

Supplementary Material

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Table S1: List of all 175 variables used in Study 1 analyses. Item refers to the internal Merit Principles Survey coding. Use describes in what step of the analysis process each item was used. Instructions for each block of items are in bold.

Item	Use	Item wording
DEM_01	Demographic	How many years have you been a Federal civil service employee
DEM_04	Demographic	What is your current education level
DEM_05	Demographic	What is your supervisory status
Please indicate your level of agreement or disagreement with the following statements.		
ENG_01	Predictor	My agency is successful in accomplishing its mission
ENG_03	Predictor	My work unit produces high quality products and services
ENG_04	Predictor	Overall, I am satisfied with my supervisor
ENG_05	Predictor	Overall, I am satisfied with managers above my immediate supervisor
ENG_06	Predictor	I know what is expected of me on the job
ENG_07	Predictor	My job makes good use of my skills and abilities
ENG_08	Predictor	I have the resources to do my job well
ENG_09	Predictor	I would recommend my agency as a place to work
ENG_02	Predictor	The work I do is meaningful to me
ENG_10	Predictor	I have sufficient opportunities to earn a high performance rating
ENG_11	Predictor	Recognition and rewards are based on performance in my work unit
ENG_12	Predictor	I am satisfied with the recognition and rewards I receive for my work
ENG_13	Predictor	I am given a real opportunity to improve my skills in my organization
ENG_14	Predictor	I am treated with respect at work
ENG_15	Predictor	My opinions count at work
ENG_16	Predictor	A spirit of cooperation and teamwork exists in my work unit
ENG_17	Predictor	At my job, I am inspired to do my best work
ENG_18	Predictor	My supervisor provides constructive feedback on my job performance
ENG_19	Predictor	My supervisory provides timely feedback on my job performance
ENG_20	Predictor	I have the opportunity to perform well at challenging work
ENG_21	Predictor	How likely is it that you will leave your agency in the next 12 months?
ENG_22	Predictor	The performance and/or conduct of other employees are the primary reasons my job performance is not higher
ENG_23	Predictor	The performance and/or conduct of my supervisors and managers are primary reasons my job performance is not higher
ENG_24	Predictor	Barriers to success, such as constraining rules or work processes, under-informed coworkers, or office politics, are the primary reasons my performance is not at a higher level
ENG_25	Predictor	Lack of resources such as more staff, a larger budget, or more equipment and supplies, is a primary reason my performance is not at a higher level
MTV_01	Predictor	My job allows me to perform a variety of tasks that require a wide range of knowledge, skills, and abilities
MTV_02	Predictor	My job allows me to complete a single piece of work from beginning to end

MTV_03	Predictor	My job has a significant positive impact on others, either within the org. or the public in general
MTV_04	Predictor	My job gives me the freedom to make decisions regarding how I accomplish my work
MTV_05	Predictor	I receive information about my job performance and the effectiveness of my efforts, either directly from the work itself or from others
MTV_06	Predictor	When I put forth my best effort, I achieve a high performance appraisal rating
MTV_07	Predictor	The harder I try, the more I am able to achieve my work goals and objectives

In each of the following questions, please indicate how important each job factor is to you in seeking and continuing employment in your organization

MTV_09a	Predictor	Having interesting work
MTV_09b	Predictor	The appreciation I receive
MTV_09c	Predictor	The personal satisfaction I experience
MTV_09d	Predictor	Being included in important discussions and decisions
MTV_09e	Predictor	My job security
MTV_09f	Predictor	My awards and bonuses
MTV_09g	Predictor	My opportunity for advancement
MTV_09h	Predictor	Being granted informal perks
MTV_09i	Predictor	Being forgiven for small mistakes
MTV_09j	Predictor	My training and development opportunities
MTV_09k	Predictor	Being able to serve the public

Please indicate your level of agreement or disagreement with the following statements.

MTV_10a	Predictor	I feel highly motivated in my work
MTV_10b	Predictor	The give and take of public policy making doesn't appeal to me
MTV_10c	Predictor	Meaningful public service is important to me
MTV_10d	Predictor	I am not afraid to go to bat for the rights of others even if it means I will be ridiculed
MTV_10e	Predictor	I am prepared to make enormous sacrifices for the good of the agency
MTV_10f	Predictor	I am often reminded by daily events about how dependent we are on one another
MTV_10g	Predictor	Making a difference in society means more to me than personal achievements

My organization...

MSP_01a	Predictor	...recruits a diverse pool of applicants for job vacancies
MSP_01b	Predictor	...holds fair and open competition for job vacancies
MSP_01c	Predictor	...selects the best-qualified candidates when filling jobs
MSP_01d	Predictor	...treats employees fairly
MSP_01e	Predictor	...takes steps to prevent prohibited discrimination
MSP_01f	Predictor	...takes steps to rectify prohibited discrimination
MSP_01g	Predictor	...pays employees fairly
MSP_01h	Predictor	...recognizes excellent performance
MSP_01i	Predictor	...rewards excellent performance
MSP_01j	Predictor	...holds employees to high standards of conduct

MSP_01k	Predictor	...puts the public interest first
MSP_01l	Predictor	...uses the workforce efficiently and effectively
MSP_01m	Predictor	...eliminates unnecessary functions and positions
MSP_01n	Predictor	...makes good use of employees' skills and talents
MSP_01o	Predictor	...focuses employee attention and efforts on what is most important
MSP_01p	Predictor	...provides employees with the resources needed to get the job done
MSP_01q	Predictor	...addresses poor performers effectively
MSP_01r	Predictor	...retains its best employees
MSP_01s	Predictor	...provides employees with necessary training
MSP_01t	Predictor	...provides employees with opportunities for growth and development
MSP_01u	Predictor	...protects employees against reprisal for whistleblowing
MSP_01v	Predictor	...protects employees against reprisal for exercising a grievance, complaint, or appeal right
MSP_01w	Predictor	...protects employees against arbitrary action
MSP_01x	Predictor	...does not engage in favoritism
MSP_01y	Predictor	...protects employees from political coercion
MSP_01z	Predictor	...has made it clear that it prohibits discrimination based on a person's sexual orientation
Please indicate your level of agreement or disagreement with the following statements.		
WB_01	Predictor	My agency actively encourages employees to report wrongdoing
WB_02	Predictor	If I disclosed wrongdoing, I would be praised for it at work
WB_03	Predictor	I feel that I could disclose wrongdoing without any concerns that the disclosure would make my life harder
WB_04	Predictor	My agency has educated me about the purpose of the Office of the Inspector General (OIG)
WB_05	Predictor	My agency has educated me about how I can anonymously disclose wrongdoing
WB_06	Predictor	My agency has educated me about what my rights would be if I disclosed wrongdoing
WB_07	Predictor	In your opinion, how adequate or inadequate is the protection against reprisal for federal employees who report wrongdoing
WB_08	Predictor	If you were to observe or have evidence of wrongdoing, how important would it be to you that you be able to report it without disclosing your identity?
To what extent do you understand the role of each of the following organizations when it comes to responding to reports of wrongdoing?		
WB_09a	Predictor	The U.S. Office of the Special Counsel (OSC)
WB_09b	Predictor	The Government Accountability Office (GAO)
WB_09c	Predictor	Your agency's Office of the Inspector General (OIG)
WB_09d	Predictor	The Occupational Safety and Health Administration (OSHA)
If you were to report wrongdoing to one of the following organizations and asked that your identity be kept confidential, to what extent do you believe that the organization would keep your identity secret?		
WB_10a	Predictor	My agency's Office of the Inspector General (OIG)
WB_10b	Predictor	The U.S. Office of the Special Counsel (OSC)

WB_10c	Predictor	The Occupational Safety and Health Administration (OSHA)
WB_10d	Predictor	The Government Accountability Office (GAO)
WB_10e	Predictor	The U.S. Congress
WB_10f	Predictor	The Media
If you were to report wrongdoing to one of the following organizations, to what extent do you believe the organization would give careful consideration to your allegation?		
WB_11a	Predictor	My agency's Office of the Inspector General (OIG)
WB_11b	Predictor	The U.S. Office of the Special Counsel (OSC)
WB_11c	Predictor	The Occupational Safety and Health Administration (OSHA)
WB_11d	Predictor	The Government Accountability Office (GAO)
WB_11e	Predictor	The U.S. Congress
WB_11f	Predictor	The Media
If tomorrow you were to observe a health or safety danger, unlawful behavior, fraud, waste, or abuse, to what extent do you think each of the following would factor into your decision on whether or not to report the wrongdoing?		
WB_12a	Predictor	Concern that I would be suspended, demoted, or fired
WB_12b	Predictor	Concern that I had sufficient proof
WB_12c	Predictor	Concern that it might not be serious enough
WB_12d	Predictor	Concern that the event might not rise to the level of fraud, waste, abuse, unlawful behavior, or a safety or health danger
WB_12e	Predictor	Belief that nothing would be done to stop it
WB_12f	Predictor	Belief that nothing could be done to stop it
WB_12g	Predictor	Belief that it would not happen again
WB_12h	Predictor	Belief that someone else had already reported it
WB_12i	Predictor	Concern that I would be seen as disloyal
WB_12j	Predictor	Concern that it might negatively impact my relationship with my coworkers
WB_12k	Predictor	Concern that it might get someone in trouble
WB_12l	Predictor	Concern that it might harm the reputation of my organization/agency
WB_12m	Predictor	Concern that it might cause other things to be investigated
WB_12n	Predictor	Concern that it might affect my performance appraisal
WB_12o	Predictor	Concern that it might affect my ability to get a performance award
WB_12p	Predictor	Concern that it might affect my ability to get training
WB_12q	Predictor	Concern that it might affect my ability to get a promotion
WB_12r	Predictor	Concern that management might become less tolerant of any small mistakes I might make
WB_12s	Predictor	Concern that management might become less willing to grant me any favors that are optional for them
WB_12t	Predictor	Concern that I might be retaliated against in another way not mentioned above
WB_12u	Predictor	A lack of knowledge about to whom I should report it
How important, if at all, would each of the following be in encouraging you to report an illegal or wasteful activity?		

WB_13a	Predictor	The activity might endanger people's lives
WB_13b	Predictor	The activity was something you considered serious in terms of costs to the Government
WB_13c	Predictor	Something would be done to correct the activity you reported
WB_13d	Predictor	The wrongdoers involved in the activities would be punished
WB_13e	Predictor	You would be protected from any sort of reprisal
WB_13f	Predictor	You would be positively recognized by management for a good deed
WB_13g	Predictor	Your identity would be kept confidential by the people to whom you reported the activity
WB_13h	Predictor	The activity was something you considered to be a serious ethical violation, although the monetary costs associated with it were small
WB_13i	Predictor	You would be eligible to receive a cash award

How likely would you be to “blow the whistle” when the wrongdoer is:

WB_14a	Outcome	Your supervisor
WB_14b	Outcome	A higher level supervisor
WB_14c	Outcome	A coworker (in your work group)
WB_14d	Outcome	A Federal employee outside your work group
WB_14e	Outcome	A contractor or vendor
WB_14f	Outcome	A political appointee in your agency

WB_15	WB Descriptor	During the last 12 months, did you personally observe one or more illegal or wasteful activities involving your agency?
WB_16	WB Descriptor	If you answered yes to question 15, then please select the activity below that represents the most serious problem you personally observed.
WB_18	WB Descriptor	If a dollar value can be placed on this activity, what was the amount involved?
WB_19	WB Descriptor	How frequently did this activity occur?

Did you report this activity to any of the following? (Please mark ALL that apply)

WB_20a	Outcome	I did not report the activity
WB_20b	Outcome	Family member or friend
WB_20c	Outcome	Co-worker
WB_20d	Outcome	Immediate supervisor
WB_20e	Outcome	Higher level supervisor
WB_20f	Outcome	Higher level agency official
WB_20g	Outcome	Agency Inspector General
WB_20h	Outcome	Office of Special Counsel
WB_20i	Outcome	Government Accountability Office
WB_20j	Outcome	Law enforcement official
WB_20k	Outcome	Union representative
WB_20l	Outcome	News media
WB_20m	Outcome	Congressional staff member or member of Congress
WB_20n	Outcome	Advocacy group outside the Government
WB_20o	Outcome	Other

		Please indicate your level of agreement or disagreement with the following statements regarding non-military senior executives
LEAD_01a	Predictor	I work closely with a politically appointed Senior Executive (SES)
LEAD_01b	Predictor	I work closely with a career Senior Executive (SES)
		Political senior executives in my organization...
LEAD_02a	Predictor	...have good management skills
LEAD_02b	Predictor	...work hard to fulfill the mission of the agency
LEAD_02c	Predictor	...communicate well
LEAD_02d	Predictor	...work well with other career senior executives
LEAD_02e	Predictor	...respect the career staff
LEAD_02f	Predictor	...respect the merit process when making hiring decisions
		Career senior executives in my organization...
LEAD_03a	Predictor	...have good management skills
LEAD_03b	Predictor	...work hard to fulfill the mission of the agency
LEAD_03c	Predictor	...communicate well
LEAD_03d	Predictor	...work well with other career senior executives
LEAD_03e	Predictor	...respect the career staff
LEAD_03f	Predictor	...respect the merit process when making hiring decisions
LEAD_04	Predictor	My immediate supervisor is a political appointee
LEAD_05	Predictor	My second-level supervisor is a political appointee
VLNC_01	Predictor	My agency takes sufficient steps to ensure my safety from violence occurring at my workplace

Table S2: Factor loadings for the 14 items retained from the Exploratory Factor Analysis of the Non-Observer data. Factor loadings lower than 0.20 are omitted from the table.

Item	1	2	3	4	5	6	7	8	9	10	11	12	13	14
WB_12q	0.90													
WB_12o	0.89													
WB_12p	0.85													
WB_12s	0.82													
WB_12r	0.80													
WB_12t	0.68													
WB_12n	0.55				0.26									
ENG_03		0.67												
ENG_08		0.65												
MTV_01		0.63												
MTV_03		0.58												
ENG_20		0.52												
MTV_10a		0.51												
MTV_09f			0.71											
MTV_09h			0.69											
MTV_09g			0.65											
MTV_09j			0.62											
MTV_09b			0.61											
MTV_09i			0.57											
MTV_09d			0.55											
MSP_01e				0.74										
MSP_01b				0.73										
MSP_01d				0.62										
MSP_01c				0.60						0.23				
MSP_01a				0.59										
WB_12k					0.85									
WB_12l					0.79									
WB_12m					0.71									
WB_12j					0.71									
WB_12i					0.63									
ENG_18						0.95								
ENG_19						0.91								
ENG_05						0.67								
WB_05							0.97							
WB_06							0.95							
WB_04							0.74							

WB_09b			0.93	
WB_09a			0.79	
WB_09c			0.74	
WB_09d			0.63	
ENG_12			0.66	
MSP_01i			0.59	0.23
ENG_11			0.58	
MSP_01h	0.23		0.56	
MTV_06		0.20	0.53	
MSP_01m				0.63
MSP_01l				0.59
MSP_01q				0.52
WB_12c				0.80
WB_12d				0.79
WB_12b				0.75
MTV_10g				0.71
MTV_10c				0.64
MTV_10e				0.62
MTV_10d				0.52
MTV_09k	0.25			0.51
ENG_22				0.75
ENG_23				0.65
ENG_24				0.64
WB_13g				0.79
WB_13e				0.60
WB_08				0.53

Table S3: Bivariate correlations between factors (data from Observers; N=3,076). All correlations greater than .06 in magnitude are statistically significant due to the large sample size. Correlations of 0.40 or greater in magnitude, indicating a medium-large effect size, are shown in bold.

Factor	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Org. Fairness	.													
2. WB Education	.40	.												
3. WB Agency Undrst.	.26	.51	.											
4. Job Recognition	.65	.38	.25	.										
5. Org. Efficiency	.62	.37	.23	.59	.									
6. Imp. of Protections	-.08	-.08	-.09	-.07	-.01	.								
7. Fear of Reprisal	-.30	-.29	-.17	-.29	-.21	.36	.							
8. Doubts	-.07	-.13	-.07	-.08	-.14	.20	.37	.						
9. Job Satisfaction	.50	.36	.25	.58	.47	-.04	-.24	-.09	.					
10. Leadership Sat.	.48	.33	.18	.65	.46	-.05	-.23	-.08	.55	.				
11. Job Barriers	-.42	-.24	-.15	-.51	-.37	.11	.29	.06	-.39	-.45	.			
12. Job Benefits	.05	.04	.03	.06	.17	.31	.21	.04	.10	.08	.05	.		
13. Loyalty	-.11	-.17	-.11	-.09	-.08	.30	.67*	.47	-.10	-.08	.14	.13	.	
14. Concern for Others	.18	.19	.22	.17	.21	.02	-.10	-.05	.34	.12	-.05	.26	-.09	.

*We note that, despite the high correlation between loyalty and fear of reprisal, these factors have unique contributions in predicting hypothetical whistleblowing, and notably, only loyalty, and not fear of reprisal, significantly predicts reports of actual whistleblowing behavior. We speculate that this large correlation may indicate that people who have moral concerns about how their behavior may negatively impact their group members are generally also people who are concerned about receiving punishment from the group. In other words, this relationship may reflect a more general concern about one’s group or one’s reputation in that group. Concerns about loyalty and fear of reprisal may both reflect group concerns, but in complementary ways – with loyalty being about the way one impacts the group, and fear of reprisal being about the way others in the group can impact oneself.

Supplementary Analysis 1:

We explored what factors would predict the reporting of wrongdoing to any target, including family, friends, and co-workers, all of which were excluded from the analysis of actual whistleblowing in the manuscript. The results of this new linear regression were consistent with the results reported in the manuscript with the lone exception being that Loyalty was no longer a significant predictor (see table below). We suggest that telling family, friends, and co-workers about wrongdoing is not a clear violation of loyalty in that it may be more akin to gossip (Feinberg, Willer, Stellar, & Keltner, 2012) than a move to correct the wrongdoing.

Predictors	β	SE (β)	Wald	p	Exp(β)	95% CI	
						Lower	Upper
Organizational Fairness	0.11	0.05	2.26	0.02	1.12	1.02	1.21
WB Education	0.00	0.04	0.03	0.98	1.00	0.92	1.08
WB Agency Understanding	0.13	0.05	2.56	0.01	1.14	1.04	1.24
Job Recognition	-0.01	0.05	-0.23	0.82	0.99	0.89	1.09
Organizational Efficiency	-0.09	0.05	-1.72	0.09	0.91	0.81	1.02
Importance of Protections	-0.14	0.05	-2.74	0.01	0.87	0.77	0.97
Fear of Reprisal	0.02	0.05	0.33	0.74	1.02	0.92	1.12
Doubts	-0.20	0.04	-4.66	0.00	0.82	0.73	0.90
Job Satisfaction	0.04	0.05	0.83	0.41	1.04	0.94	1.15
Leadership Satisfaction	-0.04	0.04	-1.15	0.25	0.96	0.88	1.03
Job Barriers	0.10	0.04	2.27	0.02	1.10	1.02	1.19
Job Benefits	0.00	0.05	0.08	0.93	1.00	0.90	1.11
Loyalty to Coworkers	-0.08	0.06	-1.26	0.21	0.92	0.80	1.05
Concern for Others	0.34	0.06	5.80	0.00	1.40	1.29	1.52

Supplementary Analysis 2:

We present a linear regression analysis predicting hypothetical whistleblowing from the 14 factors using data from Non-Observers. The results are largely consistent with the analysis reported in the manuscript. Importantly, moral concerns were once again strong predictors of whistleblowing: Concern for Others predicted a greater likelihood of blowing the whistle, while Loyalty predicted a smaller likelihood of blowing the whistle. The magnitude of these effects was again the largest of all factors tested. Whistleblowing Education, Importance of Protections, Doubts, and Job Satisfaction were all significant predictors of hypothetical whistleblowing in the Non-Observers data, but were not in the Observers data. These effects were all small, and thus might emerge in a larger dataset of Observers.

Predictors	β	SE (β)	95% CI		<i>t</i>	<i>p</i>
			Lower	Upper		
Organizational Fairness	0.01	0.01	0.00	0.03	1.41	0.16
WB Education	0.06	0.01	0.04	0.07	8.67	0.00
WB Agency Understanding	0.07	0.01	0.06	0.09	9.81	0.00
Job Recognition	0.00	0.01	-0.02	0.02	-0.08	0.94
Organizational Efficiency	0.01	0.01	0.00	0.02	1.54	0.12
Importance of Protections	0.02	0.01	0.01	0.04	3.47	0.00
Fear of Reprisal	-0.04	0.01	-0.06	-0.03	-4.98	0.00
Doubts	0.03	0.01	0.01	0.04	3.70	0.00
Job Satisfaction	0.01	0.01	-0.01	0.03	0.75	0.46
Leadership Satisfaction	0.00	0.01	-0.01	0.01	-0.08	0.94
Job Barriers	0.00	0.01	-0.02	0.01	-0.33	0.75
Job Benefits	0.05	0.01	0.04	0.07	6.39	0.00
Loyalty	-0.24	0.01	-0.26	-0.22	-28.58	0.00
Concern for Others	0.15	0.01	0.14	0.17	17.01	0.00

Table S4: Results of regressions predicting hypothetical whistleblowing intentions for each target individually in Study 1. Values shown are beta weights from the regression.

* $p < .05$, ** $p < .01$, *** $p < .001$

	Coworker	Supervisor	Higher Level Supervisor	Employee Outside Group	Contractor / Vendor	Political Appointee	Overall
Organizational Fairness	-0.01	-0.07	-0.10**	0.01	-0.00	-0.05	-0.04
WB Education	-0.01	-0.03	-0.02	0.02	0.02	-0.01	0.00
WB Agency Understanding	0.10***	0.13***	0.11***	0.08**	0.06**	0.06*	0.07**
Job Recognition	-0.01	-0.02	-0.03	-0.01	0.06*	0.03	0.02
Organizational Efficiency	0.05	0.09*	0.06	0.02	-0.01	0.03	0.04
Importance of Protections	-0.04	-0.16***	-0.14***	0.00	0.08	-0.05	-0.04
Fear of Reprisal	-0.05	-0.14***	-0.15***	-0.03	-0.05	-0.10**	-0.08**
Doubts	-0.01	-0.01	0.01	0.01	0.02	0.05	0.01
Job Satisfaction	0.01	-0.01	-0.07*	-0.02	0.01	-0.00	-0.02
Leadership Satisfaction	0.02	-0.02	0.08**	0.04*	0.01	0.04	0.03
Job Barriers	0.03	0.06	0.05	-0.01	-0.00	0.02	0.03
Job Benefits	0.17***	0.13***	0.13***	0.14***	0.09***	0.11**	0.12***
Loyalty	-0.30***	-0.33***	-0.33***	-0.23***	-0.14***	-0.24	-0.24***
Concern for Others	0.17***	0.20***	0.19***	0.15***	0.15***	0.15***	0.18***

Supplementary Analysis 3:

We explored the effect of including demographic factors of the Observers in the regression model predicting reported whistleblowing behavior. We included years employed (under 1 year – more than 35 years), education level (less than a high school diploma – academic or scientific doctorate), and supervisory status (non-supervisor – executive). Adding the three demographic variables did not significantly improve the regression model (comparison $p = .071$). However, supervisory status did emerge as a significant positive predictor (see table below). The finding that more senior (and potentially powerful) employees are more likely to blow the whistle is consistent with results from other analyses of older Merit Principles Survey data (Near & Miceli, 2008), but in contrast to more recent work (Kennedy & Anderson, 2017). Otherwise, the relationship between the other factors and whistleblowing are largely consistent with the main analysis reported in the manuscript. The only difference is that Organizational Fairness and Job Barriers became marginally significant predictors of whistleblowing decisions.

Predictors	β	SE (β)	Wald	p	Exp(β)	95% CI	
						Lower	Upper
Organizational Fairness	0.10	0.05	1.81	0.07	1.10	1.00	1.21
WB Education	0.00	0.04	0.07	0.95	1.00	0.92	1.08
WB Agency Understanding	0.14	0.05	2.63	0.01	1.15	1.05	1.26
Job Recognition	-0.05	0.06	-0.86	0.39	0.95	0.84	1.06
Organizational Efficiency	-0.07	0.06	-1.28	0.20	0.93	0.82	1.04
Importance of Protections	-0.17	0.05	-3.28	0.00	0.84	0.74	0.94
Fear of Reprisal	0.03	0.06	0.49	0.62	1.03	0.92	1.14
Doubts	-0.20	0.05	-4.27	0.00	0.82	0.73	0.91
Job Satisfaction	0.04	0.06	0.72	0.47	1.04	0.93	1.15
Leadership Satisfaction	-0.01	0.04	-0.23	0.82	0.99	0.91	1.07
Job Barriers	0.09	0.05	1.90	0.06	1.10	1.00	1.19
Job Benefits	0.04	0.06	0.64	0.52	1.04	0.93	1.14
Loyalty	-0.14	0.07	-2.11	0.04	0.87	0.74	1.00
Concern for Others	0.29	0.06	4.65	0.00	1.33	1.21	1.46
Years Employed	-0.01	0.02	-0.59	0.56	0.99	0.96	1.02
Education Level	0.02	0.03	0.83	0.41	1.02	0.97	1.07
Supervisory Status	0.08	0.04	2.30	0.02	1.09	1.02	1.16

Supplementary Analysis 4:

We tested the effect of adding two features of the observed wrongdoing to the model predicting reported whistleblowing behavior: frequency of observed wrongdoing and perceived monetary damage. Frequency was measured on a 3-point scale: once or rarely, occasionally, and frequently. Frequency of wrongdoing was a significant positive predictor of whistleblowing (see table below): whistleblowing was more likely for wrongdoing that occurred more frequently. Including frequency as a predictor significantly improved the regression model (comparison $p < .001$). The results of this new regression are largely unchanged from our main analysis, with the notable exception being that the association between whistleblowing and loyalty becomes marginal ($p = .09$). This might suggest that the influence of loyalty in preventing people from speaking up about issues may be overwhelmed when wrongdoing occurs very frequently.

Predictors	β	SE (β)	Wald	p	Exp(β)	95% CI	
						Lower	Upper
Organizational Fairness	0.13	0.05	2.55	0.01	1.14	1.04	1.24
WB Education	0.02	0.04	0.43	0.67	1.02	0.94	1.10
WB Agency Understanding	0.16	0.06	2.71	0.01	1.17	1.06	1.29
Job Recognition	-0.04	0.06	-0.78	0.44	0.96	0.85	1.07
Organizational Efficiency	-0.07	0.06	-1.22	0.22	0.93	0.82	1.04
Importance of Protections	-0.16	0.05	-2.98	<0.001	0.85	0.75	0.96
Fear of Reprisal	0.00	0.06	0.03	0.98	1.00	0.89	1.11
Doubts	-0.17	0.04	-3.92	<0.001	0.84	0.75	0.93
Job Satisfaction	0.06	0.05	1.06	0.29	1.06	0.95	1.16
Leadership Satisfaction	-0.02	0.04	-0.59	0.55	0.98	0.90	1.05
Job Barriers	0.08	0.04	1.83	0.07	1.08	1.00	1.17
Job Benefits	0.03	0.06	0.58	0.56	1.03	0.92	1.15
Loyalty	-0.11	0.07	-1.72	0.09	0.89	0.77	1.02
Concern for Others	0.29	0.06	5.06	<0.001	1.34	1.23	1.46
Frequency of Wrongdoing	0.27	0.06	4.82	<0.001	1.30	1.20	1.41
Perceived Monetary Damage	-0.04	0.03	-1.53	0.13	1.04	0.99	1.09

Supplementary Analysis 5:

This analysis includes all controls from Supplementary Analysis 3 and 4 in a single regression model simultaneously. As in the previous analysis, Concern for Others again strongly predicted a greater likelihood of whistleblowing while Loyalty marginally predicted a lower likelihood of whistleblowing.

Predictors	β	SE (β)	Wald	p	Exp(β)	95% CI	
						Lower	Upper
Organizational Fairness	0.09	0.06	1.46	0.15	1.10	0.97	1.22
WB Education	0.01	0.04	0.30	0.77	1.01	0.93	1.09
WB Agency Understanding	0.15	0.05	2.74	0.006	1.16	1.05	1.26
Job Recognition	-0.06	0.06	-0.98	0.33	0.95	0.84	1.06
Organizational Efficiency	-0.05	0.06	-0.79	0.43	0.95	0.84	1.07
Importance of Protections	-0.16	0.05	-2.91	0.004	0.86	0.75	0.96
Fear of Reprisal	-0.00	0.06	-0.06	0.96	1.00	0.88	1.12
Doubts	-0.18	0.05	-3.90	<0.001	0.84	0.75	0.93
Job Satisfaction	0.04	0.05	0.78	0.43	1.04	0.94	1.15
Leadership Satisfaction	-0.02	0.04	-0.39	0.69	0.99	0.91	1.06
Job Barriers	0.08	0.04	1.86	0.064	1.08	1.00	1.17
Job Benefits	0.06	0.06	1.05	0.30	1.06	0.95	1.18
Loyalty	-0.12	0.07	-1.80	0.072	0.89	0.76	1.02
Concern for Others	0.26	0.06	4.19	<0.001	1.30	1.18	1.42
Years Employed	-0.01	0.02	-0.60	0.55	0.99	0.96	1.02
Education Level	0.03	0.03	1.04	0.30	1.03	0.97	1.09
Supervisory Status	0.11	0.04	3.04	0.002	1.12	1.05	1.19
Frequency of Wrongdoing	0.28	0.06	4.61	<0.001	1.32	1.20	1.44
Perceived Monetary Damage	-0.04	0.03	-1.69	0.092	0.96	0.91	1.01

Supplementary Analysis 6:

We explored the inclusion of an interaction term between Organizational Fairness and Concern for Others. Adding the interaction term did not significantly improve the regression model over and above the main effects (comparison $p=.985$). The interaction as not significant, indicating that concern for others does not predict whistleblowing differently at different levels of organizational fairness. Instead, personal moral values for the well-being of others may have a more direct relationship with whistleblowing decisions.

Predictors	β	$SE(\beta)$	Wald	p	$Exp(\beta)$
Organizational Fairness	0.05	0.23	0.22	0.83	1.14
Concern for Others	0.33	0.15	2.18	0.03	1.02
Org.Fair * Concern.Others	-0.001	0.06	-.02	0.99	1.17

Table S5: Items used in Study 2.

Factor	Item
Organizational Fairness	My company treats employees fairly
Whistleblowing Education	My company has educated me about what my rights would be if I disclosed wrongdoing
WB Agency Understanding	I understand the role of the Occupational Safety and Health Administration (OSHA)
Job Recognition	I am satisfied with the recognition and rewards I receive for my work
Organizational Efficiency	My company uses its workforce efficiently and effectively
Importance of Protections	Whether my identity could be kept confidential
Fear of Reprisal	Concern that I might be retaliated against in some way
Doubts	Concern that it might not be serious enough
Job Satisfaction	I feel highly motivated in my work
Leadership Satisfaction	Overall, I am satisfied with my managers/supervisors
Job Barriers	The performance or conduct of other employees are the primary reasons why my job performance is not higher
Job Benefits	When deciding whether or not to continue your current employment, how important is having the opportunity for advancement?
Loyalty	Concern that I would be seen as disloyal
Concern for Others	Making a difference in society means more to me than personal achievements

Table S6: Results of regressions predicting hypothetical whistleblowing intentions for each target individually in Study 2. Values shown are beta weights from the regression. * $p < .05$, ** $p < .01$, *** $p < .001$

	Coworker	Supervisor	Higher Level Supervisor	Contractor	Overall
Organizational Fairness	0.09	0.09	0.06	0.19	0.11
WB Education	-0.04	0.10	-0.10	0.02	-0.00
WB Agency Understanding	0.04	0.11	0.10	0.12	0.09
Job Recognition	0.09	0.11	0.09	0.00	0.07
Organizational Efficiency	-0.12	0.13	0.04	-0.13	-0.02
Importance of Protections	-0.11	-0.06	-0.03	-0.05	-0.06
Fear of Reprisal	0.12	0.09	0.03	0.11	0.09
Doubts	0.10	0.07	0.10	0.05	0.08
Job Satisfaction	0.17	0.19	0.08	0.03	0.12
Leadership Satisfaction	-0.09	-0.31*	-0.06	0.06	-0.10
Job Barriers	0.07	-0.03	-0.00	0.06	0.02
Job Benefits	0.14	0.04	0.10	0.04	0.08
Loyalty	-0.24**	-0.35***	-0.31**	-0.21*	-0.28***
Concern for Others	0.24**	0.20*	0.37***	0.15	0.24**