead someone against their belief system	1	.0005
(Mis)Direction		
Telling someone to do something wrong	3	.0015
Knowingly give wrong advice	2	.0010
Giving wrong directions	1	.0005
Misdirecting someone	1	.0005
Telling someone to do a job incorrectly	1	.0005
To misguide	1	.0005
To steer someone the wrong way	1	.0005

Theme	Accounts	Proportion
(Dis)Honesty		
To be dishonest	17	.0085
To not be completely honest	10	.0050
(Mis)Representing Truth		
Not telling the truth	14	.0070
Saying something that is not true	10	.0050
Being untruthful	9	.0045
Not telling the whole truth	7	.0035
To tell others the parial truth	7	.0035
Telling half-truths	6	.0030
To misrepresent the truth	6	.0030
Keep the truth from someone	5	.0025
Telling untruths	4	.0020
To withhold the truth	3	.0015
Being less than truthful	2	.0010
Disregarding the truth	1	.0005
Implying something contrary to the truth	1	.0005
Keeping the truth from someone	1	.0005
Presenting an untrue fact for personal gain	1	.0005
Interaction (In)Competencies		
Creating misunderstanding	4	.0020
To confuse	2	.0010
To slant facts	2	.0010
Deliberately tell something that is false	1	.0005
Gossip	1	.0005
Intentionally miscommunicate	1	.0005
Knowingly communicate something false	1	.0005
To not say anything	1	.0005
To say what is when it is not	1	.0005
No Directness		
Not being forthright	2	.0010
Not telling everything	2	.0010

Theme	Accounts	Proportion
No Directness (continued)		
To not be forthcoming	1	.0005
Elusion		
Going behind their back	20	.0100
To cheat	14	.0070
Making decisions without informing	6	.0030
Withholding true motives	2	.0010
Going around others	1	.0005
To do something sneaky	1	.0005
Using a cover	1	.0005
No Disclosure		
Not disclosing all conditions	1	.0005
No Openness		
Not being open	1	.0005
Hypocricy		
Making empty promises	10	.0050
Telling colleagues one thing while doing another	2	.0010
To say something different from what you are thinking	2	.0010
Being two-faced	1	.0005
Breaking one's word to others	1	.0005
Made to act in a way that I usually do not	1	.0005
Telling others what they want to hear	1	.0005
Evasion		
Getting away with something	3	.0015
To achieve a particular result without the other person's knowledge	1	.0005

Theme	Accounts	Proportion
Betrayal		
To betray a colleague	10	.0050
Backstabbing	5	.0025
Breaking confidences	4	.0020
To betray their confidence	4	.0020
Talking about someone behind their back	2	.0010
To betray the trust of someone	2	.0010
Not being secretive when asked to do so	1	.0005
Talk badly about someone	1	.0005
No Support		
Not helping out	9	.0045
Shrewdness		
Taking advantage of others	9	.0045
To manipulate someone	7	.0035
Taking advantage of colleagues	5	.0025
Stealing someone's ideas	4	.0020
Getting another person to do tasks for you	2	.0010
To manipulate others' perceptions	2	.0010
Using someone for personal benefit	2	.0010
Using someone without their knowledge	2	.0010
Doing something for my benefit	1	.0005
Giving someone else more work	1	.0005
Misusing assistance	1	.0005
Saying you have authority when you don't	1	.0005
Stealing customers	1	.0005
Taking someone else's time	1	.0005
To make others do more	1	.0005
To use someone to get what I want	1	.0005
(Mis)Trust		
Breaking trust	7	.0035
Not being trustworthy	2	.0010

Theme	Accounts	Proportion
Malevolence		
Intentionally make others look bad	5	.0025
Making someone's performance look bad	5	.0025
Someone going to the boss about you	5	.0025
To sabotage efforts	4	.0020
Undermining someone's productivity	4	.0020
Stepping on someone	3	.0015
To get someone in trouble	3	.0015
Putting others down	2	.0010
To frame someone	2	.0010
To undercut people you work with	2	.0010
To underhand someone	2	.0010
Being unkind	1	.0005
Conniving	1	.0005
Doing something crazy to them	1	.0005
Getting a person demoted	1	.0005
Getting a person fired	1	.0005
Getting others in trouble	1	.0005
Do things that effect someone's work performance	1	.0005
Doing something to someone that is untrue	1	.0005
Knowingly do something that would jeopardize the job of a colleague	1	.0005
Knowingly say something that would jeopardize the job of a colleague	1	.0005
Make it look like someone else did something	1	.0005
Say things that affect someone's work performance	1	.0005
Setting others up	1	.0005
To double-cross	1	.0005
To maliciously do something to someone else	1	.0005
To ruin someone's reputation	1	.0005
To screw somebody	1	.0005
To sell someone out	1	.0005
To snitch	1	.0005
To take their position	1	.0005

Theme	Accounts	Proportion
Malevolence (continued)		
Trying to piss others off	1	.0005
Turning colleagues against each other	1	.0005
Wrongdoing		
Doing something that is wrong	4	.0020
(Mis)Representation		
To misrepresent someone	5	.0025
To misrepresent something	4	.0020
To misrepresent	3	.0015
Making something appear what it is not	2	.0010
Make a job look better than it really is	1	.0005
To misrepresent myself	1	.0005
To portray something that is not accurate	1	.0005
Concealment		
Hiding something[change in table1]	4	.0020
To hide something	3	.0015
Making sure others do not know as much as you do	2	.0010
Not letting someone know all they need to know	2	.0010
To conceal facts	2	.0010
Leaving someone in the dark	1	.0005
Leaving stuff so others cannot find it	1	.0005
Moving stuff so others cannot find it	1	.0005
Not letting others in	1	.0005
Not telling others what you are really thinking	1	.0005
To omit facts	1	.0005

Theme	Accounts	Proportion
(Ir)Responsibility		
Not following through	4	.0020
Not completing something to the best of one's ability	3	.0015
Not living up to your commitment	2	.0010
Being an unfaithful colleague	2	.0010
Avoiding responsibility	1	.0005
Borrowing money and not returning it	1	.0005
Leaving early	1	.0005
Not being responsible for your job	1	.0005
Not doing the entire job	1	.0005
Not doing the work asked of you	1	.0005
Not showing up	1	.0005
Delusion		
Having a false sense of stability	1	.0005
Paranoia	1	.0005
A colleague who cannot deal with reality	1	.0005
Competition		
Being competitive	2	.0010
Self Promotion		
Getting ahead	2	.0010
Getting what one wants	2	.0010
Making oneself look like the perfect employee	2	.0010
Trying to get ahead	2	.0010
Acting as if I want to help	2	.0010
Advancing oneself	1	.0005
Being self-centered	1	.0005
Bettering oneself	1	.0005
Gain advancement	1	.0005
Looking out only for oneself	1	.0005
Making yourself look good	1	.0005
Maliciously do something to elevate myself	1	.0005

Theme	Accounts	Proportion
Self Promotion (continued)		
Promoting oneself	1	.0005
Putting yourself first	1	.0005
Self-serving	1	.0005
Swapping shifts when not needed	1	.0005
To have an agenda	1	.0005
To obtain personal advantage	1	.0005
To obtain personal gain	1	.0005
To scheme	1	.0005
Trying to move ahead of someone	1	.0005
No Integrity		
Violating ethics	2	.0010
You are a loser	1	.0005
The colleague is weak	1	.0005
Initiation		
Being the instigator	2	.0010
Being the active participant	1	.0005
Causing problems	1	.0005
It is done intentionally	1	.0005
Initiating certain circumstances	1	.0005
(Un)Fairness		
Not being fair	5	.0025
(No) Relationship Maintenance		
Being polite	2	.0010
Creating faulty alliances	1	.0005
Letting someone feel that they can confide in me	1	.0005
Not giving someone their time	1	.0005
Not interested in the best for others	1	.0005
Playing practical jokes	1	.0005
Pretending to have a friendship	1	.0005
Relationships are very uncomfortable	1	.0005
Working relationships are strained	1	.0005
You do not care for the person	1	.0005

Theme	Accounts	Proportion
Workplace Environment		
Counterproductivity	2	.0010
Dangerous for the whole group	1	.0005
Not being a team player	1	.0005
(Un)Professionalism		
You do not like the person	2	.0010
Boundary Conditions		
Wouldn't know	3	.0015
Are few cases where this is warranted	1	.0005
May be about work	1	.0005
May not be about work	1	.0005
May be inside the workplace	1	.0005
May be outside the workplace	1	.0005
Must be balanced by factors that have a direct bearing on company success		.0005
(No)Respect		
Disrespecting space	1	.0005
Lowering one's character standards	1	.0005
Outcomes		
Losing one's credibility	1	.0005
Loss of conscious	1	.0005
Loss of self-esteem	1	.0005
Placing one's job on the line	1	.0005
(No) Work Ethic		
Not giving your all	1	.0005

Appendix I

Themes of Sender-Based Non-Deceptive Workplace Communication

Theme	Accounts	Proportion
Honesty		
Being honest	60	.0302
Being honest with colleagues	48	.0242
Honesty	24	.0121
Being completely honest	13	.0065
Being honest regarding work	11	.0055
Always being honest	10	.0050
Be honest with others	10	.0050
Being honest about information	4	.0020
Being totally honest	4	.0020
Being honest about yourself	3	.0015
Being honest in my actions	3	.0015
For someone to be honest	3	.0015
Treating someone honestly	3	.0015
Being honest in my deeds	2	.0010
Being honest in my motives	2	.0010
Being honest in your words	2	.0010
Being honest with customers	2	.0010
Being honest with everyone	2	.0010
Being honest with someone else	2	.0010
Being treated honestly	2	.0010
Being honest about mistakes	1	.0005
Being honest about one's abilities	1	.0005
Being honest about things	1	.0005
Being honest about what you know	1	.0005
Being honest with the person	1	.0005
Being truly honest	1	.0005
Letting people know how you honestly feel	1	.0005
Others being honest	1	.0005
Others being honest with me	1	.0005
Trying to be as honest as possible	1	.0005

Theme	Accounts	Proportion
(No)Lying		
Not lying to someone	14	.0070
Not to lie	13	.0065
Not to lie to colleagues	7	.0035
No lying about work	4	.0020
Representing Truth		
Being truthful	20	.0100
Telling the truth	17	.0086
Being truthful to colleagues	10	.0050
Telling the complete truth	9	.0045
Telling others the truth	7	.0035
Telling the truth on work-related matters	6	.0030
Truthful communication	6	.0030
Communicate the truth as you know it	5	.0025
Telling someone the truth	5	.0025
Being truthful all the time	4	.0020
Being truthful to someone	4	.0020
Telling colleagues the truth	4	.0020
You are told the truth	4	.0020
Being truthful in your conduct	3	.0015
Being truthful at work	2	.0010
Being truthful with everyone	2	.0010
Maintaining one's truthfulness	2	.0010
Being as truthful as you can	1	.0005
Being true with what you say	1	.0005
Giving Information		
Giving correct information	17	.0086
Being kept informed	10	.0050
Providing accurate information	9	.0045
Providing all information that one has	7	.0035
No withholding of information	5	.0025
Giving enough information to do the job	4	.0020
Providing true information	4	.0020

Theme	Accounts	Proportion
Giving Information (continued)		
Having access to information	3	.0015
Not giving false information	3	.0015
Providing all of the important information	3	.0015
Not keeping any information	2	.0010
Providing complete information	2	.0010
Providing honest information	2	.0010
Providing pertinent information	2	.0010
Providing timely information	2	.0010
Giving all relevant information	2	.0010
Being given positive information	1	.0005
Giving genuine information	1	.0005
Keeping information circulated	1	.0005
Not being misinformed	1	.0005
Not volunteering false information	1	.0005
Providing open information	1	.0005
Sharing information needed	1	.0005
Trust		
Being trustworthy	12	.0060
Placing trust in others	7	.0035
Others trust you	6	.0030
Trust colleagues you work with	4	.0020
Trust	3	.0015
Not breaking bonds of trust	1	.0005
Not misusing someone's trust	1	.0005
Trust oneself	1	.0005
Respect		
Respecting others	15	.0075
Respect people's ideas	2	.0010
Respect for oneself	1	.0005
Fairness		
Being fair with colleagues	10	.0050
Treating people fairly	7	.0035
Being fair	4	.0020
No unfair advantages	1	.0005

Theme	Accounts	Proportion
Directness		
Being up front	10	.0050
Being straightforward	9	.0045
Being up front with others	8	.0040
Being straight up	3	.0015
Being up front with colleagues	3	.0015
Tell it like it is	3	.0015
Being forthright	2	.0010
Being up front with information	2	.0010
Being up front with anyone	1	.0005
Being up front with decisions	1	.0005
Being up front with everything	1	.0005
Being candid	1	.0005
Being up front with actions	1	.0005
Tell colleagues what is going on	1	.0005
Disclosure		
Full disclosure	8	.0040
Honest disclosure	6	.0030
Complete disclosure	2	.0010
Disclose the truth	1	.0005
Disclosing all facts	1	.0005
Open disclosure	1	.0005
Direction		
Providing correct guidance	2	.0010
Being given the right course of action	1	.0005
Providing correct instructions	1	.0005
No Misleading		
Not purposefully misleading	9	.0045
Leading the way it actually is	5	.0025
Not to mislead	5	.0025
Not to mislead someone	3	.0015
Allowing a person to lead	2	.0010
Not to mislead colleagues	2	.0010
Leading someone to the truth	2	.0010

Theme	Accounts	Proportion
No Misleading (continued)		
Not to mislead people	1	.0005
Responsibility		
Doing one's job	7	.0035
Being responsible	6	.0030
Doing one's best	4	.0020
Doing what is expected	3	.0015
Being a good employee	2	.0010
Being reliable	2	.0010
Carrying out one's responsibilities	2	.0010
Do your own work	2	.0010
Being faithful to my obligations	1	.0005
Being a dependable employee	1	.0005
Accepting one's job	1	.0005
Doing what is requested of you	1	.0005
Doing what others ask	1	.0005
Finding things out for oneself	1	.0005
Living up to one's duty	1	.0005
Not being responsible for misconduct	1	.0005
One's action is correct	1	.0005
One's behavior is correct	1	.0005
Showing up on time	1	.0005
Working in place	1	.0005
Relationship Maintenance		
Developing trusting relationships	6	.0030
Having an open relationship	4	.0020
Treat others as you would want to be treated	4	.0020
Being a friend	3	.0015
Being considerate	3	.0015
Having a good relationship with colleagues	3	.0015
Getting along with colleagues	2	.0010
Being friendly	1	.0005
Being a true companion	1	.0005
Being cordial	1	.0005
Being courteous to others	1	.0005
Be genuine	1	.0005

Theme	Accounts	Proportion
Relationship Maintenance		
Being oneself	1	.0005
Being real	1	.0005
Acting prosocially	1	.0005
Being nice	1	.0005
Being on others' level	1	.0005
Being proactive	1	.0005
Do not deceive colleagues	1	.0005
Giving others the benefit of the doubt	1	.0005
I like them	1	.0005
Knowing one's colleagues	1	.0005
Maintain close relationships	1	.0005
Making no effort to deceive	1	.0005
Showing that you care	1	.0005
Taking people for who they are	1	.0005
Tell everybody who well they work	1	.0005
Tell everyone how you feel	1	.0005
Tell others about things that involve you	1	.0005
Tell others the benefits of their work	1	.0005
Tell someone their ideas are good	1	.0005
Treating others equally	1	.0005
Treating others with dignity	1	.0005
Treating others with kindness	1	.0005
Treating people honorably	1	.0005
Trying to cooperate with one's colleagues	1	.0005
No Fraud		
Not tricking others	6	.0030
Not cheating others	4	.0020
Receiving proper credit	3	.0015
Not taking credit for others' work	2	.0010
Giving people proper credit	1	.0005
Support		
Being helpful	12	.0060
Encouraging others	3	.0015

Theme	Accounts	Proportion
Support		
Building others' confidence	2	.0010
Being happy for others	1	.0005
Giving genuine advice	1	.0005
Praising others' work	1	.0005
Someone believes in you	1	.0005
Stick up for colleagues	1	.0005
Interaction (In)Competencies		
Understanding among employees	7	.0035
Communicating effectively	6	.0030
Communicating honestly	4	.0020
Accurate perceptions	3	.0015
Admitting one's mistakes	3	.0015
Being accurate	3	.0015
Being absolute	2	.0010
Being complete	2	.0010
Open communication	2	.0010
Explaining	2	.0010
Interacting honestly	2	.0010
No exaggerating	2	.0010
Being clear	1	.0005
Do not give false testimony	1	.0005
Confirm others' understanding	1	.0005
Discussing what one will do before they do it	1	.0005
Giving all perspectives	1	.0005
Interact in an open manner	1	.0005
Interacting with someone in a direct manner	1	.0005
Keeping people up to speed	1	.0005
Keeping your mouth shut	1	.0005
Miscommunication without malicious intent	1	.0005
No participation in gossip	1	.0005
Only answer questions that are asked	1	.0005
Providing accurate details	1	.0005
Speaking plainly	1	.0005
Working toward understanding	1	.0005

Theme	Accounts	Proportion
Providing Facts		
Providing only the facts	1	.0005
Do not waiver from the facts	1	.0005
Having all the facts given to you	1	.0005
Keeping all facts out in the open	1	.0005
Presenting a true fact for gain	1	.0005
Telling someone important facts about something	1	.0005
Openness		
Being open	13	.0065
Being open with others	2	.0010
Always being open	1	.0005
Being completely open	1	.0005
Being open about what you know	1	.0005
Tell everyone why you are doing things	1	.0005
Tell others your opinion	1	.0005
Tell people what you know	1	.0005
No Evasion		
Never evade the truth	1	.0005
Expectations		
Being told exactly what to expect	1	.0005
Being told what you will get in return	1	.0005
Clear expectations	1	.0005
No Betrayal		
Maintaining confidentiality	5	.0025
Not backstabbing	1	.0005
Not betraying one's colleagues	1	.0005
Others confide in me	1	.0005

Theme	Accounts	Proportion
No Misrepresentation		
Not making anything more or less of a situation	2	.0010
Stating things at its face value	1	.0005
No Hypocricy		
Keeping promises	4	.0020
Being a person of their word	2	.0010
Not being contradictory	2	.0010
Not making empty promises	2	.0010
Being consistent	1	.0005
Keeping one's word	1	.0005
No unexpected changes	1	.0005
Work toward what I say I do	1	.0005
No Elusion		
Not going behind people's backs	2	.0010
Not going around someone	1	.0005
Not going over someone	1	.0005
Not going under someone	1	.0005
No Concealment		
Letting others in on work issues	4	.0020
No secrets	2	.0010
Everything is out in the open	2	.0010
Being included	1	.0005
Allow others to know the truth	1	.0005
Do not leave anything out	1	.0005
Not hiding anything	1	.0005
Nothing is held back	1	.0005
Tell others everything	1	.0005
Tell others if you are thinking about quitting	1	.0005
Tell others when you do something wrong	1	.0005
Tell someone all of the situation	1	.0005

Theme	Accounts	Proportion
Integrity		
Being ethical	8	.0040
Pure motives	4	.0020
Maintaining one's integrity	4	.0020
Being moral	2	.0010
Being at peace	1	.0005
Doing the right thing	1	.0005
Having a conscience	1	.0005
Living by Christian principles	1	.0005
Succeeding on one's own merit	1	.0005
Working Environment		
Workplace conduct is fair	6	.0030
Teamwork	5	.0025
Working together	4	.0020
A good workplace	3	.0015
A regular day	1	.0005
An ideal workplace	1	.0005
Being involved in an honest environment	1	.0005
Everyone is doing their own thing	1	.0005
Everyone will prosper	1	.0005
Everthing goes smoothly	1	.0005
Having a common interest in completing job tasks	1	.0005
Keeping a business-like atmosphere	1	.0005
Keeping to one's business	1	.0005
Knowing where one stands	1	.0005
Strong work ethic	1	
Trying to better the organization	1	.0005
No Self Promotion		
No hidden agendas	3	.0015
Unselfish	1	.0005
Improving everyone's personal career	1	.0005
Showing others the benefits of their work	1	.0005

Theme	Accounts	Proportion
No Shrewdness		
Not letting people manipulate	3	.0015
Not using others	3	.0015
Not taking advantage	2	.0010
Do not control others	1	.0005
No ladder climbing	1	.0005
Not being jacked around	1	.0005
Not stealing customers	1	.0005
No Malevolence		
No ratting on others	2	.0010
Do not falsely accuse	1	.0005
Do not sell someone out	1	.0005
Do not snitch	1	.0005
Motives not injurious to others	1	.0005
Not to knowingly harm a colleague	1	.0005
No Delusion		
Do not let others think that everything is perfect	1	.0005
One should not worry about it	1	.0005
Work Ethic		
Doing more than the requested task	2	.0010
Making both parties more productive	2	.0010
Being productive	1	.0005
Giving all that you have	1	.0005
Making a difference	1	.0005
Promoting a uniform program of end results	1	.0005
Promoting a uniform program of production	1	.0005
Professionalism		
Being unbiased	1	.0005
Being objective	1	.0005
Being professional	1	.0005
Deal with matters accordingly	1	.0005

Theme	Accounts	Proportion
Awareness		
Knowing when one is being deceived	1	.0005
Making someone aware	1	.0005
No Persuasion		
Not able to be persuaded	1	.0005
Not getting oneself taken in	1	.0005
Boundary Conditions		
It is a standard to live by	1	.0005
Not a legal issue	1	.0005
This is ideal	1	.0005
Outcomes		
It feels correct	1	.0005
Less stress	1	.0005
Makes one feel good	1	.0005
OK	1	.0005
One is fearless	1	.0005
Really good	1	.0005
You feel better about yourself	1	.0005

Appendix J

Themes of Receiver-Based Deceptive Workplace Communication

Theme	Accounts	Proportion
Lying		
Being lied to	71	.0332
Being lied to by colleagues	27	.0126
Being lied to for personal gain	26	.0122
Someone lies to you	17	.0080
Being lied to at work	15	.0070
Being lied about	8	.0037
Others lie to you	8	.0037
Being lied to about work	6	.0028
Being told a lie	6	.0028
Being lied to in order to look bad	5	.0023
Being lied to on statements of fact	3	.0014
Being lied to for the sake of hurting others	3	.0014
Being lied to about personal lives	1	.0004
Being lied to at the expense of the organization	1	.0004
(Mis)Giving Information		
Providing false information	25	.0117
Withholding information	21	.0098
Being misinformed	10	.0047
Given wrong information	7	.0033
Not being told all information	7	.0033
Providing incorrect information	7	.0033
When information is kept from you	6	.0028
Giving inaccurate information	5	.0023
Omitting information	5	.0023
Given bad information	4	.0019
Providing misleading information	4	.0019
Holding information	3	.0014
Misgiving information	3	.0014
Not being given full information	3	.0014

Theme	Accounts	Proportion
(Mis)Giving Information (continued)		
Information wrongly manipulated	2	.0009
Offering untruthful information	2	.0009
Providing information that affects performance	2	.0009
Being provided skewed information	1	.0004
For information to be distorted	1	.0004
Giving incomplete information	1	.0004
Having information added	1	.0004
No receipt of positive information	1	.0004
Not being given total information	1	.0004
Not giving necessary information	1	.0004
Providing partial information	1	.0004
Revealing confidential information	1	.0004
Twisting information for one's benefit	1	.0004
When information is used against you	1	.0004
When no information is given	1	.0004
(Mis)Leading		
Being misled	16	.0075
Being misled by colleagues	16	.0075
Being purposefully misled	16	.0075
Being misled regarding work issues	14	.0065
Being led to believe something that is not true	13	.0061
Being misled into believing something	8	.0037
Being misled for personal gain	7	.0033
Being misled by someone	6	.0028
Being led to believe something that is false	5	.0023
Being misled with information	5	.0023
Being led astray	4	.0019
Being misled with issues of fact	4	.0019
Being led to believe something will never happen	3	.0014
Being led to believe something that is not fact	2	.0009
Being misled at work	2	.0009
Leading someone to your benefit	2	.0009

Theme	Accounts	Proportion
(Mis)Leading (continued)		
Being led to believe something against one's belief system	1	.0004
Being led to believe something different from reality	1	.0004
Being misled by something someone says	1	.0004
Leading one to a false conclusion	1	.0004
(Mis)Direction		
Being told to do something the wrong way	8	.0037
Being told to do something you are not supposed to do	5	.0023
Being misdirected by others for personal gain	3	.0019
Being misguided	2	.0009
Being given false guidance	1	.0004
Being given false instructions	1	.0004
Being misdirected	1	.0004
Being misdirected by someone	1	.0004
Directing actions	1	.0004
Providing wrong direction	1	.0004
Betrayal		
Being backstabbed	14	.0065
Talking behind one's back	5	.0023
Betrayal	3	.0014
Confidences being broken	2	.0009
Talked about	2	.0009
Being badmouthed	1	.0004
Being betrayed by a colleague	1	.0004
Betrayal of confidence	1	.0004
Confidentiality not kept	1	.0004
Fraud		
Being tricked	13	.0061
Taking credit for others' work	5	.0023
Tricked into doing something	5	.0023

Theme	Accounts	Proportion
Fraud (continued)		
Being fooled	4	.0019
Being stolen from	4	.0019
Being cheated	3	.0014
Being cheated out of success	3	.0014
Being tricked at work	3	.0014
Being tricked for personal gain	3	.0014
Colleagues making unauthorized decisions	3	.0014
Presenting a false situation	3	.0014
Someone tricks you	3	.0014
Stealing ideas	3	.0014
Being cheated by someone	2	.0009
Being fooled into believing something	2	.0009
Being fooled to humiliate	2	.0009
Being tricked into saying something	2	.0009
Cheating to get ahead	2	.0009
Declaring faulty authority	2	.0009
Tricked into believing something	2	.0009
Tricked into something	2	.0009
Being cheated by a colleague	1	.0004
Being cheated in the workplace	1	.0004
Being fooled by a colleague	1	.0004
Being fooled into doing something	1	.0004
Being fooled into something	1	.0004
Being fooled to lose face	1	.0004
Being fooled to respond to the deceiver's desire	1	.0004
Being hornswaggled	1	.0004
Someone trying to fool you	1	.0004
Stealing	1	.0004
To be duped	1	.0004
Trying to steal money	1	.0004
When anyone uses chicanery [sic]	1	.0004
(Dis)Honesty		
Others being dishonest	8	.0037
Colleagues being dishonest	7	.0033
Others dishonest for personal gain	4	.0019
Not being honest	2	.0009
Not being honest for personal gain	1	.0004

Theme	Accounts	Proportion
(Dis)Honesty (continued)		
Not honest about work-related matters	1	.0004
Someone is not honest	1	.0004
Persuasion		
Making one believe something that is not true	10	.0047
Allowing one to believe information that others know to be untrue	4	.0019
Made to think things are a certain way	4	.0019
Someone gets you to do something without your understanding	4	.0019
Actions influenced	1	.0004
Being convinced of something not true	1	.0004
Being given a false opinion on something	1	.0004
Getting me to believe something that is not true	1	.0004
Having me believe a lie	1	.0004
Influencing one's feelings	1	.0004
Opinions influenced	1	.0004
Someone making me believe something that is not true	1	.0004
Shrewdness		
Manipulated for others' gain	10	.0047
Taken advantage of	7	.0033
Being manipulated	4	.0019
Given more work	4	.0019
Manipulated with false information	4	.0019
Manipulated with incomplete information	4	.0019
Being used for others' benefit	3	.0014
Being used without one's knowledge	3	.0014
Manipulating the situation	3	.0014
Perks offered with ulterior motives	3	.0014
Taking advantage of a situation	3	.0014
Being given work	2	.0009

Theme	Accounts	Proportion
Shrewdness (continued)		
Helping others get what they want	2	.0009
Manipulated into believing something	2	.0009
Manipulated into doing something	2	.0009
Manipulated to affect one's image	2	.0009
Being someone's pawn	1	.0004
Being told to do more than what is necessary	1	.0004
Being used as someone's ladder	1	.0004
Manipulated to lessen productivity	1	.0004
Manipulatd with altered information	1	.0004
To be used	1	.0004
Trying to profit from you	1	.0004
Hypocricy		
Promises not kept	10	.0047
Saying one thing while meaning something else	9	.0042
Saying one thing whie doing another	8	.0037
Being told what I want to hear	2	.0009
Acting different from what they are thinking	1	.0004
Being two-faced	1	.0004
Kissing up to people they do not like	1	.0004
Saying they will help and they do not	1	.0004
Speaking differently from what one thinks	1	.0004
Malevolence		
Being made to look bad	9	.0042
Getting one into trouble	3	.0014
Being harassed	2	.0009
Being undermined	2	.0009
Colleaages spreading false ideas about someone	2	.0009
Having something done to you	2	.0009
Making one's work look bad	2	.0009
Someone trying to get you fired	2	.0009
Trying to get one in trouble	2	.0009

Theme	Accounts	Proportion
Malevolence (continued)		
Being accused of something I did not do	1	.0004
Being blackmailed	1	.0004
Being blamed	1	.0004
Being double-crossed	1	.0004
Being framed	1	.0004
Being harmed	1	.0004
Being sold out	1	.0004
Being tattled on	1	.0004
Being underhanded	1	.0004
Creating bad impressions of colleagues	1	.0004
Creating negative feelings for others	1	.0004
Creating negative image for others	1	.0004
Doing something hurtful	1	.0004
Getting turned into the boss	1	.0004
Going to the boss about you	1	.0004
Hampering advancement	1	.0004
Having rumors spread about you	1	.0004
Having work tampered with	1	.0004
Interfering with one's work	1	.0004
Making one feel uncomfortable	1	.0004
Making others think poorly of you	1	.0004
Others are trying to piss me off	1	.0004
Putting others down	1	.0004
Shift being taken	1	.0004
Someone affects job performance	1	.0004
Someone trying to get one's job	1	.0004
Saying unflattering things about you	1	.0004
Someone jeopardizing one's job	1	.0004
Taking my position	1	.0004
Trying to get one fired	1	.0004
(Mis)Representing Truth		
Someone being untruthful	9	.0042
Not being told the truth	9	.0042
To be knowingly told something that is not true	6	.0028
When the truth is exaggerated	6	.0028

Theme	Accounts	Proportion
(Mis)Representing Truth (continued)		
Being told things that are not true	5	.0023
Not being told the entire truth	5	.0023
Someone doe not tell the truth	5	.0023
Withholding the truth	5	.0023
Colleagues not telling the truth	4	.0019
Colleagues telling one that certain things are not true	4	.0019
Not being told the truth	4	.0019
Being told half-truths	2	.0009
Being told half-truths by colleages	2	.0009
Being told half-truths in order to accomplish something	2	.0009
Being under a false impression of the truth	2	.0009
Being untruthful to get ahead	2	.0009
Implying something untrue	2	.0009
Keeping one from knowing the truth	2	.0009
Not being given the entire truth	2	.0009
Colleagues being untruthful	1	.0004
Misconcluding the truth for personal gain	1	.0004
Not dealing with business matters truthfully	1	.0004
Not telling the complete truth	1	.0004
Not telling the total truth	1	.0004
Not told the truth about work issues	1	.0004
Others not being truthful with themselves	1	.0004
Others not telling the truth	1	.0004
Someone telling half-truths to not get in trouble	1	.0004
Self Promotion		
Trying to get ahead	8	.0037
Others making themselves look better	5	.0023
Doing anything to remain ahead	2	.0009
Having a hidden agenda	2	.0009
Seeking authority	2	.0009
Changing shifts unjustifiably	1	.0004
Others acting as if they want to help	1	.0004

Theme	Accounts	Proportion
Self Promotion (continued)		
Others are trying to advance themselves	1	.0004
Others being selfish	1	.0004
Others trying to one-up	1	.0004
Person is seeking power	1	.0004
(Ir)Responsibility		
When people do not follow through	7	.0033
When other do not do their part	3	.0014
Not completing tasks	2	.0009
Skipping out on work	2	.0009
Borrowing money and and not returning it	1	.0004
Others not upholding professional responsibilities	1	.0004
Taking responsibility for others' work and not doing it	1	.0004
Concealment		
Being left in the dark	5	.0023
Not being clued in	5	.0023
Hiding something	4	.0019
Keeping one from knowing what is going on	4	.0019
Not being included	4	.0019
Covering something up	3	.0014
Not being told everything	3	.0014
Hiding the truth	2	.0009
Hiding anything	1	.0004
Hiding facts	1	.0004
Elusion		
Going behind one's back for personal gain	5	.0023
Others go behind one's back	4	.0019
Having something done behind your back	3	.0014
Person uses a cover	2	.0009

Theme	Accounts	Proportion
(Mis)Trust		
Cannot trust individual	4	.0019
Loss of trust	4	.0019
Trust is abused	4	.0019
A colleague cannot be trusted	3	.0014
Trust being betrayed	3	.0014
Trust is broken	3	.0014
Trust taken advantage of	2	.0009
(Mis)Representation		
Being represented in an untruthful way	3	.0014
Misrepresenting something	3	.0014
Making a situation look better than it really is	1	.0004
Making something seem what it is not	1	.0004
Misrepresenting information	1	.0004
Someone misrepresenting self	1	.0004
Someone pretending to be something they are not	1	.0004
When something is not as it appears	1	.0004
Initiation		
Causing unnecessary problems	3	.0014
Causing some response	1	.0004
Interaction (In)Competencies		
Communicating something false	3	.0014
Having a lack of understanding	2	.0009
Telling one something that they know is wrong	2	.0009
Gossip	1	.0004
Not saying anything	1	.0004
Remaining silent	1	.0004
Saying things with multiple meanings	1	.0004

Theme	Accounts	Proportion
Wrongdoing		
Engaged in inappropriate acts	3	.0014
Wrong	2	.0009
(Mis)Presenting Facts		
Facts are manipulated	4	.0019
False facts presented	3	.0014
Facts are withheld	2	.0009
Falsely portayed a fact	1	.0004
Not told all the facts	1	.0004
Not told important facts	1	.0004
(Un)Fairness		
Treated unfairly	3	.0014
Working Environment		
Work environment misrepresented	3	.0014
Office politics	1	.0004
Uncomforable atmosphere	1	.0004
Competition		
Competition	2	.0009
Survival of the fittest	1	.0004
(No) Integrity		
Employing unethical tactics	2	.0009
Being immoral	1	.0004
Lowering themselves	2	.0009
No ethics	1	.0004
Violating a code of ethics	1	.0004
Outcomes		
A horrible feeling	1	.0004
Being let down	1	.0004
Career may be hurt	1	.0004
Demotion of character	1	.0004

Theme	Accounts	Proportion
Outcomes (continued)		
Demotion of position	1	.0004
Do not like it	1	.0004
Have a low opinion of them	1	.0004
Losing one's livelihood	1	.0004
Lowered organizational productivity	1	.0004
Negative organizational impact	1	.0004
Negative personal impact	1	.0004
One loses their reputation	1	.0004
One works for a crooked individual	1	.0004
Petty grievances	1	.0004
Would not like it	1	.0004
Working among manipulators	1	.0004
No Relationship Maintenance		
Being ignored by colleagues	2	.0009
Do not have an honest working relationship	2	.0009
Someone pretending to be on my side	2	.0009
Being disliked by someone	1	.0004
Colleagues letting each other down	1	.0004
Colleagues's total disregard for others	1	.0004
Controlling actions	1	.0004
Not giving colleagues your time	1	.0004
One is taken for granted	1	.0004
Providing preferential treatment	1	.0004
Boundary Conditions		
Involves work-related areas	4	.0019
May involve personal areas	2	.0009
Situations are myriad	2	.0009
Various opportunities	2	.0009
A good business decision	1	.0004
Designed to have some advantage	1	.0004
Implies something serious	1	.0004
Is to be expected	1	.0004
Many variables	1	.0004
May be passive	1	.0004
May be outside of work	1	.0004

Theme	Accounts	Proportion
Boundary Conditions		
Motivation still the same	1	.0004
Preventing some response	1	.0004
Someone using poor judgment	1	.0004
Someone has ulterior motives	1	.0004
Compensation		
Company changes benefits	1	.0004
Not compensated fairly	2	.0009
No Support		
Someone does not help out	2	.0009
Not receiving support	1	.0004
When the company only cares about profit	1	.0004
Awareness		
Better watch this person	1	.0004
One better be careful	1	.0004
Delusion		
Complaining unjustly	1	.0004
No Respect		
One is not respected	1	.0004
(Un)Professionalism		
Professional courtesies broken	1	.0004
No Work Ethic		
What one has to offer is insignificant	1	.0004

Appendix K

Themes of Receiver-Based Non-Deceptive Workplace Communication

Theme	Accounts	Proportion
Honesty		
Colleagues are honest	30	.0141
Others are honst	18	.0084
Being honest	16	.0075
Honesty	16	.0075
Someone is honest with you	10	.0047
Being honest about work-related issues	8	.0037
Having complete honesty	8	.0037
Working with honest people	7	.0033
Everyone is honest	6	.0028
Honest interactions	6	.0028
Being totally honest	4	.0019
Dealt with honestly	4	.0019
Treated with honesty	4	.0019
Being honest with intentions	3	.0014
Keeping things honest	3	.0014
Customers are honest	2	.0009
Being honest about everything	1	.0004
Not falling for dishonest actions	1	.0004
Others honest in their actions	1	.0004
Others honest in their words	1	.0004
Representing Truth		
Being told the truth	29	.0136
Colleagues at work are truthful	8	.0037
Have the truth told at work	5	.0023
Telling the truth	5	.0023
Truthfulness in the workplace	5	.0023
Being true to your word	4	.0019
Being truthful	4	.0019
Others are truthful	4	.0019
Being told the complete truth	3	.0014
Colleagues will tell the truth	3	.0014

Theme	Accounts	Proportion
Representing Truth (continued)		
Person is truthful in their actions	3	.0014
Someon is being truthful to you	3	.0014
Telling the complete truth	3	.0014
Telling the whole truth	3	.0014
To always be told the truth	3	.0014
Told the truth about situations	3	.0014
Being allowed to know the truth	2	.0009
Being told the truth about work-related matters	2	.0009
Being told the whole truth by colleagues	2	.0009
Letting me know that motives are true	2	.0009
Others are truthful with you	2	.0009
Others do not embellish the truth	2	.0009
Presenting true facts for gain	2	.0009
Someone is being truthful	2	.0009
Someone tell you the truth	2	.0009
To be told the truth	2	.0009
Truth	2	.0009
Truth is told up front	2	.0009
When others tell the truth	2	.0009
Always told the full truth	1	.0004
Being represented truthfully	1	.0004
Being told the absolute truth	1	.0004
Being told the actual truth	1	.0004
Being truthful to colleagues	1	.0004
Being truthful to someone's face	1	.0004
For the truth to be policy	1	.0004
Giving people the whole truth	1	.0004
Making a conscious effort to tell the plain truth	1	.0004
One is truthful in motives	1	.0004
Others are truthful in their conduct	1	.0004
Tell the absolute truth	1	.0004
Told the utmost truth	1	.0004
Truthful	1	.0004

Theme	Accounts	Proportion
Trust		
Being able to trust colleagues	18	.0084
Being trustworthy	5	.0023
Being able to trust that person	4	.0019
Trust	4	.0019
Being trusted	3	.0014
Can trust others	3	.0014
Maintaining trust	3	.0014
Putting one's trust in someone	3	.0014
Trusting one's abilities	3	.0014
Being able to unconditionally trust someone	2	.0009
Gaining someone's trust	2	.0009
Having trust with someone	2	.0009
Opportuntities for trust	2	.0009
Trust is retained	2	.0009
Following professional standards of trust	1	.0004
Having a sense of trust	1	.0004
Not trusting anyone	1	.0004
To trust each other	1	.0004
Trust is established	1	.0004
Trust that can generate better outcomes	1	.0004
Trusting others in a different way than before	1	.0004
Information Giving		
Given correct information	15	.0070
Providing all information	13	.0061
Providing true information	7	.0033
Others provide genuine information	6	.0028
Given accurate information	5	.0023
Receiving honest informatino	3	.0014
Being informed about one's career	2	.0009
Being informed of one's workplace role	2	.0009
Being kept informed of facts	2	.0009
Being well informed	2	.0009
Does not keep information	2	.0009
Given full information	2	.0009

Theme	Accounts	Proportion
Information Giving (continued)		
Given timely information	2	.0009
Providing complete information	2	.0009
Be truthfully informing	1	.0004
Being given information	1	.0004
Being informed about colleagues	1	.0004
Being informed of the nature of the situation	1	.0004
Being kept informed	1	.0004
Being knowledgeable of information	1	.0004
Making sure its the right information	1	.0004
No effort to provide false information	1	.0004
No one misinforms you	1	.0004
Receiving open information	1	.0004
Directness		
Being straightforward	11	.0051
Colleagues are up front	7	.0033
Being up front	6	.0028
Being completely forthright	4	.0019
Others are up front	4	.0019
Everything is up front	3	.0014
Others tell it like it is	3	.0014
To be straight up with you	3	.0014
Being candid	2	.0009
Being told things up front	2	.0009
Keeping things up front	2	.0009
Being forthright	1	.0004
Being forthright with intentions	1	.0004
Being talked to when something may be going wrong	1	.0004
Being told exactly what you will get in return	1	.0004
Colleagues are forthright	1	.0004
Dealt with in a straight-out fashion	1	.0004
Everyone is forthright	1	.0004
Others are being forthright	1	.0004
Told outright how things are	1	.0004

Theme	Accounts	Proportion
(No)Lying		
Not being lied to	11	.0051
Not lied to by colleagues	5	.0023
Others do not lie to you	4	.0019
No one lies to you	3	.0014
Not being intentionally lied to	2	.0009
Not lied to about work-related matters	2	.0009
Not to be lied to	2	.0009
To not lie	2	.0009
Achieving things without lying	1	.0004
Fairness		
Being treated fairly	9	.0042
Colleagues are fair	6	.0028
Others are fair	1	.0004
Disclosure		
Full disclosure	9	.0042
Honest disclosure	9	.0042
Respect		
Being respected	6	.0028
Being treated with respect	5	.0023
Respect other people	1	.0004
To be a well-respected worker	1	.0004
You demand the respect of others	1	.0004
Openness		
Everyone is open	6	.0028
Everything is out in the open	4	.0019
Open communication	4	.0019
Being dealt with in an open manner	2	.0009
Open	2	.0009
Being told what I am supposed to be told	1	.0004
Being told what others are going to go through with	1	.0004

Theme	Accounts	Proportion
Openness (continued)		
Complete openness	1	.0004
Others tell you their opinion	1	.0004
Someone notifies you when something may be going wrong	1	.0004
Relationship Maintenance		
Having an honest relationship	6	.0028
Being friendly	5	.0023
Have a good working relationship with colleagues	5	.0023
Open relationship with colleagues	4	.0019
Being treated honorably	3	.0014
Being treated properly	2	.0009
Being treated right	2	.0009
Colleagues are interested in your welfare	2	.0009
Doing good things for you	2	.0009
Good communication with colleagues	2	.0009
Having an open relationship	2	.0009
Able to tell the boss about hos well you do your job	1	.0004
Able to work it out	1	.0004
Being considerate	1	.0004
Being happy for others	1	.0004
Being treated with equality	1	.0004
Colleagues are at peace	1	.0004
Colleagues do not deceive you	1	.0004
Consideration of one's opinion	1	.0004
Do not play games	1	.0004
Having a friend that does not use you	1	.0004
Having an open door policy	1	.0004
Keep in good standing with others	1	.0004
Letting me know that motives are honest	1	.0004
One can count on other employees	1	.0004
Other person makes no effort do deceive	1	.0004
Others are being cool	1	.0004
Others are always good to you	1	.0004

Theme	Accounts	Proportion
Relationship Maintenance (continued)		
Others are on your side	1	.0004
Others like you	1	.0004
Participative management	1	.0004
Someone helps me do a better job	1	.0004
Someone is positive toward you	1	.0004
Someone who works with you	1	.0004
Take a person for who they are, not as you would like them to be	1	.0004
To edify me	1	.0004
To be genuine	1	.0004
Treated kindly	1	.0004
Treated with dignity	1	.0004
Treating others as you would want to be treated	1	.0004
When everyone gets along	1	.0004
Working well with one another	1	.0004
Interaction Competencies		
Being exact	3	.0014
Clear understanding toward each other	3	.0014
Complete understanding toward each other	3	.0014
Ask questions	2	.0009
Being ultra-forward in communicating information	2	.0009
Clarity	2	.0009
Communicating honestly	2	.0009
Interacts directly	2	.0009
Perceptions are accurate	2	.0009
Being prepared that anyone could hear what you have to say	1	.0004
Being sure of what one is being told	1	.0004
Communication with no misintent	1	.0004
Complete communication	1	.0004
Complete discourse	1	.0004
Discussing something before they do it	1	.0004
Effective communication skills	1	.0004
Filling others in	1	.0004

Theme	Accounts	Proportion
Interaction Competencies (continued)		
Full communication	1	.0004
Good communication	1	.0004
Having a truthful line of communication	1	.0004
Helpful communication	1	.0004
Interacts in an open manner	1	.0004
No gossip	1	.0004
Not being deliberately deceived	1	.0004
Providing good explanation	1	.0004
Stating things at its face value	1	.0004
Telling others what they also believe is true	1	.0004
Things are clarified	1	.0004
To be given fair notice	1	.0004
Competition		
Competition in climbing the ladder is tough	1	.0004
No Misleading		
Not being intentionally misled	6	.0028
not being misled	3	.0014
Not being misleading	2	.0009
Not led to believe something untrue	2	.0009
Not misled for personal gain	2	.0009
Leading in the way that it is	1	.0004
Not led to believe falsities	1	.0004
Not leading you astray	1	.0004
Not misleading about informatino	1	.0004
Not misled by colleagues	1	.0004
Not misled in any manner	1	.0004
No Evasion		
Not leaving things unsaid	1	.0004

Theme	Accounts	Proportion
No Concealment		
Not left in the dark	2	.0009
All cards are on the table	1	.0004
Am told everything	1	.0004
Being told all of the consequences	1	.0004
Being kept involved	1	.0004
Being told all of the options	1	.0004
Changes occur with your knowledge	1	.0004
Involved up front	1	.0004
No secrets	1	.0004
Not being left in the dark	1	.0004
Not hiding the truth	1	.0004
Nothing is being kept from you	1	.0004
Nothing is held back	1	.0004
One is told everything	1	.0004
Someone will tell you the whole story	1	.0004
Tell someone everything	1	.0004
There are no secrets	1	.0004
No Elusion		
Nothing done behind one's back	1	.0004
Work Ethic		
Be hardworking	2	.0009
Doing more than is requested	1	.0004
Having a common interest in completing job tasks	1	.0004
One is worthy of their hire	1	.0004
To be hardworking	1	.0004
Working for better results	1	.0004
Working for better work relations	1	.0004
No Wrongdoing		
Correct actions	1	.0004
Correct behavior	1	.0004
Correct deeds with no malice	1	.0004

Theme	Accounts	Proportion
Expectations		
Clear expectations	4	.0019
No Fraud		
Not being cheated	5	.0023
Not being tricked	5	.0023
Do not take credit for other people's work	1	.0004
Not being fooled	1	.0004
Not pretending to be something that you're not	1	.0004
Presenting Facts		
Given the facts	4	.0019
Having access to all the facts	2	.0009
Being told the facts	1	.0004
Communicated true facts about work	1	.0004
Facts are out in the open	1	.0004
Providing the facts	1	.0004
Stating the complete facts	1	.0004
No Hypocricy		
Others do what they say they will do	4	.0019
Keeps promises	3	.0014
Actions are consistent with standards	2	.0009
Keeping one's word	2	.0009
Not being contradictory	2	.0009
Not going to tell you what you want to hear	2	.0009
Being consistent	1	.0004
Colleagues mean what they say	1	.0004
No abrupt changes	1	.0004
Someone tells you something they honestly believe is right	1	.0004
No hypocricy	1	.0004

Theme	Accounts	Proportion
No Shrewdness		
Colleagues are not trying to get something from me	3	.0014
Not being used	2	.0009
Not trying to get something from me	2	.0009
Respecting other people's ideas	2	.0009
Someone acknowledges one's ideas	2	.0009
No ladder climbing	1	.0004
Not being misused	1	.0004
Not trying to get something from me	1	.0004
Others do not take advantage of you	1	.0004
People are non-manipulative	1	.0004
There is no pretense	1	.0004
No Malevolence		
Not being sold out	1	.0004
Not engaging in activities that upset colleagues	1	.0004
Not saying mean things	1	.0004
Not saying rude things	1	.0004
Timely deeds with no malice	1	.0004
When someone does not rat on you	1	.0004
No Betrayal		
Colleagues do not talk about you	3	.0014
No backstabbing	3	.0014
Maintaining confidentiality	2	.0009
Colleagues refrain from spreading rumors	1	.0004
No Persuasion		
Not being allowed to believe falsities	2	.0009
Not believing everything one hears at work	1	.0004
Not buying into others' lines	1	.0004

Theme	Accounts	Proportion
Responsibility		
Everyone does their job	3	.0014
Being dependable	2	.0009
Being faithful	2	.0009
Doing what is expected	2	.0009
Doing what is requested	2	.0009
Able to make decisions	1	.0004
Being allowed to do whatever I want to do	1	.0004
Being allowed to form personal opinions	1	.0004
Being given a choice without pressure	1	.0004
Being responsible	1	.0004
Colleagues are reliable	1	.0004
Colleagues carry out their duties	1	.0004
Do not let others be involved in your responsibilities	1	.0004
Finding things out for oneself	1	.0004
Letting me take appropriate action	1	.0004
Living up to my duty	1	.0004
Minding one's own business	1	.0004
One is free to do one's job	1	.0004
People are reliable	1	.0004
Reliable	1	.0004
You can count on that person	1	.0004
You can rely on yourself	1	.0004
Support		
Having someone help me	4	.0019
Being able to confide	3	.0014
Everyone helps each other	3	.0014
Providing encouragement	3	.0014
Being supported	2	.0009
Others give genuine advice	2	.0009
Others give true advice	2	.0009
Colleagues help me	1	.0004
Giving good advice	1	.0004
Person backs one up	1	.0004
Someone believes in you	1	.0004
Sticking up for you	1	.0004

Theme	Accounts	Proportion
Initiation		
Must be proactive	1	.0004
No Self Promotion		
People are given proper credit	3	.0014
Being credited for one's accomplishments	1	.0004
Not out for empire building	1	.0004
Not out for personal gain	1	.0004
One is satisfied with where they are	1	.0004
Others work in your best interest	1	.0004
People want to you succeed at what you do	1	.0004
Someone is not trying to gain advantage	1	.0004
Working Environment		
Teamwork	6	.0028
More productive	3	.0014
Everyone is working together	2	.0009
A good environment	2	.0009
Having a company that cares	2	.0009
One enjoys work	2	.0009
A healthy work environment	1	.0004
A positive atmosphere	1	.0004
A positive working environment	1	.0004
A regular day	1	.0004
A workplace honors one's opinion	1	.0004
An atmosphere where people are given proper reward	1	.0004
An environment of total communication	1	.0004
An environment where one's colleagues are trustworthy	1	.0004
An honest environment	1	.0004
Being in a friendly environment	1	.0004
Being in a social environment	1	.0004
Being in a workable environment	1	.0004

Theme	Accounts	Proportion
Working Environment (continued)		
Being involved in an ethical environment	1	.0004
Best enviornment for team spirit	1	.0004
For things to be the way they are	1	.0004
Have a good workplace	1	.0004
Have a trusting environment	1	.0004
Honestly working for the good of the company	1	.0004
Level of security maintained in the workplace	1	.0004
Makes for a better workplace	1	.0004
Open working conditions	1	.0004
Real mistakes are made	1	.0004
The workplace respects your abilities	1	.0004
To work together	1	.0004
Working cooperatively	1	.0004
Working in a peaceful atmosphere	1	.0004
Working in a relaxed atmosphere	1	.0004
Working in a constructive environment	1	.0004
Working in a fair environment	1	.0004
Working in an honest environment	1	.0004
Workmanship	1	.0004
Workplace is more relaxed	1	.0004
Equity		
Equal chances distributed among all colleagues	1	.0004
Doing parts equally	1	.0004
Fair share of work	1	.0004
Given a fair chance	1	.0004
Taking equal credit for work performed	1	.0004
Be given equal access	1	.0004
Awareness		
Being alert	2	.0009
Seeing through others' lies	2	.0009
Avoid being manipulated	1	.0004
Beating others at their own game	1	.0004

Theme	Accounts	Proportion
Awareness (continued)		
Being able to perceive dishonest	1	.0004
Being able to see how others are trying to deceive you	1	.0004
Being alert at work	1	.0004
Being aware	1	.0004
Being on your toes	1	.0004
Displaying a keen sense	1	.0004
Fully aware of the environment that one is in	1	.0004
Knowing if others are making something up	1	.0004
Not being taken in by everything you see	1	.0004
One is fully aware	1	.0004
Other person is unsuccessful in the deception	1	.0004
You are pretty intelligent	1	.0004
You are pretty sharp	1	.0004
You are smarter	1	.0004
Direction		
To be given guidance	2	.0009
Being given the right course of action	1	.0004
Given instructions in good faith	1	.0004
Instructed to do something for company's betterment	1	.0004
Compensation		
Being given money I deserve	1	.0004
Being paid fairly	1	.0004
One is given a contract that is agreeable	1	.0004
To be given breaks	1	.0004
To be given vacations	1	.0004

Theme	Accounts	Proportion
Integrity		
Can rely on the person's integrity	1	.0004
Doing the right thing	1	.0004
Having integrity	1	.0004
Person that promotes good	1	.0004
Pure motivation	1	.0004
Someone does something they believe is right	1	.0004
When others represent true beliefs	1	.0004
You work with people who care about their job	1	.0004
You work with people who care about you	1	.0004
Knowledge		
Knowing all that is necessary	1	.0004
Knowing every bad	1	.0004
Knowing every good	1	.0004
Knowing if others are on your side	1	.0004
Knowing others' intentions	1	.0004
Knowledge of things as they are	1	.0004
Knowledgeable of work being passed on	1	.0004
Nothing occurs without your knowledge	1	.0004
One can act on correct knowledge	1	.0004
You know the whole story	1	.0004
Boundary Conditions		
A good recommendation	1	.0004
Do not do it	1	.0004
Outcomes		
Builds confidence	2	.0009
Improving professionally	2	.0009
Loyalty	2	.0009
Things are on the up and up	2	.0009
Everyone is happy	1	.0004
Everyone is in agreement	1	.0004
Everyone should prosper	1	.0004

Theme	Accounts	Proportion
Outcomes (continued)		
Feels correct	1	.0004
Is special	1	.0004
OK	1	.0004
Really good	1	.0004
The way life should be	1	.0004
This is ideal	1	.0004

IMAGE EVALUATION
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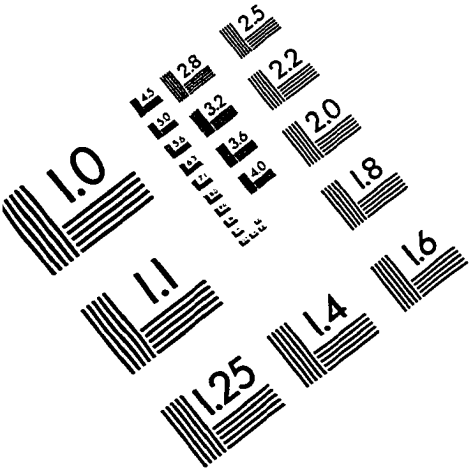

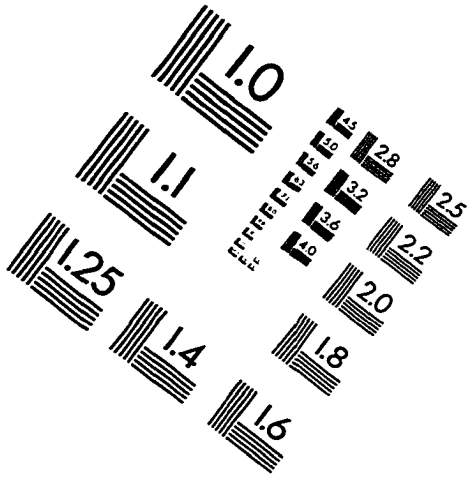

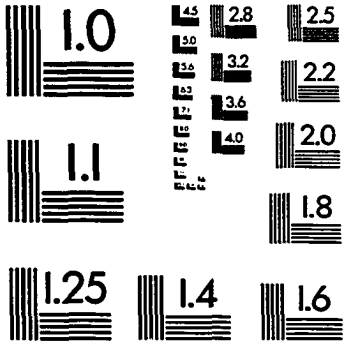

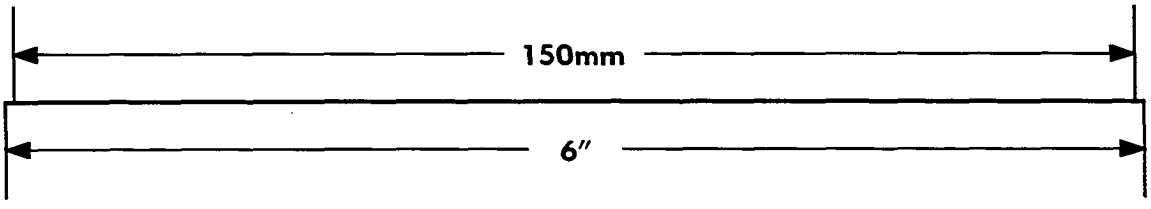

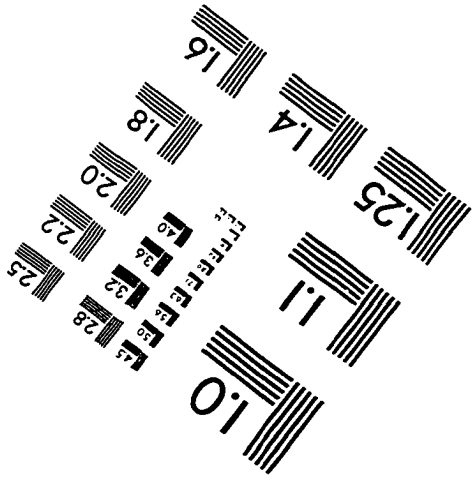

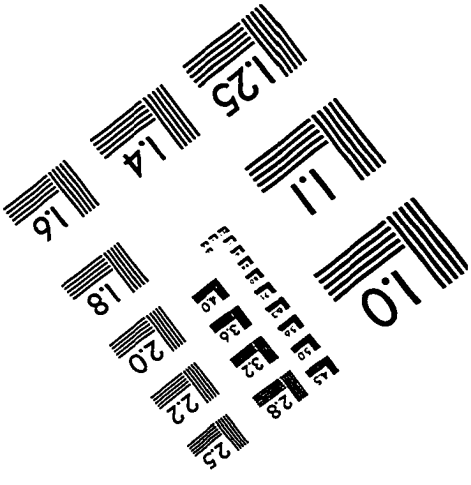

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