

# Determinants of Ethical Decision Making in Organisations: An Extension to the Monetary Intelligence Theory

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## Abstract

There have currently been many disheartening instances of unethical decision making reported worldwide, so much so that the area has now demanded extensive research. Although previous researchers have already investigated unethical decision making, still, questions remain on what factors influence unethical decision making, why those factors influence unethical decision making and under what conditions they operate. To address these problems, the author drew on the monetary intelligence theory, extending the theory by proposing the influence of personal sense of power and locus of control, where the former acts as an antecedent of unethical decision making, and the latter as a moderator of the relationship between Machiavellianism and unethical decision making. This conceptualization contributes to an expansion of the current understanding of unethical decision making, and provides managers with insights into strategies they can utilize to minimize unethical decision making in their organizations.

**Keywords:** Unethical decision making, Monetary intelligence theory, Personal sense of power, Love of money, Machiavellianism, Locus of control.