Working with research integrity in organizations

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Two issues

1. Outline an organizational perspective on research integrity.

2. How can research integrity be promoted in organizations?

An organizational perspective on research integrity

Organizational integrity is «the ethical integrity of the individual actors, the ethical quality of their interaction as well as that of the dominating norms, activities, decision making procedures and results within a given organization» (Palazzo, 2007)
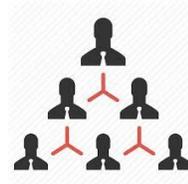
How can we observe organizational integrity?

- Openness

- Compliance programs

- Well functioning information- and whistleblowing systems

- Explicit managerial focus

- Monitoring by external actors (e.g., university boards, ministeries, research counsils)

- Educational system

- Incentives and disincentives systems

- Serious and thorough reactions to cases of (alleged) misconduct)

These are end results – what do we need to know about the organizational *processes* by which to develop integrity?

1. We need to know more about how work-related tensions and conflicts play out in different contexts

2. We need to know more about the organizational barriers to organizational integrity

- Personal and professional stress factors

- Organizational climate

- Work insecurity

- Personal security

- Rationalizations

- Employee personality

- Strategic aspirations

- Accidents

- Networks

Greve, Palmer, og Pozner. 2010. Organizations gone wild: The causes, processes, and consequences of organizational misconduct. *Academy of Management Annals*.

Davis, Riske-Mossis og Diaz. 2007. Causal factors implicated in research misconduct. *Science and Engineering Ethics.*

3. We need to know more about the effects of various organizational intervensions

- How can we know whether or not an organization has improved its integrity?

- How can we measure changes in organizations' research integrity?

Organizational integrity work – a focus in PRINTEGER

- On the ongoing organizational activities and strategies accosiated with developing, repairing, and/or maintaining integrity

- On the processes (not only outcomes) of efforts to promote organizatonal integrity

- On the manifestation of integrity in researchers' everyday practices.

Example: Proposal for law on organization of research ethics work in Norway

- Increased responsbility on research institutions to manage reserach integrity
- Responsibilty for...
  - Training students and employees in research ethics
  - Familiarizing researchers with research ethics norms
  - Treating cases of alleged research misconduct (i.e. boards of misconduct, standard treatment)
  - Reporting misconduct to the government

DET KONGELIGE
KUNNSKAPSDEPARTEMENT

Prop. 158 L
(2015–2016)
Proposisjon til Stortinget (forslag til lovvedtak)

Lov om organisering av forskningsetisk arbeid (forskningsetikkloven)

What are the tools available to research institutions for developing organizational integrity (at the work floor)?

- Organizational design (routines, systems)

- Competence (education, training, recruitment)

- Culture and leadership (established practices, prioritizations)

- Control (identification of possible misconduct)

Learning organization
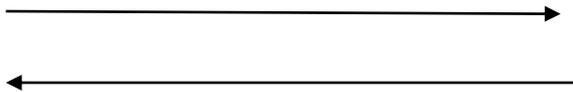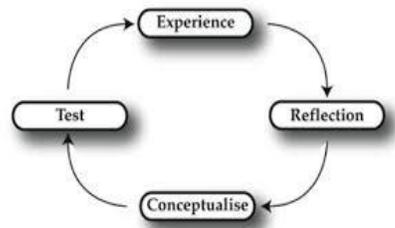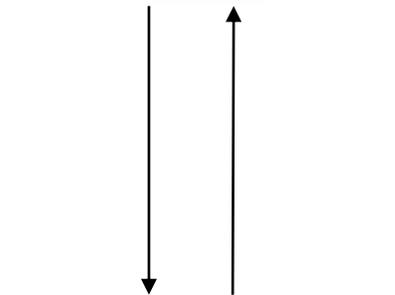
Learning organizations

- Organizational learning: processes whereby organizations change as a result of experience (Argote and Ophir, 2002)

- Different levels
  - Individuals: E.g. ability to identify grey areas
  - Groups: E.g., ability to identify normalized practices
  - Organizations: E.g., development of routines to facilitate learning, learning from mistakes (cases)

- Learning cycles
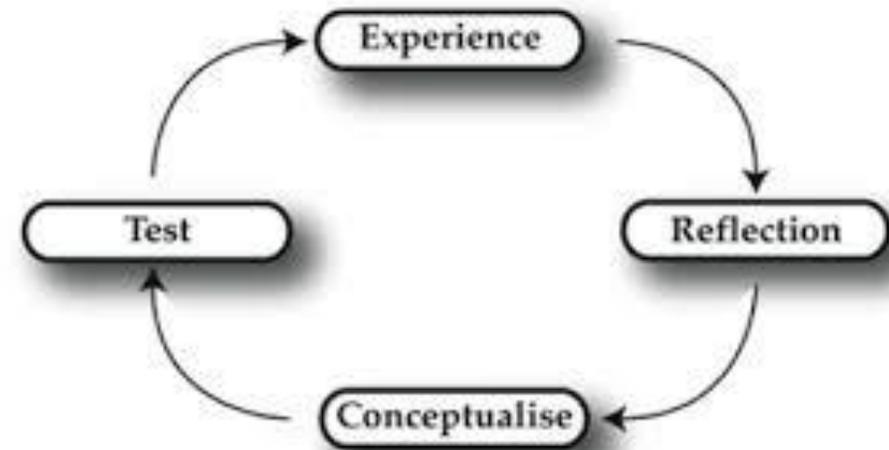
An ideal and possible situation?
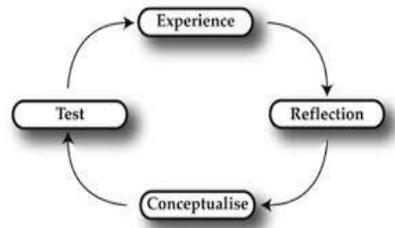
Vertical learning processes (e.g., between central and local administrations)
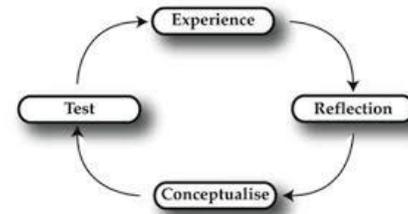
Horizontal learning processes (e.g., among departments, projects, external stakeholders)

Research institutions as learning organizations?

- How can research institutions improve their learning capabilities in the context of research integrity?

- What are facilitators and barriers?

- Can research organizations do this themselves, or do they need (external) help/facilitation?

Thank you!
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