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# When behavioral integrity hurts: The Negative effects of behavioral integrity on job performance

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Program Session #: **1406** | Submission: **15056** | Sponsor(s): **(CM, SIM, OB)**  
Scheduled: **Tuesday, Aug 11 2009 11:30AM - 1:00PM** at **Sheraton Chicago** in **Ontario Room**

## What is in a Word? Developments in Behavioral Integrity Research *Behavioral Integrity Research*



View Map

Chair: **Tony L. Simons**; Cornell U.;   
Discussant: **Sim B. Sitkin**; Duke U.;   
Discussant: **Jerald Greenberg**; RAND Corporation;

This symposium brings together current research on behavioral integrity (BI), which is a perceived pattern of an actor's word-action alignment. The papers examine factors that affect its perception, its use as a behavioral choice criterion, and its consequences. Some describe laboratory studies and some describe field studies. Two discussants will address the role of this research as contributing to the understanding of trust and justice. This symposium is designed to further demonstrate the power of a relatively unstudied construct, and to build the community of interested scholars.

*Search Terms: trust , justice , leadership*

### Culture's Impact on Behavioral Integrity: When is a Promise Not a Promise?

Presenter: **Ray Friedman**; Vanderbilt U.;   
Presenter: **Tony L. Simons**; Cornell U.;   
Presenter: **Ying-Yi Hong**; Nanyang Technological U.;

### Leadership and the Ideological Halo: How Employees Respond to Violations of Organizational Values

Presenter: **Sandra Cha**; McGill U.;

### Gender Differences in Behavioral Integrity from a Social Contracts Perspective

Presenter: **Heh Jason Huang**; National Sun Yat-sen U.;   
Presenter: **Yishuo Hung**; National Sun Yat-sen U.;

### Behavioral Integrity and Authentic Leadership

Presenter: **Hannes Leroy**; Katholieke U. Leuven;

### When Behavioral Integrity Hurts: The Negative Effects of Behavioral Integrity on Job Performance

Presenter: **Michael E. Palanski**; Rochester Institute of Technology;   
Presenter: **Francis J. Yammarino**; Binghamton U.;

### Merging under Hypocrites: The Performance Impact of Organization-Level Behavioral Integrity

Presenter: **Margaret Cording**; Rice U.;   
Presenter: **Tony L. Simons**; Cornell U.;   
Presenter: **Brent Smith**; Rice U.;

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