

**Impact of Amoral Management on Unethical Pro Organizational
Behaviours: A mediating-moderating model**



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July, 2023

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
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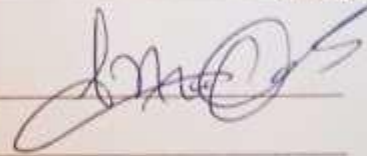
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Abstract

Management morality has been a topic of discussion for a very long time owing to its impacts not only on employees, but also on the organization as a whole. Besides many negative outcomes that are associated with amoral management practices, one that is particularly important is employees' pro-organizational unethical behaviors. Managers' role is of great importance where ethicality of employees is concerned. This study aims to examine the impact of amoral managers on employees' unethical pro-organizational behaviors in the presence of employees' perceived ethicality about unethical pro-organizational behaviors which plays a role of a mediator in the study. Considering the contextual nature of the manager employee relationship, organizational climate is used as a moderating factor to examine its effect on employees' behavioral changes. This study is conducted in the services sector of Pakistan owing to sector's increased importance in recent years and greater instances of amoral management practices in the sector. This research followed quantitative research method using survey questionnaires to collect data from employees of different organizations in the services sector of Pakistan. The useable sample for the study is 302. Results are analyzed through SPSS and Smart-PLS 4.0. The results signify a positive relationship between amoral management and UPBs, where employees perceived ethicality act as mediator. However, no moderation effect of organizational climate was found during the research. These findings have important implications for organizations in the services sector of Pakistan, as well as for practitioners looking to improve ethical behavior among employees.

Keywords: *Amoral management, Unethical Pro-Organizational Behaviors, Perceived Ethicality of UPBs, Organizational Climate*

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Chapter 1

1.1 Introduction

The first chapter of the study comprises of the study's background with rationale of the study explained thoroughly in the next section. The rationale will provide the basis for choosing the given topic of the research, and identified gap in the literature. The chapter also highlights the problem statement along with research questions, and study's aims and objectives. At the end of this chapter, the study's significance and scope are detailed out.

1.2 Background

After the financial crises of 2008, a surge in ethical scandals such as Volkswagen diesel scandal and Enron Incident (Moore & Gino, 2013), due to increased economic competition, has caused serious concerns among researcher community, government institutions and society as a whole (Babalola et al., 2019). Considering this, researchers have shifted their focus towards unethical workplace behaviors (Brown & Treviño, 2014). While some ethical acts are overtly damaging (i.e. equipment destruction) or purely self-serving (i.e. fraudulent reporting), other acts are usually done with the positive intention usually to benefit the organization (Graham et al., 2020). To explain this phenomenon of unethical behavior perceived in an organization, two academics (Umpress and Bingham, 2011) came up with 'Un-ethical pro-organizational behaviors (UPBs)', which they defined as actions that are intended to promote the effective functioning of the organization or its members, (e.g. leaders) and the acts that violate core societal values, morals, laws, or standards of proper conduct (Umpress & Bingham, 2011). This definition involves two characteristics of UPBs. First, it explains behaviors that are unethical, but eventually results in overall organization's benefit. Second, when people get involved in these acts, they not only prove to be harmful to the people but also to the society and the organization as well (Vadera & Pratt, 2013). Recognizing the potential consequences of UPBs, researchers have shifted their focus towards the antecedents of such behaviors (Chen et al., 2016; Xu & Lv, 2018). Chen et al. (2015) and Lee et al. (2019) have examined several personal factors, which include organizational identification, psychological entitlement, Machiavellianism, and affective commitment; as well as leaders', which has been examined by Graham et al. (2015) and Thau et al. (2015) along with the behavior of coworkers that can impact employees' activities that has been brought on the surface by Thau et al. (2015), and all these academics found that all these factors play a role in the encouragement of UPB.

However, the role of amoral management in shaping employees behaviors has not been focused upon yet. Amoral management is defined as leader's consistent failure to respond to issues that have ethical considerations. Consequently, amoral managers do not provide employees any direction regarding ethical decision making and behaviors (Quade et al., 2022). Therefore it can be proposed, that amoral management is an avenue that plays a vital role in shaping employees behaviors.

Further, existing research on interdependence of leadership and UPBs is limited to two main perspectives i.e. social exchange, which states the role of leaders in increasing UPBs through reciprocation (Kalshoven et al., 2016). On the other hand, social learning states that leaders, inhibits unethical behaviors by displaying themselves as ethical role models (Thau et al., 2015). However, these two perspectives give us a meaningful insight on the relationship between leaders and employees but they are limited to external guidance only. Hence, it is not enough to answer intrinsic motivation of employees to engage in UPBs. Employees' perception of ethical acts can be a major impact factor on how they want to act. Employees are usually encouraged to indulge in activities, which they perceive as ethical, and this phenomenon is known as perceived ethicality. Employees sidestep things that they perceive to be harmful or non-beneficial (Graham et al., 2020). Some studies indicate that people use processes like moral engagement to get involved in UPBs (Graham et al., 2020); however, these studies ignore the role of individual perception while doing acts of UPBs. Because UPBs have pro social underpinnings, there are chances that people get involved in acts of UPBs, because they perceive them to be ethical.

Moreover, considering the fact, that UPBs are intended to benefit the organization, it is critical to keep track of the organizational factors as well to examine their impact in fostering negative judgments about UPBs. For this purpose, organizational climate is chosen which implies prevailing signals of practices and procedures having ethical consideration that offer insinuations for expected ethical behaviors (Halbusi, Ruiz-Palomino, et al., 2021). Therefore it is important to find out how organization's climate moderates the relationship between amoral management and UPBs through employees perceived ethicality of UPBs.

Finally, this research will contribute to existing literature in three possible ways. First, the study will contribute to existing literature by studying the role of amoral management on employees' UPBs. Incorporating amoral management in this research model will give an opportunity to better investigate the antecedents of UPBs. Second, this research will highlight

the importance of intrinsic motivation of employees through the study of employees' perceived ethicality about UPBs. Examining the role of employees' perception will provide richer insight into reasons behind employees conduct. Third, the study of organizational ethical climate will give an opportunity to study how organizational factor contributes to employees UPBs through social learning.

1.3 Problem Statement

Scholars over the years have took guidance from social learning theory (Bandura, 1986) to explain the role of ethical leaders in minimizing employees' unethical behaviors by presenting themselves as a model of guidance, and by stressing the importance of ethicality (Mayer et al., 2012). However, the focus of research has mostly been limited to unethical behaviors that are done with the intention of inflicting harm to the organization; minimal attention has been attributed to acts that, though unethical in nature, are followed by employees for the benefit of the organization. Such behaviors were introduced by Umphress & Bingham, 2011 as unethical pro -organizational behavior (UPB). Though, the impact of such acts is beneficial in the short run, the long run consequences are more serious and getting extra attention due to the surge of prominent scandals, for instance, the account fraud scandal of Wells Fargo (Miao et al. 2020).

The problem analyzed in the study is the impact of amoral management on unethical pro-organizational behaviors (UPBs) among employees. Amoral management is described as the leadership practice that lacks in ethical decision-making, moral principles, and prioritize self-interest rather than the collective well-being of an entire organization (Castille et al., 2018). On the other hand, unethical pro-organizational behavior is referred to those behaviors that contribute to the overall organizational benefit but violate the moral principles and ethical standards (Chen et al., 2016).

Amoral management practices tend to create an environment where unethical pro-organizational behavior is perceived as necessary for the success of an organization (Bryant & Merritt, 2021). When leaders focus more on self-interest, employees may feel more inclined to pursue unethical behaviors to achieve the goals and objectives of an organization, which raises concerns regarding compromised organizational integrity, erosion of moral values, and potential harm to organizations and stakeholders (Quade et al., 2021). Furthermore, employees work in an organizational context, so it also important to understand the climate in which they operate and how that climate impacts there behaviors. Climate change has accumulated great

attention owing to its great potential to impact employees' behavior (Halbusi, Williams, et al., 2021). Therefore it is valid to consider how organizational ethical climate affects the relationship between employees' perceptions and their UPBs.

The significance of this problem is inculcated in its implications for not only the individuals but also for organizations. In the context of individuals, engaging in unethical pro-organizational behavior can subject the employees to moral disengagement, compromise well-being, and enhanced psychological distress. In the organizational context, unethical pro-organizational behavior can potentially harm the reputation of the organization, compromise relationships with the stakeholders, and undermine sustainability in the long-run. In addition, while the positive impact of ethical leaderships has been widely studied previously (Chen et al., 2016; Castille et al., 2018; Lee et al., 2019), less attention has been given to understand the negative consequences of amoral management. Organizations can identify and examine the underlying issues that promote unethical behavior by studying the impact of amoral management on unethical pro-organizational behavior.

Therefore, for this study, the problem statement investigates the impact of amoral management on unethical pro-organizational behavior among employees. By studying this relationship, the study aims at contributing to the knowledge of the catastrophic effects of the practices of amoral management on the behavior of the employees and the potential risk they pose to organizations at large. The study can inform organizations, policymakers, practitioners, and leaders regarding the significance of ethical leadership, the need to eradicate amoral management, and the importance of nurturing an ethical organizational climate.

1.4 Research Aim

The basic aim of this study is to examine amoral management as underlying cause to UPOBs where employees perceived ethicality of UPOBs acts as a mediator and organizational ethical climate acts a moderator between perceived ethicality of UPOBs and UPOBs particularly in the context of services sector of Pakistan.

1.5 Research Objectives

Following are the research objectives of this study:

1. To investigate the relationship between amoral management and employees' unethical pro-organizational behaviors
2. To examine the role of employees' perceived ethicality of UPBs as a mediator in relationship between amoral management and UPBs

3. To identify the moderating role of organizational ethical climate in the relationship between amoral management and UPOBs through employees' perceived ethicality of UPBs.

1.6 Research Questions

Following research questions will guide the research study.

1. Does amoral management impact employees' unethical pro-organizational behavior?
2. Does employees' perceived ethicality of UPBs mediate the relationship between amoral management practices and UPOBs?
3. Does organizational ethical climate moderate the indirect relationship between amoral management and UPOBs through employees' perceived ethicality of UPBs?

1.7 Rationale of the study

Several studies have shown that organizational culture is vital in enhancing employees' performance (Paais & Pattiruhu, 2020), and in guiding them towards the welfare of organization and stakeholders. Under such scenario, everyone benefits. Studies have indicated that leaders and managers are the most influential when it comes to defining organizational culture and promoting morals and values Tyler et al. (2008) in accordance with the organizational goals and objectives. Managers have the moral obligation to maintain an environment where employees can prosper and follow certain guidelines in their conduct and deeds. Managers who set groundwork for ethical organizations promotes employee engagement (Book et al., 2019) and ethical behaviors (Halbusi et al., 2021). In an ethical environment, unethical behaviors are either completely discarded or belittled to a great extent. But to promote such environment, leaders have the responsibility to display ethical behaviors through their deeds (Avey et al., 2011).

But what if managers do not show such ethical concerns and simply disregard them. Such behaviors are termed as amoral in nature. Amoral managers have weak ethical standing, and they fail to communicate ethical standards meaningfully. This type of management has been linked to lack of moral courage among employees that leads to unethical tendencies (Quade et al., 2022). The most serious and concerning outcome of such managerial practices is the potential for employees to engage in pro-organizational ethical behaviors (Matherne & Litchfield, 2012). Moral management plays a key part in the normalization of such behaviors, as employees take cues from their managers and inculcate them in their own conduct (Li et al., 2019).

To address literature gap, amoral management has been used as an antecedent to UPBs. While other leadership styles like behavioral leadership have been studied as an influential factor on UPBs (Shaw & Liao, 2021), amoral management as a mover of behaviors is still understudied. Moreover organizational climate has been taken as a moderator to enhance the literature, since organization's climate provides context that can affect employees' perceptions about ethicality (perceived ethicality) and their ethical conduct (Kuenzi et al., 2020). It is important to study its impact on human behaviors.

Furthermore, services sector of Pakistan has been chosen for this research which is one of the fastest growing sectors in Pakistan with a contribution of 58% to the total GDP of Pakistan (Economic survey of Pakistan, 2022). Moreover, people are also moving towards this sector which is quite apparent due to its increased share in employment market. According to Economic survey, services sector now constitutes around 37% of the entire labor force. Besides these factors the role of morality and ethics is greatest in this sector, since it deals with general public. It is based on morality, ethics, and people trust organizations. Therefore, it is vital to examine the part played by managers in service sector of Pakistan since they provide the bases of morals, and their moral conduct effects the overall behavior of employees.

Moreover, it is also important to study how amoral management affects employees' behaviors. Where unethical management foster negative behaviors, amoral management has seen to give rise to acts like pro-organizational ethical behaviors (Reynolds & Ceranic, 2007) that may seem ethical at first, but they are also unethical and harm the organizational performance and success in the long run. Therefore, given the potential negative impact of amoral management, employees' perception of ethicality and organizational ethical climate on employees' unethical pro-organizational behaviors, it is important to investigate the linkage between all these variables in the context of services sector of Pakistan.

1.8 Significance and scope of Study

This sections highlight the study's significance as well as its scope in contributing to the existing body of knowledge and informing targeted practices at organizations.

1.8.1 Theoretical Significance

- a) Advancing examination of Amoral Management and UPBs: Over the years, significant research has been done to study the impact of leadership on the behavior of employees. However, there remains a gap in the examination of amoral management's effects on

unethical pro-organizational behavior. This study will contribute to the theoretical examination of amoral management and unethical pro-organizational behavior.

- b) Uncovering the mediating role of perceived ethicality: Subjective evaluation of the ethical implications of the behaviors of the individuals is referred to as perceived ethicality. This study will help analyze the mediating role of employees' perceived ethicality of unethical pro-organizational behavior in the relationship between amoral management and unethical pro-organizational behavior. By examining the mediating mechanism, the study aims to emphasize cognitive processes underlying the decision-making of the employees regarding unethical pro-organizational behavior. This contributes to the theoretical knowledge of the role of employees' perceptions in shaping organizational ethical behavior.
- c) Highlighting the moderating impact of organizational climate: The shared perceptions of ethical norms and standards within an organization are represented by the organizational climate. Examining the organizational climate's moderating role will not only extend the knowledge of the impact of ethical conduct within an organization but also provides valuable insights into underlying factors that shape the ethical behavior of the employees.

1.8.2 Practical Significance

- a) Informing ethical leadership practices: Studying the impact of amoral management on unethical pro-organizational behavior can encourage leaders and managers to promote ethical practices in organizations, which in turn, uphold moral principles and responsible decision-making.
- b) Mitigating unethical behavior: The study will help identify the mechanisms through which amoral management can facilitate unethical pro-organizational behavior, leading to gaining better insights for organizations seeking to mitigate and prevent unethical behavior. An in-depth knowledge of the perceived ethicality and its mediating role can help organizations form guided and targeted interventions that promote ethical awareness and conduct.
- c) Fostering ethical organizational climate: Examining the moderating role of organizational climate on the relationship between amoral management and unethical pro-organizational behavior through unethical pro-organizational behavior's perceived ethicality is vital to foster an ethical organizational climate. From this study,

organizations can reinforce ethical practices, values, and norms, contributing to the overall functioning of an organization.

1.8.3 Scope of the Study

The scope of this study is to capture the range of organizational contexts at a broader level. Employees at different hierarchical levels will be targeted by this study to ensure a detailed study of the relationship between amoral management, unethical pro-organizational behavior, the perceived ethicality of unethical pro-organizational behavior, and the organizational climate. Primary quantitative research method will be employed, and the data will be collected through an online survey questionnaire. To measure the variables of interest, the questionnaire will comprise validated scales. Once the data has been obtained and organized, it will then be subjected to statistical analyses, which include moderation analysis, mediation analysis, and normality tests, to analyze the relationships between the variables used in the study.

Despite the extensive scope of this study, it elucidates some limitations. Firstly, the study is unable to create causality between variables due to its cross-sectional design. It would be better to use longitudinal studies for a thorough examination of the temporal relationships. Although efforts will be made to prevent common method bias, self-report measures may be subjected to this bias. Lastly, the generalizability of the study's findings may be restricted to the selected sample and particular organizational contexts.

1.9 Chapter Summary

This chapter explained the study's background, highlighted the problem statement and explained the rationale behind choosing this particular topic. Furthermore, the research aims. Questions and objectives are also clearly highlighted to better understand what the researcher intends to gain from this research. At the end, significance of the study is mentioned along with its scope.

Moving on, the chapter 2 of this study comprises of literature review, which will present the relevant literature regarding amoral management, perceived ethicality, along with unethical pro-organizational behavior, which referred to as the chosen variables for this study. Chapter 2 also includes the development of hypothesis and theoretical framework that will be used to capture the relationships among amoral management, unethical pro-organizational behavior, and perceived ethicality. Chapter 3 of this study refers to the methodology, which inculcates research design, strategy, methods, and procedure. Data Analysis has been thoroughly

explained in Chapter 4 of the study, while discussion of the results, limitations, future recommendations, contributions, and conclusion is presented in Chapter 5.

Chapter 2

Literature Review

2.1 Introduction

This chapter involves the review of existing literature on amoral management, perceived ethicality, and unethical pro-organizational behavior. The purpose of this chapter is to identify how amoral managers impacts employees' behaviors and play their part in allowing them to get involved in UPBs by molding their perception about ethicality of these behaviors. Along with this, it is also critical to examine how organizational climate play a vital role in this relationship by reducing the temptation to get involved in acts of UPBs. In addition, the chapter will also highlight the main hypotheses and theoretical framework, which will be examined later to answer the research questions of the study.

With the advent of Globalization, the organizational competition has taken new turn. Organizations now operate in an environment where by-passing morality and ethicality is becoming a new normal (Sroka & Szántó, 2018). Besides increased competition, the extent of greed and misbehaviors has also become commonplace (Hannah et al., 2011). It is in light of these changes, it is important to consider managers' morality and their behaviors in the organizations that can have serious impacts on other employees as well.

Ethical leaders are the cornerstone of any ethical organization. They provide the structure, the guidelines and the role model effect that is valued all across the organization. Any neglect on their part in terms of ethicality can have ripple effects that can have repercussion for everyone involved in the setup. Ethical leadership is personified through moral principles and ethical standards that require constant communication and moral excellence. Consequently, leaders can impact the behaviors of everyone around by offering them a course of action and by providing the guidance that can be followed by everyone (Lumpkin & Achen, 2018). This it can be argued, that the ethical environment is highly dependent on leaders' involvement and his/her personal behavior.

In contrast, an unethical leader not only a cause of the concern for the organizational wellbeing, but also for the people around him (Hetrick et al., 2022). Leaders' unethical tendencies can prove to be fatal for a person's self-esteem which can decrease his/her potential to act at full capacity in an organization.

There are also times, when leaders act as silent spectators when an ethical issue arise; they fail to communicate or guide anyone regarding ethical principles, such behavior on part of management is defined as amoral management. Amoral management refers to managers who intentionally or unintentionally avoid getting involved in situations that require ethical standing. They prefer to stay on the sidelines, and do not feel it their moral obligation to intervene (Quade et al., 2022). Under such circumstances, where there is no guidelines or limitations, people tend to act of their own accord disregarding anything that they might feel questionable.

Amoral managers' disassociation with ethical principles give rise to many negative outcomes, and it effects employees' behavior negatively as well. Although, most of these unethical behaviors are selfish or self-satisfying in nature; however, some are employed for organizational benefit. Umphress (2011) defined these behaviors as 'unethical pro-organizational behaviors', where employees act unethically for the benefit of the organization. Such acts may benefit the organization in the short run, but the long term consequences are not only detrimental to employees but also the organization as a whole.

Multiple studies analyzed the role of leaders, which effect employees' organizational behaviors, but they are mostly extrinsic in nature. Such studies did not take into account the intrinsic motivation that can also play its part in changing employees' behaviors both ethical and unethical (Graham et al., 2020). Different Intrinsic motivational factors like moral disengagement and guilt have been studied, however, the role of employees' perception has not been given its due share of thought. Since employees work in a social environment, therefore, according to social learning theory, employees learn from their leaders and managers and try to mold their behaviors accordingly. Leaders not only affect their behaviors in real sense, but they also impacts employees in abstract way as well (Saleem et al., 2020). Leaders play a great role in molding employees' perceptions about certain realities. In the same way, employees' perception about ethicality (perceived ethicality) is also impacted by managers. Amoral managers' absence in circumstances that need ethical solutions, allow employees to develop a perception about certain behaviors if they feel they are beneficial for the organization. These perceptions than further effect their behaviors at workplace.

Moreover, the engagement between leaders and employees does not take place in a vacuum rather they both work in a social setting, that equally affects their behaviors and

thinking. One such contextual factor is organizational climate. Organizational climate can also play a huge role in changing employees' behaviors or resisting unwanted acts.

The study's primary aim is to identify how amoral managers impacts employees' behaviors and play their part in allowing them to get involved in UPBs by molding their perception about ethicality of these behaviors. Along with this, it is also important to inquire how organizational climate plays a critical role in this relationship by reducing temptation to get involved in acts of UPBs.

2.2 Social learning theory

Individual behavior in an organization is dependent on many factors, the most widely recognized perspective regarding human behavioral changes is the notion of learning. The recognition of learning as an important influential factor in changing human behavior has changed the field of organizational behavior. The most important perspective when it comes to organizational learning is 'Social Learning theory'. This theory lay emphasize on both antecedent learning as well as consequential learning. The role of symbolic learning is also emphasized a great deal in social learning theory (Decker, 1986). Social learning theory specifically states that human behavior is mostly learned through the process of observation and modeling. Through observations, individuals form an idea of how behaviors are formed and what effect they have.

At workplace, leaders are the main source from which employees gather information (Jiang et al., 2020). According to this theory, besides direct experience, almost everything can be learned from leaders by observing them. Self-serving leaders set a wrong example for employees to mimick by giving them the opportunity to pursue their personal interests and neglecting the well-being of other (Peng et al., 2019). On the other hand, leaders with ethical standing can instill a spirit of concern among followers and foster moral commitment to do good for others. Such conduct can positively effects employees' behavior and engagement.

Considering these factors, this study is based on this social learning theory (SLT) as it allows people to learn various behaviors by paying attention, imitating and observing the leaders and treating them as role models. In an organizational setting, employees observe behaviors of their role models and the results associated with these behaviors (Bai et al., 2019). As originally thought of, social learning is an individual learning process. A persons learns from the behavior of another person that he/she regards trustworthy and credible (Bai et al., 2019). This learning process takes place in one's mind and it strengthens over time through

constant observation. This learning process can go both ways; either it can foster positive behaviors, or it can encourage negative tendencies. The process is more likely to occur where there are ethical concerns involved. It is suggested that ethical leaders act as moral persons for individuals to follow. Leaders are mostly considered as models for normative behaviors. Employees are more likely to follow their leaders when it comes to learning desired behaviors.

According to SLT employees also learn vicariously (Saleem et al., 2020), that is, they also keep a close eye on other employees' treatment by their leaders through the lens of rewards and punishments as a result of different behaviors (Saleem et al., 2020).

2.3 Variables of the Study

2.3.1 Amoral Management

To study the relationship between amoral management and employees' unethical pro-organizational behaviors, it is necessary to analyze the existing literature regarding amoral management and unethical pro-organizational behavior separately and then collectively to construct a hypothesis that will lead to answering the primary research question in this study. As there has not been much research done, all the literature reviewed in this section and the others, from now on, is vital for the development of hypothesis.

Morality are the values that are accepted by the society as a whole. These values can be sourced from cultural ethos, educational centers or religious teachings. Based on these values, morality is the knowledge of knowing right from wrong. Similar, like morality, management morality is the ability of the management to do the right thing without considering personal profits or gains. The maturity of moral knowledge is vital moral considerations and is usually taken as an indication of ethical decision making (Demirci, 2020).

Carroll (2001) came up with a model of management morality that was further subdivided into three parts: Immoral management, moral management, and amoral management. This classification allows to assess and observe ethical behaviors of organizational members and managers in a better way. While moral and immoral management are easy to deconstruct, the construct of amoral management is relatively harder to explain given its nature and novel addition in the field of study (Demirci, 2020).

Carroll (1987:11) first theorized the concept of amoral management and termed it as a style of management, which has its own relevance instead of filling just a middle-ground between immoral and moral management. According to Carroll (1987: 11), amoral management becomes evident as a result of leader's lack of attention to ethical boundaries and

scenarios in his day-to-day engagements. Carroll (1987) explained it as an approach or style that is ethically corrupt. Carroll (1987) also gave a creative tilt to this construct's definition by stating it as "the extent that they are present, the managers' ethical mental gears are in neutral" (Carroll, 1987: Pp.19). Keeping this in mind, amoral managers deploy a style of management that is not very forthcoming regarding ethicality concerning moral issues. Due to this, amoral management differs from ethical management style, in which leaders or managers promote ethical agenda openly, either in word or in deed (Quade et al., 2022). An ethical manager or leader clearly voice his concerns about ethical matters and comes out in the open. When it comes to unethical managers, leaders actively engage in and encourage unethical behaviors (Brown & Mitchell, 2010). So, unlike ethical and unethical managers, amoral managers act as unresponsive regarding ethical standards of an organization (Quade et al., 2022).

To explain amoral management further, we now divide amoral management into two levels of amoral management: high and low. High level amoral management is on display when there is avoidance of ethical consideration on consistent basis. Under such scenario, avoidance of ethics is not a one type of occurrence, rather it is continuous till managers change their management style. On the other hand, several reasons may be behind the perception of employees regarding managers associating in low amoral management. Low amoral manager can either be unethical or ethical. Greenbaum et al. (2015) demonstrates that "Low" ethical leadership is closely associated to "Low" amoral management and "low" unethical leadership is the kind of leadership which may involve several styles of leaderships.

A final note that is worth mentioning is that amoral management is not necessarily the opposite of ethical leadership (Carroll, 1987). Ethical leaders prioritize ethicality in their professional and personal conduct (Treviño & Nelson, 2011). Unethical leaders, on the other hand, are generally immoral in their behaviors, conduct and lives. Amoral managers, however, are peculiar in this regard. Even though amoral managers do not display ethical concerns, they may or may not be moral people. This blurredness about amoral manager's personal and moral character is unique, making it unlikely to be treated direct opposite of ethical leadership (Greenbaum et al., 2015).

2.3.2 Unethical pro-organizational behaviors

To clearly conceptualize the idea of unethical pro-organizational behavior, it is important to distinguish these behaviors from related concepts namely: organizational misbehavior, necessary evils, and organizational ethical climate.

Historically different approaches have been adopted to study the construct of unethical organizational behavior; however, these approaches focused mainly on unethical behaviors that are employed to satisfy some individual need (Mishra et al., 2021). For example, a meta-analysis by Belle and Cantarelli (2017) highlighted antecedents as greed, self-justification and loss aversion. Similarly, abundance of research related to employee misconduct has predominantly looked unethical behaviors as ‘purely’ self-serving (Mishra et al., 2021). Seuntjens et al. (2019) have stated that employees prioritize self-interest to get involved in unethical activities, whereas Kilduff et al. (2016) highlight that employees harm rivals to fulfill their self-centered objectives.

However, during the last few years, a new construct has been identified as a form of unethical organizational behavior - unethical pro-organizational behavior. Instead of focusing on unethical behaviors that are motivated by self-interest or personal gain, or to harm rivals or a form of behavior to retaliate against the organization, researchers have shifted their focus to study unethical behaviors that are pro –organizational or unethical behaviors of employees that are employed mainly to benefit the organization (Mishra et al., 2021). For example, few years back a strategy of ‘defeat devices’ was used by a senior Volkswagen employee to allow his organization to by-pass tests of fuel-emission (Fortune 2018). Since behaviors were employed to benefit a particular organization, they generally went unrecognized till Umphress et al. (2010) introduced them in academic literature. This study proposed that unethical behaviors can be adopted by employees to benefit their organization. Such behaviors were then given the name of ‘unethical pro-organizational behavior (UPB)’ (Umphress et al., 2010).

Unethical pro-organizational behavior (UPB) are actions aimed towards the efficient organizational functioning or the members directly or indirectly related to it, and violate core societal morals, laws, and values (Umphress & Bingham, 2011). This definition deals with two aspects. First, UPBs are unethical since they violate widely held moral beliefs. These behaviors are determined by values, laws and societal norms; not by groups or organizational ethical standards (Bryant & Merritt, 2021). The second part deals with the intent behind unethical actions. The intent of UPB must be to benefit the organization or its members or both. This intention differentiates UPB from other unethical behaviors as they are based on personal interest (Guo et al., 2020). So the main difference between the two is the end result and who is benefiting from the behavior.

Considering the discussion, UPB can be regarded as unethical behaviors that are used by employees with the sole purpose of benefitting the organization, its members or leader (Bellé & Cantarelli, 2017). However, it must be kept in mind that, although unethical pro-organizational behaviors are for organizational benefit, they can also have negative consequences for the individuals involved along with the organizations (Mishra et al., 2021)

UPBs constitute behaviors that violate the societal norms and are considered invalid by the society. Thus, these behaviors are morally problematic even if they are done with the intention to benefit the organization. Another negative consequence of these behaviors is their detrimental impact on all the stakeholders (Bryant & Merritt, 2021). Moreover, these acts not only harm employee's career and moral standing, but also impacts organization's reputation and financial credibility. Research has indicated that UPB can also be motivated by attachment and commitment to the organization (Zhang & Xiao, 2020).

2.3.2.1 Distinguishing Unethical Pro-organizational Behavior from Related Constructs

The concept of unethical pro-organizational behavior was first introduced by Umphress and Bingham (2011). UPOB is defined as "actions that are intended to promote the effective functioning of the organization or its members (e.g., leaders) and violate core societal values, mores, laws, or standards of proper conduct" (Umphress & Bingham, 2011: Pp. 120). The concept of UPOB is relatively a new one, however, it is sometimes confused with other concepts present in organizational behavior's domain. Although there are similarities with other concepts, UPOB must be studied as a separate construct to gain better insights into the domain (Bryant & Merritt, 2021).

2.3.2.1.1 Necessary Evils

Molinsky & Margolis (2005) define necessary evils as "a work-related task in which an individual must, as part of his or her job, perform an act that causes emotional or physical harm to another human being in the service of achieving some perceived greater good or purpose" (Pp. 82). Examples of necessary evils are vast. For instance, the delivery of bad news to the employees by their managers, physically painful procedures performed by the healthcare workers, and negative feedback provided by the teachers. All these examples indicate some kind of physical or emotional harm to the person. (Bryant & Merritt, 2021). Necessary evils and UPOB are usually considered synonymous as both are intended to benefit the organization. However that is not the case. Necessary evils and UPOB differentiate from each other based on following considerations: First, although UPOB is mainly employed to benefit

the organization, Umphress and Bingham (2011) portrayed necessary evils, as much broader in nature because the actions taking place under the hood of necessary evils are proposed to be benefitting the entire society rather than just an organization. Second, unethical behavior form the foundation of UPOB, while necessary evils are based on ethical behaviors as demonstrated by Umphress and Bingham (2011). Third, employees undergo UPOB voluntarily at their own discretion. These behaviors are not part of the formal job description. An employee may bribe an individual to win a contract to benefit the organization, the act may be morally incorrect, but it still is categorized as pro-organizational and not a necessary evil.

2.3.2.1.2 Organizational Misbehavior

Organizational misbehavior is described by Vardi and Wiener (1996) as “any intentional action by members of organizations that violates core organizational and/or societal norms” (Bryant & Merritt, 2021: Pp. 23) Organizational misbehaviors are the acts followed by the employees during the course of their work that violate the values and regulations of the organization. These act not only prove to be costly to the employees but also to the organization. These misbehaviors includes simple acts like time wastage to more serious offences like theft, verbal, and physical abuse (Al-Abrow et al., 2019). Organizational misbehavior generally includes three types of behaviors: First, acts, such as whistleblowing, that violate the standards of an organization but follow the societal norms; Second, acts, such as misleading customers, that work according to the standards of an organization but remain inconsistent with societal values; and thirdly, acts, such as unauthorized utilization of company property, that negate both the values of an organization as well as society (Bryant & Merritt, 2021). Umphress and Bingham (2011) states that UPOB, however, only includes acts that are against the social norms, irrespective of the fact that they value organizational values or not. Thus, UPOB can easily be portrayed as different from organizational misbehaviors.

2.3.3 Organizational Ethical Climate

Every Individual perceives things differently; similarly, individual perception also varies when it comes to evaluation of unethical behaviors (Kish-Gephart et al., 2010). Therefore, it is the responsibility of the organization to provide employees with some sort of guidance to provide them with standards or a guide that can help them differentiate between appropriate and inappropriate organizational behaviors. Organizational climate is one such measure that can be employed to provide this guidance to the employees (Kuenzi et al., 2020).

The organizational climate is a shared knowledge that defines what good behavior is among the employees; and how organization acts when there is violation of such behavior (Ishak et al., 2019). This ethical climate can be a great source of change for the employees. It can play a great role in modifying personal values, norms and behaviors through constant instructions and preventive measures. Previous research studies have identified that employees' behaviors at a work place are always under the sway of organizational value system that in general terms is the ethical climate of the organization. (Victor & Cullen, 1988). Ethical climate is further described by Kuenzi et al. (2020) in terms of employees' perception regarding organizations practice, and as a tool of measurement of right and wrong behavior within an organization. Ethical climate's development within an organization is built on ethical policies, implementation of policies and management's role. Over the years a lot has been done to provide appropriate climate to the employees within the organizations. Thus, organizations with ethical climates promote employees ethical behaviors, whereas absence of such climate gives rise to unethical behavioral tendencies (Halbusi et al., 2021).

Ellemers et al. (2013) represents ethical climate as a strong tool of regulation, and it comes necessary for exhibiting the validity of an organization in terms of its core values not only externally but also internally to elevate employees' commitment to an organization (Ceschi et al., 2016). Teresi et al. (2019) investigated the impact of ethical climate on the emotions and perceptions of the employees. Treviño et al. (1998) demonstrated that ethical climate can be utilized to control employees' ethical activities, whereas Pagliaro et al. (2018) and Bellini et al. (2019) suggested the use of ethical climate to capsule the citizenship behavior of the organization. In addition, Hsieh & De Wang (2016) studied the impact of ethical climate on organizational deviance, whereas Gorsira et al. (2018) formulates corruption.

According to Victor and Cullen (1988), ethical climate can be defined as the "prevailing perceptions of typical organizational practices and procedures that have ethical content" (Pp. 18). Also, the ethical climate of an organization includes the normative beliefs and values about the moral issues that the employees of that organization share (Halbusi et al., 2021).

Olson (1998) further built upon this definition, and further defines ethical climate as "the context in which ethical behavior and decision-making occurs" (Pp. 32). Considering this, ethical climate can keep a record of the guidelines of the acceptable behavior that provides the employees of an organization the opportunity to have an insight of what is acceptable and what

is objectionable in an organizational (Teresi et al., 2019). Schneider et al. (2016) refers ethical climate of an organization as a foundational process climate.

2.4 Hypothesis Development

2.4.1 Amoral Management and UPOBs

The formation of the first hypothesis of this study will take place in this section, which will take the research one step closer to answering the first research question and fulfilling the primary research objective, which is to investigate the relationship between amoral management and unethical pro-organizational behavior of the employees.

An important moral maturation capacity is the complexity of the mental schema of the individuals, and this has been suggested by the moral conation framework of Hannah et al.'s (2011). The framework states that moral judgments are usually based on outside worldview, where organizations impart their knowledge to their employees. High moral complexity allows employees to distinguish among multiple points of information and result in greater quantity of information. With the help of social learning, the organizational characteristics impact the thought patterns of the employees and enable them to judge their ethical decisions (Graham et al., 2020). The role of ethicality was first studied by Victor and Cullen (1987) in influencing the actions and behaviors of organizational employees. Moral management has been considered as the primary criterion to examine the ethicality of business decisions and actions. Organizations constituting ethical standards and behaviors are described as moral in nature that encourage social responsibility and regard for other. It also promotes principled norms that include ethical standards. Conceptually, leadership has been regarded as a phenomenon that not only provide ways to structure their connections and activities within the organizations but also act a guide for other people as well (Tang et al., 2020). Moreover, leaders also play a crucial role in influencing the perception of the employees (Hassan et al., 2013).

Umphress and Bingham, 2011, argued that amoral management is vital to examine the ethical structure of the organization. In organizations, where moral norms are missing, ethical consideration are often ambiguous and blurred; and organizational behaviors miss the mark in discouraging ethical behaviors. Amoral management, by avoiding ethical and moral implications, creates such a criterion of success for the employees, which involves sending transparent signals to the employees that to achieve success, they should focus on benefiting a few number of employees for short time. Amoral managers by encouraging member to follow their self-interest and perception, give validation to employees' unethical behaviors (Storme et

al., 2020). Both individuals and organizations tend to get benefitted in majority of UPB (Thau et al., 2015). Amoral managers encourage employees to follow behaviors that are benefitting the organization by aligning personal goals and incentives of the employees with the interests of an organization (Graham et al., 2020), which can lead employee's willingness to get engrossed in UPBs (Lee et al., 2019).

In addition, according to SLT, once followers perceive their managers as ethical role model, they get more inclined to following behaviors that are done by their superiors. Leaders drive employees' perceptions by acting as a role model. Based on these assumptions, it can be stated that when managers act amorally, employees take cues from these behaviors as well and perceive their behaviors as ethical since they are intended for the benefit of the organization.

Therefore, this study suggest that amoral management encourages employees to focus on short term gains by avoiding moral considerations, which in turn, results in reduction in moral complexity and thus perceived ethicality of UPBs.

Hypothesis 1: Amoral Management is positively related to UPBs

2.4.2 Amoral management, Perceived ethicality of unethical pro-organizational behavior and UPOBs

This section will lead to the formation of the second hypothesis of this study, taking the research closer to answering the second research question and fulfilling the secondary research objective, which is to identify the mediating role of the perceived ethicality of the unethical pro-organizational behavior of the employees in the relationship between amoral management and unethical pro-organizational behavior of the employees.

Moral cognition is found to have played key role in providing a direction to employees' ethics related actions, decisions, and intentions for a number of years (Hannah et al., 2011). Conversely, a pro-social dimension has also been identified through the acts of UPB, where the main aim is to benefit or enhance the interests of the organization. Moral disengagement process tend to neglect cognitive factors like moral judgments and knowledge and disregard that there can be a slight possibility that employees who are involved in such UPB may do so simply because of their moral judgments about the situation. It has been found that employees can also get involved in UPB because they regard these behaviors moral and ethical. Building on this assertion, moral judgments play a critical role in inhibiting or fostering unethical behaviors (Reynolds et al., 2014). Similarly, employees who are rich in moral knowledge tend

to avoid unethical behaviors as compared to those who lack such knowledge (Hannah et al., 2011).

Reidenbach and Robin (1990) considered the perspective of moral equity judgments as they administer “almost fundamental decision rule for evaluating the moral content of business decisions” (Pp. 645) to study the philosophical underpinnings of how people can judge the ethicality of their decisions and actions. Justice Theory provides a basis for moral equity judgments. This theory helps to evaluate the extent to which the deeds and actions can be observed as just, morally appropriate, and fair. Though UPB are generally dishonest and creates a trust deficit among stakeholders, employees tend to follow such behaviors by ignoring the long-term consequences of such actions. They get involved in such behaviors because of their short-term goals. When people get involved in acts of UPB, they ignore the broader picture, fail to accept the ramification of their actions and act morally insensitive to implications related to ethics, this results in total disregard to moral reasoning (Hannah et al., 2011).

Considering the tenets of social learning theory, where employees imitate their role models, it can be argued that employees are more likely to mirror their managers behaviors in their perceptions when managers act amorally. In other words, they will involve in UPOBs when their perceived ethicality is based on the acts of their managers. When an employee perceives his/her manager as amoral, this will shape his/her perception about ethical conducts accordingly. In this scenario, employee should also be less concerned about the consequences of his involvement in unethical behaviors given this behavior is re for the benefit of the organization. Thus, employee is more likely to perceive his conduct ethical considering the disengagement of the manager. This perception will then enhance the tendency to get more involved in UPOBs. (Fehr et al., 2019)

Hypothesis 2: Perceived ethicality of UPBs mediates the relationship between amoral management and UPOBs

2.4.3 Role of organizational ethical climate

This section will lead to the formation of the third hypothesis of this study, taking the research closer to answering the third research question and fulfilling tertiary research objective, which is to examine the moderating role of organizational ethical climate in the relationship between amoral management and unethical pro-organizational behavior through employees’ perceived ethicality of UPBs.

Organizational ethical climate, which refers to the employees' perception regarding the extent to which organizations honor organizational ethical conduct and encourage morality at the workplace, has been found to have considerable impact on employees' ethical behavior (Valentine & Godkin, 2019). Research has indicated that organization's ethical climate also plays a great in the reduction of unethical behaviors among employees; whereas, negative ethical climate can foster likelihood of unethical conduct by employees' (Lu & Lin, 2014). Ethical climate is not just found to have impact on employees' ethical conduct, but it also effects employees' job satisfaction, organizational identification, and engagement. DeConinck et al. (2016) states that ethical climate is also to have string impact on employees' moral intensity, ethical judgments.

Taking the impacts of ethical climate of an organizational on the behavior of the employees into consideration, ethical climate is related to contrivances that affects UPOBs. Ethical climate also plays a key role in employees' ethical sensitivity which has been indicated in previous studies where ethical climate is found to have great impact in discouraging unethical behaviors and encouraging employees to follow ethical principles (Johnson et al., 2019). Moreover, social learning is not only dependent on single individual; rather, social learning also applies in collective context as well. Studies have indicated that employees also learn behaviors through social settings. Based on these tenets of social learning, ethical climate has the potential to guide employees' behaviors as well as attitudes (Johnson et al., 2019).

Individuals who strongly adhere to ethical organizational climate tend to internalize the expectations and norms of an organization, which may halt their thinking process of more intangible convolutions of their ethical activities and deeds (Hannah, 2011). When such an environment is prevalent, it increases the likelihood of individuals to take only a narrow stakeholder base into consideration. In the domain of unethical pro-organizational behavior (UPB), organizational climate is a relevant social role that not only strengthens the connections between the self-interests of the employees but also that of organizations', while limiting the considerations of employees regarding the external constituencies. In organizations cultivating amoral management, employees who get engrossed in the climate of their organization, they presumably adopt these norms and involve in those decisions that can benefit not only the organization but also themselves (Martin & Cullen, 2006; Simha & Cullen, 2012) while disregarding actions that unfavorably impact th stakeholders of an organization (Umphress et al., 2010). Even at the expense of others, the employees of an organization observe that an organization disregards the behavior of self-interest (Victor & Cullen, 1988). In this way,

employees behave in such a manner that takes advantage of not only the customers but also the stakeholders involved in an organization.

Overall, the present study builds on prior research on unethical pro-organizational behavior (UPB) along with the social framework to propose that organizational ethical climate among employees is a critical factor in knowing the ethical cognition processes that underlie UPB. The study contends that strong ethical climate of an organization strengthens the adherence of the employees to the ethical norms of an organization and increases their emphasis on internal stakeholders at the expense of external constituents. Consequently, this study hypothesize that organizational ethical climate strengthens the direct impact of amoral management on ethical judgments of the employees of UPB, along with the indirect effect of amoral management on the likelihood of UPB.

Hypothesis 3a: Organizational climate moderates the relationship between amoral management and the perceived ethicality of UPB such that the relationship is increasingly positive as organizational climate increases.

Hypothesis 3b: The indirect effect of amoral management on UPB through the perceived ethicality of UPB is conditional on employee adherence to organizational climate. Particularly, the indirect effect becomes positive and stronger as unethical climate increases.

2.5 Theoretical Framework

The current study uses utilizes social learning theory to develop a model that shows how employees learn from their superiors and how this social learning impacts their behaviors. For this study, Employees' perceived ethicality of unethical pro organizational behaviors is introduced as mediating factor between amoral management and UPOBs. The model also indicates the strong impact of amoral management on UPOBs. Perceived ethicality of UPBs that is taken as a mediator can either have a negative or positive relationship between independent and dependent variable. Furthermore, organizational ethical climate is taken as moderator which can greatly impact the relationship between perceived ethicality and UPOBs. The model in Figure 2.1 showcases the hypotheses of the study and displays it in the form of a visual model.

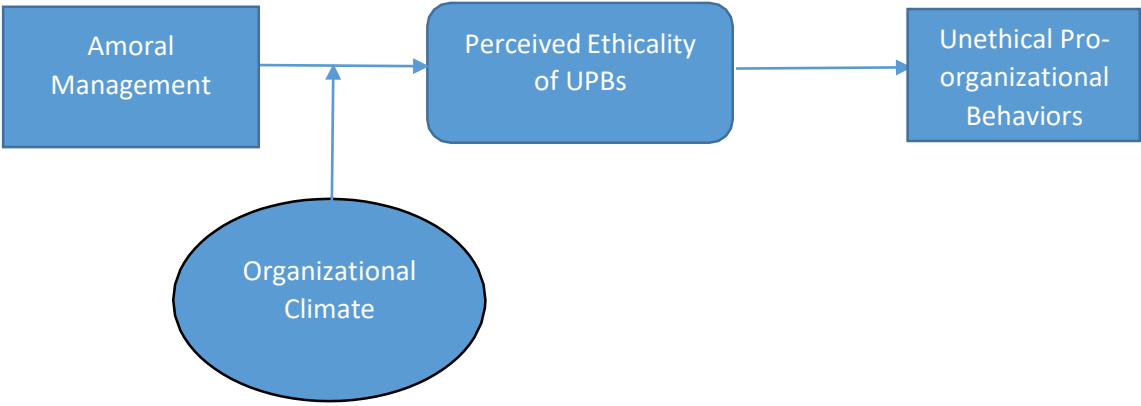


Figure 2.1: Theoretical Framework

Chapter 3

Methodology

3.1 Introduction

This chapter deals with the research methods adopted by the researcher to conduct the research. The main aim of this chapter is to provide a rationale for the readers to have an idea of why a specific research methodology is applied for the study. While selecting the research method, it is ensured that the methodology is in sync with the aims and objectives of the study, so that there is a better know-how of the overall research.

While studying any research topic, it is critical to choose appropriate research methodology that can help in obtaining the relevant information from the subject matter, and can also aid in collecting data from different sources to obtain reliable results efficiently and quickly. In order to choose methodologies for this study, different factors like subject matter and the purpose of the study need to be considered while selecting them.

In this chapter we have discussed research philosophy, design, sampling technique and research participants. Along with these, measures for independent and dependent variables are also listed.

3.2 Research Philosophy

This research was based on positivist research philosophy. It is a type of approach that adopts a natural science model to evaluate or investigate a social phenomenon. In social sciences, it is believed that events occurring in the world have a tendency to repeat themselves that allow the observer to discover and analyze them just like any other phenomenon in the natural world. Supporters of Positivist research philosophy believe that nothing in this world happens by chance nor it is preordained by fate. For them, the natural world is a combination of interrelated things that have cause and effect relationship (Kock et al., 2017). The positivist researchers regard the social world as unpredictable and chaotic, therefore, disregard it. According to this school of thought, social reality is an amalgamation of objective realities, that can be measured by social scientists and they can use statistics to test the theories developed by other scientists. Positivist researchers follow a structured approach while conducting any research. They carefully identify a topic, construct suitable hypotheses and follow relevant research methodology (Mohr & Ventresca, 2002). They, thus, remain distant

from the participants of the research to make it unbiased taking out the factors like personal emotions and feelings. It is critical for the followers of positivist philosophy to seek objectivity, follow a logical and rational approach throughout the research. Statistical techniques are important in positivist research philosophy to adopt a structured research design to unearth single objective reality (Flick, 2015; Mohr & Ventresca, 2002).

This research followed a positivist research philosophy. Below mentioned are the justifications, which outline the compatibility between the nature of the research objectives and the positivist research philosophy.

- **Objectivity and empirical evidence:** The reliance on empirical evidence in research and objectivity is emphasized by positivism. The primary aim of the objectives of the research was to examine causal mechanisms and interactions between variables objectively and systematically. With the help of the positivist approach, researcher was able to obtain empirical data through survey questionnaires, allowing for the objective analysis and measurement of variables, which in turn, led to a more rigorous inspection of the proposed relationships.
- **Scientific methods and standardization:** Positivist research philosophy highlights the utilization of standardized approaches and specific methods to ensure the replicability and reliability of the findings of the study. For this particular study, the positivist research philosophy enabled the researcher to deploy already established research methodologies to examine the obtained data. In addition, the researcher elevated the credibility and rigor of the study by following standardized procedures to make sure that the results were not only interpretable but also comparable with other studies.
- **Causal relationships and hypothesis testing:** The research objectives involved the examination of mediating and moderating effects and the investigation of causal relationships. Positivism research philosophy highlighted a suitable framework for creating causal links between variables and testing hypotheses. The direction and strength of the relationships between the variables used in the study were assessed by employing quantitative data analysis techniques, such as mediating and moderating analysis. This technique proved to be useful to examine moderating role of the organizational ethical climate along with mediation processes, allowing for a systematic examination of the hypothesized relationships and providing evidence to support or negate the respective hypotheses.

- **Generalizability and external validity:** Generalizing knowledge is one of the attributes of positivist research philosophy. With the help of this philosophy, the researcher was able to describe the study population clearly, select suitable sampling methods, and determine the sample size that was adequate for further statistical examination. In this way, the researcher was able to form a more representative sample, which could increase the likelihood of generalizing the findings to a larger population. To examine the relationships between variables in an organization, it is important to elevate the external validity of the research because it allows for broader applicability and helps organizations to establish targeted interventions and policies.

To sum up, the adoption of positivist research philosophy is attributed to its suitable alignment with the research objectives highlighted in the study. A rigorous and structured framework for examining the relationships, investigating the moderating and mediating effects, and generating generalized and objective knowledge are the provenances of positivist research philosophy. The researcher enhanced the credibility and robustness of the findings by deploying standardized procedures, analysis techniques, and quantitative methods, thereby contributing to the advancement of knowledge in the field.

3.3 Research design

A crucial framework is served by the research design, which guides the connection between research questions and their practical implementation (Bloomfield & Fisher, 2019). Research designs come in two forms; inductive and deductive (Haque, 2022). Based on observations, a new theory is formed, and this approach is referred to as an inductive research design (Haque, 2022). In a deductive approach, testing an already formulated theory takes place (Haque, 2022). Keeping this in view, for the present study, deductive research design was employed as it involves an already established theory. In present study, social learning theory was used to test the hypotheses constructed in Chapter 2. Deductive research design tested the three hypotheses, which fulfilled the research objectives and answered the research questions, which was to investigate the relationship between amoral management and unethical pro-organizational behavior, to identify mediating role of employees' perceived ethicality of UPBs, and to examine the moderating role of organizational climate between the respective constructs.

The deductive approach enables the researchers to follow a logical path where hypotheses are formed using existing theory, which is then subjected to empirical testing against collected data and observations (Casula et al., 2021). With the help of this process, the

researchers can either validate or refute the hypotheses, providing vital insights into the relationship between multiple variables and concepts (Bloomfield & Fisher, 2019). In the same way, this research used deductive research design to test the applicability of the social learning theory by investigating and examining the impact of amoral management on unethical pro-organizational behavior, moderated through organizational ethical climate.

The deductive research design offers several benefits due to which this method was deployed in this study. With the help of deductive research design, researchers can formulate not only the direct but also indirect causal relationships between different concepts (Proudfoot, 2023). For this study, the researcher was able to dissect the kind of relationship that builds between amoral management and unethical pro-organizational behavior, perceived ethicality, and perceived ethicality of UPBs through this approach, which helped answer the research questions and cater to the research objectives. By revealing the causal links between the said constructs, the researcher achieved a more thorough examination of the dynamics and mechanisms at play within organizations. In addition, deductive research design helped quantify the concepts and variables, which enabled the utilization of statistical analyses to derive research objectives (Flick, 2015). The quantitative measurement of the variables and the statistical analyses elevated the rigor of the research and also helped in comparing the acquired results with existing literature, thus, providing a foundation for further studies in associated domains (Flick, 2015).

3.4 Research Strategy

To conduct a successful research study, researchers need to lay such a strategy that precisely aligns with the objectives and research questions of the study under investigation (Van der Waldt, 2020). A plethora of research strategies are available to researchers, which include surveys, case studies, mixed-methods research, interviews, focus group discussions, experimental research, observations, and the like (Walliman, 2017). For this particular study, the researcher deployed a survey research strategy to analyze the variables under examination.

The strategy of using survey research for this study was used because of its suitability and its ability to thoroughly identify and study the patterns and extent of the four variables used in the study, namely; Amoral Management, Unethical Pro-organizational Behavior, Employees' Perceived Ethicality of Unethical pro-organizational behavior, and the Organizational Climate. For this research, the survey included carefully-crafted multiple-choice questions, consisting of easy-to-understand language. The data gathered from these

survey questions was then used for analysis, which in turn, facilitated the testing of the hypotheses formulated in Chapter 2.

The primary reason for choosing this research strategy was the aspiration of the researcher to gather measurable and concrete results (Rahman, 2020). With the help of quantitative data obtained through surveys, the causal links between the variables could be identified to acquire the research objectives of this study (Rahman, 2020). The survey research offered logical and rational means to examine the impact of amoral management, unethical pro-organizational behavior, the perceived ethicality of UPB, and organizational climate. In addition, the structured nature of the survey research allowed the researcher to systematic collect data from a sizeable participant sample. Capturing responses to well-laid-out questions, the research was able to discern patterns and correlations, enriching the comprehension of the interplay among the variables (Collins, 2015). The survey research strategy also proved to be efficient because it helped the researcher to fulfill the objectives of the research within a considerable timeframe and allocation of resources.

The nature of the research objectives decides the choice of research methods to address each of the objectives thoroughly (Bauer et al., 2021). There are two kinds of research methods: quantitative and qualitative (Rahman, 2020). Quantitative research deals with quantifying variables to identify and examine correlations, cause-and-effect relationships, and patterns (Saunders et al., 2015). This research method is particularly associated with generalizing findings to a much bigger population. On the other hand, the qualitative research method involves an in-depth examination of the experiences, behaviors, and perceptions of the individuals (Bauer et al., 2021). The qualitative research method also seeks to explore and understand complicated phenomena to gain better insights into their concepts and contexts.

In this study, the researcher adopted a quantitative research method. An optimal path is provided by this method to fulfill the aims and objectives of the study along with answering the research questions. There were several reasons behind the employment of the quantitative research method for this study. First, the quantitative research method enabled the researcher to collect data from a diversified population, which helped in the generalization of the findings to a broader context (Dawadi et al., 2021). In this way, the researcher was able to draw relevant conclusions from the findings, which can be applied to the entire target population.

Second, the statistical examination of the research questions helped the researcher to answer the research questions and draw conclusions regarding the causal relationships found

among amoral management, unethical pro-organizational behavior, the perceived ethicality of UPB and its mediating role, and organizational climate and its moderating role. Because of the method's objective nature, the reliability and validity of the data could be acquired, leading to enhanced credibility of the findings of the research and the overall rigor of the study (Dawadi et al., 2021).

3.5 Data Collection Methods

Data collection involves two kinds of methods: primary data collection and secondary data collection (Rahman, 2020). In primary data collection, the data is collected by the research from the original source, thus, ensuring the specificity and authenticity of the information collected (Ponchio et al., 2021). On the other hand, secondary data collection involves collection of data from existing sources such as journals, databases, reports, books, and the like (Bauer et al., 2021). For this research, primary data collection method was used.

Keeping in view the definition of primary data collection, the information was collected from the target population using a survey, and this collected data was then quantified for further statistical examination to full the objectives of the research. With the help of the primary data collection method, the researcher was able to obtain focused and specific data that was tailored for answering the study's research questions and fulfill its objectives (Taherdoost, 2021).

Another major reasons to use the primary data collection method was to gain greater control over the research process, ensuring that the researcher gathered the data in a standardized and systematic manner (Saunders et al., 2015). Once the primary data was collected through the use of a survey, it was then used for statistical examination. The research strategy of creating a personalized survey helped in the exploration of the nuances and underlying motivations that would have been unable to get captured through the secondary data collection method (Taherdoost, 2021).

3.6 Participants and Procedures

3.6.1 Overview of Services sector of Pakistan

According to Economic survey of Pakistan, Services sector of Pakistan is the largest sector with a contribution of 58% to the GDP (Economic Survey of Pakistan, 2022). During the FY2022, the services sector posted a growth of 6.2% against 6.0% last year; and it has been on the rise for the last few years (Economic Survey of Pakistan, 2022). Moreover, the employment pattern are also shifting with people moving from agriculture to services sector due to the technological transformation. In 2020-21, 37.2% of the labor in Pakistan was

employed in its services sector, according to labor statistics of Pakistan (Economic Survey of Pakistan, 2022). Furthermore, according to the SBP data, IT exports grew by 29.26% during July-March FY2022 with total earning recorded to US \$1.94 as compared to \$ 1.5 during FY 2021 (Economic Survey of Pakistan, 2022). The IT industry of Pakistan is the largest net service exporter, which constitutes the exports to 169 countries. Considering these factors, it is important to study the organizational practices in this sector. The growing contribution of this sector makes it critical to study the role managers play in the organizations and how employees react to it. In 2019, two directors of telecom industry in Pakistan were fired due to their engagement in unethical practices (Ali, 2019). Keeping these incidents in mind it is important to examine how such behaviors on the part of managers impact employees' moral conduct, since such conducts have implications for both the individuals and the company as a whole. This study will help us in analyzing the amorality of managers, and employees' involvement in UPBs which are prevalent in the industry; for example, sales employees of insurance companies hide the truths about their companies to benefit the organizations. Such behaviors must have antecedents and with this research we would be better able to study if amoral managers act as an antecedent.

3.6.2 Population

For this study, the target population comprised employees working in multiple organizations within Pakistan's services sector. The decision behind selecting services sector was because of the interdependence among employees in this sector and the sufficient amount of affect that managers have on the behavior of the employees. The moral behavior of the employees within the organizations is affected by amoral managers as they disregard any moral consideration (Quade et al., 2022), and this was hypothesized in the study. The services sector of Pakistan includes myriads of industries, which include banking, healthcare, and hospitality, where employees work together in close confinements, and thus, rely on each other's actions (Yousufzai, 2018). Because of this interdependence, the chances for the spread of amoral behavior may be enhanced, impacting the employees' ethical decision-making (Quade et al., 2022). The researcher aimed to gain better insights into the affiliation between amoral management and the unethical pro-organizational behavior of the employees by examining this population. With the help of an online survey, the researcher was able to study the target population (Ball, 2019). The survey questionnaire was given to the individuals working in different industries of the services sector of Pakistan. Survey helped in obtaining data from a large number of participants, which aided in representing a broader population (Ball, 2019).

The target population examined in this study involved 302 participants with 34.1% (n=103) as female and 65.9% (n=199) identifying as male. This distribution in gender reflects the employees' composition working in Pakistan's services sector. Industry-specific gender distribution may help answer the relatively higher representation of the males in the sample. In the context of education, the qualification of the respondents varied. The educational qualifications shed light on the study population's diversity in terms of their educational backgrounds. Varied levels of education in the study populations helped in adding richness to the data while allowing for a comprehensive analysis of the research objectives and answering research questions.

3.6.3 Sampling technique

When it comes to sampling techniques, there are two types of sampling techniques: Probability and Non- Probability. In Probability sampling technique, there is equal probability of each case to be selected from among the population. It is mostly used in studies where there is need of statistical estimation of the characteristics of population to answer the research questions. Non probability sampling on the other hand, is a technique where the chances of selection of a subject from the population are either unknown or can't be estimated. For this research, considering the research aim, questions and objectives, probability sampling and convenience sampling were employed. Several reasons were behind choosing probability sampling and convenience sampling. Firstly, the choice of probability sampling was guided by the objectives and questions of the present research as this sampling method allowed for the estimation of the data statistically (Stratton, 2021) and it also helped in generalizing the population of employees working in different industries within the services sector of Pakistan. Probability sampling minimized the risk of selection bias (Berndt, 2020) by making sure of an equal selection chance for each employee, leading to a more representative sample.

Secondly, the particular constraints of the study were addressed with the help of convenience sampling. As services sector includes a wide range of organizations, it was difficult to reach all the employees through any other probability sampling technique. Convenience sampling offered a feasible option to select the participants efficiently and conveniently, keeping in mind the time and financial limitations (Stratton, 2021).

It is vital to note that the accessibility and availability of the target population also posed as a reason behind the selection of convenience sampling. The researcher was able to obtain

data much more efficiently and maximize participation rates by choosing those participants who were readily available.

3.6.4 Procedure

Participants were reached out in the different region of Pakistan like Lahore and Islamabad through personal connections. Since the researcher is employed in the services sector and also have some relatives working in services sector so participants were reached through personal efforts and by support of the people around. The purpose of this study was to identify the impact of amoral management on employees' pro organizational ethical behavior where employees' perception of ethicality of UPBs was studied as a mediator while organization's climate was studied as a moderator. For data collection a survey questionnaire was designed that involved 23-items divided among four variables. The form was made online as well as on paper. Based on the convenience and availability of the participants either one of the method was used to collect data. Both methods were employed to increase the response rate of the participants as well as considering the preference of the involved participants. The survey questionnaire is a short one which is developed considering to keep participants involved while going through it. A research study has highlighted that approximately 91% of participants agree to complete the survey if it can be completed within 15 minutes of duration (Saleh & Bista, 2017). The sample size of 300- 400 was taken into consideration, which is recommended by Krejcie and Morgan (1970) for unknown population. A large sample size allows accurate estimates of population and greater precision of the outcomes.

3.7 Design of the Survey Tool

To address and analyze the objectives of the research efficiently, the data was collected using a carefully crafted survey design tool. The process of the proposed design involves particular steps, which ensure the validity, relevance, and reliability of the survey's content.

For the constructs of the study, a selection of appropriate items and scales was needed, and this selection was taken from reviewing the existing literature comprehensively. The scales that illustrated validity and reliability in existing literature and research were utilized and acted as the base for the development of the survey tool. From the validated scales, the constructs of unethical pro-organizational behavior, organizational climate, amoral management, and perceived ethicality were captured. Keeping in view the context and objectives of the study, these items appeared to be concise, clear, and relevant. The language that was used in the survey was carefully optimized so that the target population could easily understand it.

The survey tool is constituted of many sections, each of which addresses a set of related questions or a particular construct. Using Likert-type scales, the items in the survey were presented in a way as to allow the participants to either agree or disagree with the provided statements. The response options provided a variety of responses for the participants to choose from and portray their opinion. Such response options included the range from strongly agree to strongly disagree. To enhance data quality, and mitigate response bias, several strategies were deployed, which include the usage of reverse-coded items and randomizing the order of the item.

In sum, the design of the survey tool particularly aimed at gathering reliable and accurate data, considering the constructs under study. The effectiveness of the survey can be validated by selecting certified items, using Likert-type scales, and including measures of quality control for the efficient interpretation and analysis of the study.

3.8 Measures

The questionnaire was designed on a five-point Likert scale (Strongly disagree =1, Disagree =2, Neutral =3, Agree =4, Strongly agree =5). Survey questionnaire was mainly divided into two sections. First, where participants were asked to fill in demographic information including age, gender, and education. Whereas the Second part included items of variables under study.

3.8.1 Amoral management

A 4-item scale developed by Quade et al. (2022) was used to measure Amoral management. Items were measured on 5-point Likert Scale from strongly disagree (1) to strongly agree (5). Sample item included “My supervisor remains neutral when ethical decisions are needed”

3.8.2 Unethical Pro-organizational Behaviors

A 6-item scale developed by Umphress et al. (2010) was used to measure UPOBs. Items were measured on 5-point Likert Scale from strongly disagree (1) to strongly agree (5). Sample item included “If it would help my organization, I would exaggerate the truth about my company’s products or services to customers and clients.”

3.8.3 Perceived ethicality of UPBs

A 3-item scale developed by Reidenbach and Robin’s (1990) was used to measure Perceived ethicality of UPBs. Items were measured on 5-point Likert Scale from Never (1) to

Always (5). Sample item included “How often do you perceive manager’s actions as unjust to the receiver?”

3.8.4 Organizational Climate

Organizational climate was measured through 14-item scale developed by Victor and Cullen (1988). Out of 14 items 10 items were selected that were measured on 5-point Likert Scale from Never (1) to Always (5). Sample item included “You are always expected to do what is right for the customers and public in this organization”; “Organization’s interest is most important for the people excluding all else.”

3.9 Analytical procedures

To analyze the data, tools like SPSS (v.23) and Smart PLS 4.0. SPSS (v.23) were used once the collection of required data is completed. Smart PLS was used for the processing and identification of missing values, while SPSS was used to examine demographics and descriptive statistics. The descriptive statistics included mean, Median, frequency and standard deviation, along with skewness and kurtosis to identify the normality of the data. The present study’s aim was to examine the strength and direction of relationship between amoral management, Perceived ethicality, organizational ethical climate and UPOBs. To test the hypothesis, and to determine the convergent and discriminant validity, Smart-PLS 4.0 was used. The Cronbach alphas were calculated to ensure internal consistency and reliability valuables (Cronbach, 1951).

3.9.1 Data Screening

Before beginning the process of hypothesis testing, data was screened to identify outliers, disengaged responses and missing values. To get the valid results, the completeness of data was an essential requirement. A survey was used to obtain data and this survey consisted of 23 items, all of which were mandatory, therefore, no missing value was found. Moreover, data was also checked for any skewed responses.

Additionally, the data was also tested for normality. To identify the symmetry and dispersion of data, skewness and kurtosis of the data were employed. Skewness measures the symmetry of data whereas the kurtosis helps to determine if data is heavily or lightly tailed in a normal distribution curve (Cain et al., 2017). If Kurtosis value is found to be higher, then there are chances of outliers present in the data. Prescribed limit for kurtosis found in the literature is (-3 to +3). The normal value of skewness is zero but that is usually a rare case. The

positive skewness value signify scores that are below the mean whereas negative values signify otherwise.

3.9.2 Reliability Statistics

Consistency of scales is important for the validity of the data. To determine the internal consistency, reliability analysis is done. The main aim of this evaluation was to determine whether the scale items used by the researcher would yield similar results if they were used by same respondents over time. The standard practice is to calculate Cronbach alpha for multi-item scale of a variable which represents convergence between items (Cronbach, 1951).

3.9.3 Correlation Coefficients

This analysis was conducted to study the link among different variables. It demonstrates the linearity that exists among variables used in the study. Where -1 represents negative relationship, +1 indicates positive relationship. The value of 0 indicated that there exist no relationship among variables (Xu and Cheng., 2020).

3.10 Ethical Considerations

To ensure and protect the rights, confidentiality, and privacy of the participants, the study abided by ethical standards. Below mentioned are the ethical considerations that were implemented in this research.

- **Well-versed consent:** The purpose, procedures, confidentiality measures, and the potential benefits and risks of the research were thoroughly communicated with the participants before they participated in the study. Furthermore, all the participants were given the right to withdraw their opinion at any stage of the research.
- **Confidentiality:** The researcher prioritized the anonymity and confidentiality of the participants throughout this research. The identities of the participants remained anonymous and the collected data was treated with firm confidentiality.
- **Voluntary participation:** All the participants participated in the present study on their own accord and they were given the right to withdraw themselves from the research whenever they wanted. The decision of the participants to withdraw or participate neither affected their relationship with the organization they are affiliated with nor with the researchers.
- **Participants' protection:** Several measures were implemented to protect all the participants from any kind of discomfort or potential harm. The survey instruments and research protocol were constructed in such a way as to prevent any psychological or

emotional distress that participants might go through. Ensuring the participants with confidentiality, they were encouraged to give accurate and honest information.

- **Data security:** All the data collected were secured in password-protected files to keep their integrity intact. Access to the data was only given to authorized researchers. For analysis purposes, data was shared with the research team only.
- **Respect for inclusion and diversity:** The study acknowledged the significance of inclusion and diversity in its target population. To ensure that participants from a diverse range of experiences and backgrounds were included, several measures were taken place.

The study prioritized protecting the well-being and the rights of the participants and upholding the principles of ethical research conduct. Throughout the study, the researcher was devoted to maintaining and abiding by the highest ethical standards to ensure the integrity and rationality of the research's findings while protecting the confidentiality and rights of the participants.

3.11 Chapter Summary

This chapter dealt with methodological and analytical procedures that were followed in the research study. In the beginning, research philosophy and design were discussed along with the reasons of choosing these approaches. Further, sampling techniques and data collection methods were discussed that were used in the research. The measures were defined that were employed in the survey. Lastly, analytical process was described that is was used in the research.

Chapter 4

Data Analysis

4.1 Introduction

After a thorough discussion of the methodology employed for the study to gather data and test the hypotheses, this chapter deals with results obtained through the data acquired. The chapter begins with a brief analysis of the descriptive statistics that have been deployed in the present research for statistical examination of the constructs. Then the chapter discusses the measurement model followed by structural model. The chapter ends with the conclusion of the chapter.

4.2 Demographics

The analysis of the study sample demographic data reveals that the males comprise the majority of the sample with a representation of 65.9%. Similarly, most of respondents' education was Bachelors' degree with a total of 65.2%. A detailed description of demographics is given in Table

Table 4.1: Gender segregation

Gender		Valid			
		Frequency	Percent	Percent	Cumulative Percent
Valid	Male	199	65.9	65.9	65.9
	Female	103	34.1	34.1	100.0
	Total	302	100.0	100.0	

Source: Author's own calculations using SPSS Software

Table 4.2: Demographic education

Qualification		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Higher Secondary	23	7.6	7.6	7.6
	Graduation	197	65.2	65.2	72.8
	Masters	65	21.5	21.5	94.4

Qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Other	17	5.6	5.6	100.0
	Total	302	100.0	100.0	

Source: Author's own calculations using SPSS Software

4.3 Data Analysis

After collecting the data, the next step was to enter the data and analyze it for any anomalies or missing values. It is important to check the data submitted by the respondents through questionnaires to verify that the data is complete and accurate. It is important to conduct these phases to have a complete knowledge of the data (Hair et al., 2011). Since data was mostly collected through online questionnaire, with the mandatory options to fill all the fields; therefore the data didn't have any missing values. This method was employed considering the time constraints, speed and accessibility of use (Regmi et al., 2016)

Data screening is a crucial step before starting the analysis of data for reliability and validity. The screening is done to process the data and clean out anything unreliable and inefficient. The cleanup process involves weeding out of incorrect and undesirable responses. In the received responses, there were some responses that followed straight line method, such responses were rejected by looking at the standard deviation in the responses. The details of the data screening are shown in table

Table 4.3: Data screening

Survey	Quantity	%
Total Questionnaire Distributed	350	100
Returned	332	95
Rejected after a Defective Responses	30	9
Useable and Non-Defective Responses	302	86

Source: Author's own calculations using SPSS Software

The aforementioned table makes it obvious that a total of 350 questionnaires were received out of which 332 returned the questioned either online or personally. Out of the returned 332 questionnaires 30 were rejected due to different anomalies. The cleaning is also

important since it can make results skewed due to incomplete or flawed responses. Thus 302 were then finalised for the study and analysis.

4.3.1 Normality Test

Data normality is analyzed through skewness and Kurtosis analysis in SPSS. This is for the validation assumption of the data where 80% of the data or above it falls within the prescribed limit of literature (-3 to +3). In skewness, positive values signify that the values are above mean, whereas negative values suggest otherwise. This attribute constitutes the normality assumption in data (Kline, 2010). The results of skewness and kurtosis analysis of the constructs are presented in Table 4.4.

Table 4.4: Normality test

Type	Missing		Scale		Standard deviation	Excess kurtosis	Skewness	
	Values	Mean	Median	min				max
AM1	0	2.9	3	1	5	0.975	-0.369	-0.234
AM2	0	3.0	3	1	5	1.128	-0.808	-0.123
AM3	0	3.0	3	1	5	1.032	-0.547	-0.211
AM4	0	3.1	3	1	5	1.104	-0.719	-0.262
UPOB1	0	3.1	3	1	5	0.951	-0.121	-0.559
UPOB2	0	3.4	4	1	5	0.908	0.415	-0.807
UPOB3	0	3.3	3	1	5	0.937	-0.049	-0.438
UPOB4	0	3.0	3	1	5	0.943	0.077	-0.444
UPOB5	0	3.5	4	1	5	0.856	0.606	-0.683
UPOB6	0	4.0	4	1	5	0.983	1.106	-1.077
OC1	0	3.1	3	1	5	0.785	0.088	-0.059
OC2	0	3.4	4	1	5	0.932	0.306	-0.639
OC3	0	3.6	4	1	5	1.121	-0.684	-0.372
OC4	0	3.3	3	1	5	0.844	-0.051	-0.113
OC5	0	3.2	3	1	5	0.892	-0.097	-0.142
OC6	0	3.3	3	1	5	1.002	-0.593	0.268

Type	Missing		Scale		Scale	Standard deviation	Excess kurtosis	Skewness
	Values	Mean	Median	min				
OC7	0	3.2	3	1	5	0.886	-0.073	-0.193
OC8	0	3.1	3	1	5	0.884	0.407	-0.333
OC9	0	3.4	3	1	5	1.049	-0.564	-0.118
EC10	0	3.0	3	1	5	0.838	0.38	-0.191
PE1	0	2.8	3	1	5	0.991	-0.734	-0.048
PE2	0	2.9	3	1	5	1.007	-0.847	-0.08
PE3	0	2.7	3	1	5	1.012	-0.45	0.066

Source: Author's own calculations using SPSS Software

Data normality in the estimation process is a conventional assumption (Bai & Ng, 2005). Normality test results are demonstrated in the mentioned above table. AM variables showed skewness values ranging from -0.369 to -0.808, which indicates that these variables are left-skewed. In the context of Kurtosis, the values range from -0.234 to -0.808, which indicates normal distribution.

The skewness values of the UPB variables range from -0.121 to 1.106, whereas the kurtosis values show a range from -0.559 to -1.077. These values illustrate that not only there were moderate deviations from normality, but also there was positive excess kurtosis.

The skewness values for OC variables range from -0.648 to 0.407, whereas the kurtosis values range from -0.639 to 0.407. This demonstrates that these variables are slightly skewed to the left, exhibiting normal distribution.

The skewness values for PE variables range from -0.847 to -0.734, whereas the kurtosis values show a range from -0.08 to 0.066, which means that the variables are slightly skewed to the left and have a normal distribution.

Overall, it can be seen that all the variables show such distributions that are quite close to normality.

4.3.2 Evaluation of PLS Path model results and the measurement model

In this work, Smart-PLS 4.0 is used for the implementation of variance-based SEM. the analysis is divided into two parts. First part deals with measurement model where reliability and validity is tested, and the second part deals with structural model that mainly deals with

hypotheses testing. While PLS algorithm was used for the first part, the second part was analysed through Bootstrapping based on which it can be decided if hypothesis needs to be accepted or rejected.

The measurement model examines each item used in the data to see if it improves the suggested model as a whole. To examine the goodness of the model reliability, convergent validity and discriminant validity were all observed. All these assessments are discussed in detail in the section ahead.

4.3.3 Reliability

The reliability of the variables was tested using Cronbach's Alpha and Composite. In the beginning the overall sample was assessed and the items having factors loading smaller than 0.500 were discarded. The results of reliability are shown in table 4.5

Table 4.5: Reliability

	Cronbach's alpha	Composite reliability (rho_c)
AM	0.896	0.927
OEC	0.703	0.816
PE	0.767	0.896
UPOB	0.839	0.883

Source: Author's own calculations using SPSS Software

The reliability of the measures utilized in this research is mentioned in the above table. Both the composite reliability and Cronbach's alpha coefficients indicate high reliability being portrayed by the AM construct. The normally accepted threshold is 0.7, whereas the values of these measures calculated are 0.927 and 0.896, indicating that the items responsible for analyzing amoral management evaluate the intended construct consistently. As portrayed by the composite reliability and Cronbach's alpha coefficients, acceptable reliability has been found in the OEC construct, and the calculated values are 0.816 and 0.703. It should be noted that Cronbach's alpha coefficients' value is found to be slightly lower than the accepted threshold value, however, the value of the composite reliability coefficient demonstrates adequate reliability, indicating that all the items measure the ethical climate of the organization collectively. The composite reliability and Cronbach's alpha coefficients for the PE construct are calculated to be 0.896 and 0.767, which illustrates good reliability. The PE construct surpassed the threshold value, which suggested that all the items measure UPB's perceived

ethicality reliably. Keeping in view the value of the coefficients, 0.883 and 0.839, the UPB construct shows great reliability, which means that the items that measure unethical pro-organizational behavior capture the underlying impact and mechanism consistently. Overall, these coefficients suggest that this study capsulate all those measures that are suitable and reliable to assess the respective constructs.

4.3.4 Construct Validity

Brown et al. (1996) defines construct validity as the degree to which a test measures what it claims or purports to be measuring. It is divided into two parts: Convergent validity and discriminant validity (Hair et al., 2014).

4.3.4.1 Convergent Validity

Convergent validity, which considers loadings and Average Variance Extracted (AVE), is defined as the extent to which all the items mentioned in the research converge together to represent the construct they are supposed to be representing. Moreover, Hair et al. (2014) also refers it to as the correlation between assessments of the same construct. Higher outer loading represents greater agreement between the associated indicators used for the measurement of same construct (Hair et al., 2014). For outer loadings, the generally accepted criterion is that it should be greater than .70 (>.70) in order to be accepted. Anything less than this benchmark, means the item being used to the construct is not valid, and it can be eliminated. However, the item can be kept if construct's AVE value is higher than 0.50. The results are illustrated in table 4.6

Table 4.6: Convergent validity

	Average variance extracted (AVE)
AM	0.762
OC	0.531
PE	0.811
UPOB	0.562

Source: Author's own calculations using SPSS Software

The Average Variance Extracted (AVE) for each construct is presented in the above table, which measures the convergent validity of the constructs. A stronger level of convergent validity has been found in those variables, which have higher AVE values, and this suggests that items captured in each construct are strongly related.

AM construct shows good convergent validity with the AVE value of 0.762. This value surpasses the threshold value, which is 0.5, indicating that the items responsible for measuring amoral management show a sufficient amount of variance and can represent the construct collectively. OC construct shows acceptable convergent validity as its AVE value is 0.531, which shows that the construct illustrates a moderate amount of variance among the items that measure the ethical climate of an organization. As calculated by the AVE, the PE construct shows great convergent validity as its value is 0.811, which indicates that the items responsible for measuring UPB's perceived ethicality demonstrate a high amount of variance. Acceptable convergent validity has been found in the UPB construct because of its AVE value of 0.562, which indicates a moderate level of variance among the items that measure UPB.

It is clearly visible in the chart the AVE value of each construct is over 0.5 which makes it valid.

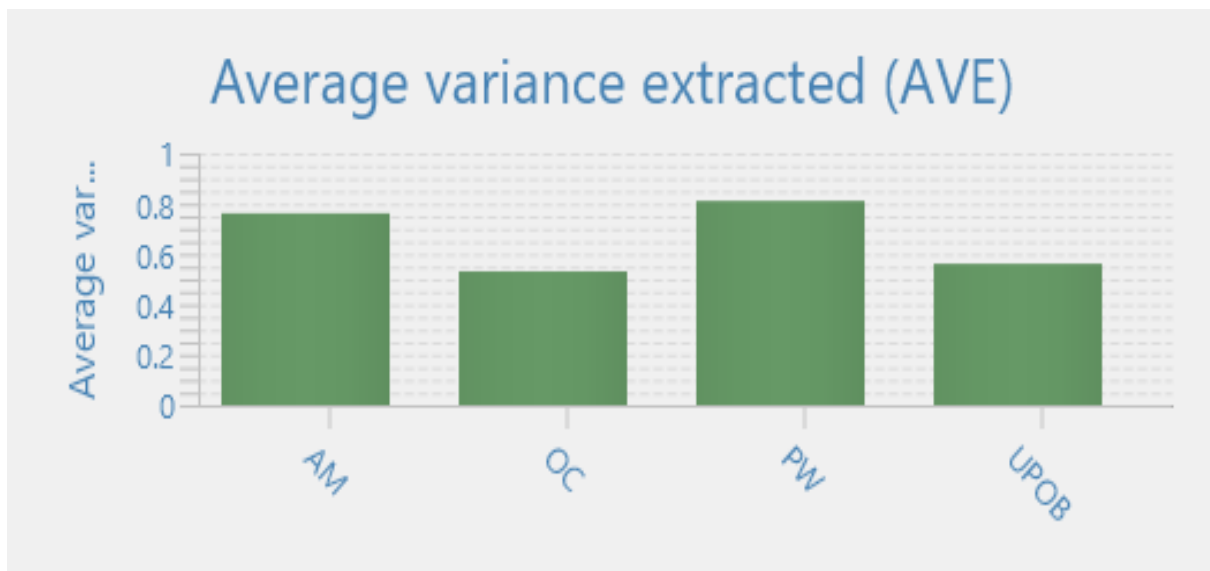


Figure 4.1: AVE

Source: Author's own calculations using SPSS Software

4.3.4.2 Discriminant Validity

The discriminatory validity measures the distinctiveness of different measures in an instrument (Hair et al., 2014). It deals with the uniqueness of the concepts. Three methods are used in this study to measure the discriminant validity: Fornell-Larcker criterion, Cross-Loading and Heterotrait-Monotrait ratio.

Table 4.7: Fornell-Larcker criteria

	AM	OEC	PE	UPOB
AM	0.873			
OEC	-0.419	0.729		
PE	-0.458	0.507	0.901	
UPOB	0.609	-0.305	-0.442	0.749

Source: Author's own calculations using SPSS Software

The discriminant validity is assessed by a criterion known as the Fornell-Lacker, which is portrayed in the table 4.7. Discriminant validity is analyzed by keeping in view the correlations between the constructs and the square root of the Average Variance Extracted (AVE).

AM construct has an AVE of 0.873, which indicates that a sufficient amount of variance exists between the items. The OEC construct has an AVE value of 0.729, which indicates moderate variance among the items present in the construct. The PE construct has an AVE value of 0.901, which suggests a great amount of variance among the items. The UPB construct has an AVE value of 0.749, which demonstrates moderate levels of variance among the items present within the construct. Overall, the discriminant validity among a greater number of constructs has been supported by the Fornell-Lacker criterion.

Table 4.8 shows that the outer loading of the markers on the associated construct is larger than the loadings on other constructs. These measures confirms the discriminant validity of all constructs.

Table 4.8: Outer loadings

	AM	OC	PE	UPOB
AM1	0.878	-0.364	-0.406	0.56
AM2	0.909	-0.425	-0.453	0.563
AM3	0.835	-0.301	-0.353	0.463
AM4	0.868	-0.364	-0.381	0.53
OC1	-0.386	0.721	0.387	-0.261
OC2	-0.328	0.794	0.394	-0.209

	AM	OC	PE	UPOB
OC3	-0.359	0.812	0.408	-0.246
OC9	-0.062	0.56	0.263	-0.148
PE2	-0.421	0.484	0.891	-0.352
PE3	-0.406	0.431	0.91	-0.44
UPOB1	0.543	-0.267	-0.375	0.787
UPOB2	0.477	-0.254	-0.319	0.818
UPOB3	0.448	-0.27	-0.34	0.801
UPOB4	0.491	-0.348	-0.384	0.777
UPOB5	0.431	-0.192	-0.277	0.751
UPOB6	0.302	0.049	-0.274	0.522

Source: Author's own calculations using SPSS Software

For each indicator, the outer loadings have been presented in the table. These outer loadings demonstrate the relationship's strength between every item along with its constituting latent construct.

A strong relationship has been found between the AM construct and its items, as shown by the values of outer loadings, which are ranging from 0.835 to 0.909. The high values of the AM construct suggest that all the items present in this construct measure amoral management's concept efficiently.

Moderate to strong relationship has been found between the OC construct and its items, as shown by the values of outer loadings, which are ranging from 0.560 to 0.812. The moderate to strong values of the OC construct suggests that all the items present in this construct measure the organizational climate's concept reasonably.

A moderate relationship has been found between the PE construct and its items as shown by the values of outer loadings, which are ranging from 0.431 to 0.484. The moderate values of the OC construct suggest that all the items present in this construct measure the perceived ethicality concept reasonably to some extent.

Moderate to strong relationship has been found between the UPB construct and its items, as shown by the values of outer loadings, which are ranging from 0.302 to 0.543. The

moderate to strong values of the UPB construct suggests that all the items present in this construct measure unethical pro-organizational behavior concepts reasonably.

Overall, a major chunk of the constructs shows high outer loadings, as mentioned in the table, indicating strong relationships between the items and their constructs.

The discriminant validity was also tested by utilizing The Heterotrait-Monotrait ratio (HTMT) of similarities (Henseler, Ringle & Sarstedt, 2015). Discriminant validity is poor if HTMT value is over 0.85 (Kline, 2015), but it is good if the value is less than 0.85. As the table 4.9 shows, the discriminant validity of all constructs is less than 0.85 (Kline, 2015) which explains good construct validity. As seen in Table 4.9, good discriminant validity was determined as all HTMT values being less than 0.85 (Kline, 2015).

Table 4.9: HTMT

	AM	OEC	PE	UPOB
AM				
OEC	0.498			
PE	0.551	0.682		
UPOB	0.693	0.397	0.547	

Source: Author’s own calculations using SPSS Software

The Heterotrait-Monotrait (HTMT) ratio of correlations is presented in the table, which is used to assess the discriminant validity between the constructs.

The HTMT value between AM and OEC is 0.498, which is lower than the threshold value of 0.85, suggesting that acceptable discriminant validity exists between the constructs.

The HTMT value between AM and PE is 0.551, and between OEC and PE is 0.682, which is lower than the threshold value of 0.85, suggesting that acceptable discriminant validity exists between the constructs.

The HTMT value between AM and UPB is 0.693, and between OEC and UPB is 0.547, which is lower than the threshold value of 0.85, suggesting that acceptable discriminant validity exists between the constructs.

Based on the values calculated by the Heterotrait-Monotrait (HTMT) ratio of correlations, it has been suggested that all the constructs exhibit acceptable discriminant validity.

4.4 Assessment of Structural Model

The evaluation of the structural model took place, after it was established that the measurement model is reliable and correct. This model aims to find the strength and prediction power of relationships between different constructs presented in the research (Hair et al., 2014). To put it another way, the inner model's predicted interactions are evaluated in light of the structural model. Three criteria were used to draw conclusions about the proposed links between the constructs in this study, and they are as follows:

- Coefficient of Determination (R^2) of endogenous constructs,
- Effect Size (f^2) and,
- Path Coefficients

4.4.1 Coefficient of Determination (R^2)

Coefficient of Determination (R^2) deals with the degree of variance in the dependent variables that the given model describes. It can be stated the structural model capacity for prediction increases with the increase in R-square values. To achieve a better R^2 , PLS-SEM's primary objective is to define the endogenous latent variable. The R-square ranges from 0 to 1, with values 0.75, 0.50 and 0.25 denoting significant, moderate and low precision respectively (Hair et al., 2014). The values for R-square are shown in table 4.10

Table 4.10: Coefficient of determination (R^2)

	R-square	R-square adjusted	Effect Size
PE	0.333	0.326	Moderate
UPOB	0.404	0.398	Moderate

Source: Author's own calculations using SPSS Software

The information regarding the coefficient of determination (R-squared) and the adjusted R-squared for the constructs of Unethical Pro-Organizational Behavior (UPB) and Perceived Ethicality (PE) is presented in the table.

Overall, a moderate amount of variance is found between the constructs namely; UPB and PE, as suggested by the values of R-squared and adjusted R-squared. The selected predictors shed light on the variability of these constructs, as suggested by the findings.

4.4.2 Effect size (f^2)

Effect size (f^2) is the next criterion that is used in the structural stage to determine the model fitness used in the study. By comparing the increase in R^2 to the portion of the endogenous latent variable's variance that remains unknown, the effect size (f^2)—which is used in the determination of whether the omitted construct has a significant impact on the endogenous constructs—can be calculated. According to Cohen (1988), small, moderate, and large effects are denoted by f^2 values of 0.02-0.14, 0.15-0.34, and greater than 0.35 respectively. The f^2 value for every path is displayed in table 4.11

Table 4.11: Coefficient of determination (R^2)

	AM	OC	PE	UPOB
AM			0.11	0.337
OC			0.181	0
PE				0.05
UPOB				

Source: Author's own calculations using SPSS Software

The information regarding the effect sizes (f^2) for the relationships among Amoral Management (AM), Perceived Ethicality (PE), Organizational Climate (OC), and Unethical Pro-organizational Behavior (UPB) is provided in the table.

A moderate relationship has been found between AM and UPB, as suggested by the effect size value of 0.337, indicating that amoral management has a significant impact on unethical pro-organizational behavior. A smaller but noticeable effect has been found between perceived ethicality and amoral management, as indicated by an effect size value of 0.11.

A moderate relationship has been found between OC and PE, as suggested by the effect size value of 0.181, indicating that organizational climate has a significant impact on perceived ethicality.

A small effect has been found between UPB and PE, as suggested by the effect size value of 0.05. Although the relationship between these constructs appears weak, an association still exists.

4.4.3 Path Coefficients

PLS-SEM uses the route coefficient to quantify the frequency and essence of the interactions that take place between different model's components. The relationships between different constructs in a structural model are standardized by values between -1 and +1, where

coefficients closer to +1 denote a strong positive relationship while coefficients closer to -1 denote a strong negative relationship. Figure 4.2 shows the models direction coefficients.

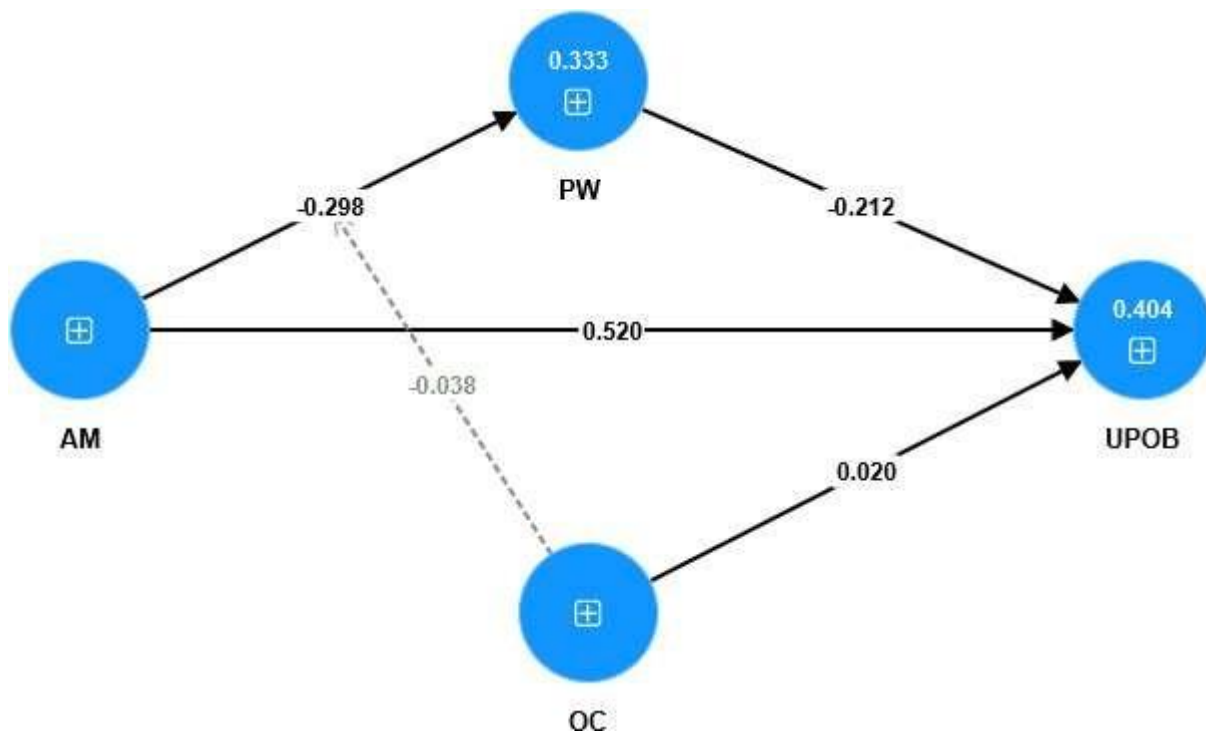


Figure 4.2: Path Coefficients

Source: Author's own calculations using SPSS Software

4.5 Hypotheses Testing

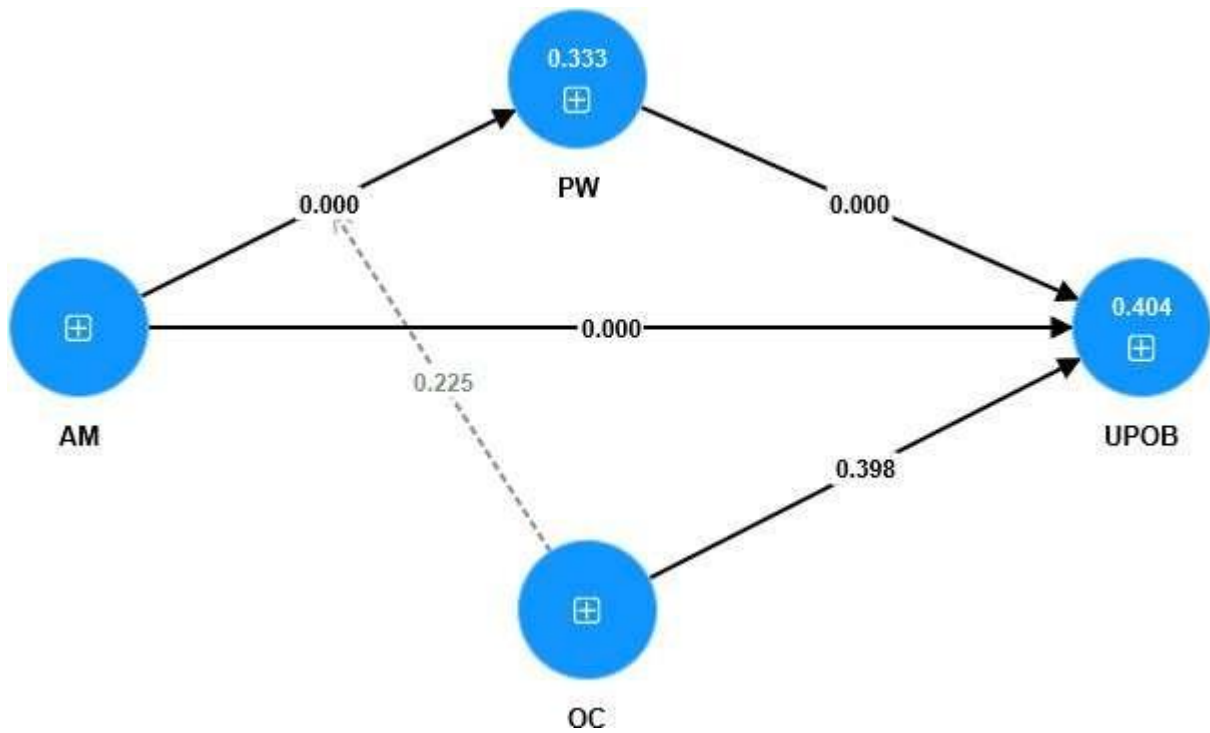


Figure 4.3: Hypotheses Testing

Source: Author's own calculations using SPSS Software

An alternative means of considering the path coefficients is standardised beta coefficients for Ordinary Least Squares. The analytical t-value for the path coefficients is calculated using the bootstrapping approach to evaluate the significance of the proposed correlations. Because it will require managerial consideration, the significance's relevance is crucial. Table 4.12 contains a list of the hypothesis testing.

The present study offered four hypotheses to analyze how variables interact with each other. "Amoral management positively relates to Unethical pro-organizational behaviors" denotes H1. Tables 4.12 and 4.13 summarises the finding of the structural model, revealing the P- value of the relationship.

Table 4.12: Hypothesis testing (Indirect effect)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Result
AM -> UPOB	0.583	0.582	0.049	11.822	0.000	Supported

Source: Author's own calculations using SPSS Software

A positive relationship has been found between Amoral Management and Unethical Pro-organizational Behavior based on the results calculated. The correlation value differs from zero and has a p-value of 0.000, indicating a statistically significant relationship exists between unethical pro-organizational behavior and amoral management in the population under examination.

Table 4.13: Hypothesis testing (Direct effect)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Result
AM -> PE	-0.298	-0.298	0.056	5.313	0	Supported
PE -> UPOB	-0.212	-0.213	0.059	3.592	0	Supported

Source: Author's own calculations using SPSS Software

A negative relationship has been found between Amoral Management and Perceived Ethicality and a negative relationship between Unethical Pro-organizational Behavior and Perceived Ethicality based on the results calculated. The correlation value differs from zero and has a p-value of 0, indicating a statistically significant relationship exists between these respective variables in the population under examination. It can be seen in Table 4.13 that the relationship proposed by this study is supported by the data. It implies that amoral management is positively related to UPOBs.

4.5.1 Analysis of the effect of mediator

In this part, the study looks at the hypothesis related to mediation in the structural model. The H2 of the study states that Perceived ethicality of UPBs mediates the relationship between amoral management and UPOBs. Nitzl et al. (2016) used a similar method of calculating the indirect effect analysis. The outcome of the analysis of mediation is shown in table 4.14

Table 4.14: Type of mediating effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Result
AM -> PE -> UPOB	0.063	0.064	0.023	2.781	0.003	Supported

Source: Author's own calculations using SPSS Software

A significant relationship has been found between the sequence of Amoral Management, Unethical Pro-organizational Behavior, and Perceived Ethicality based on the results calculated. The correlation value differs from zero and has a p-value of 0.003, indicating a statistically significant relationship exists between the sequences of variables in the population under examination.

4.5.2 Moderation Effect

Hypotheses H3a and H3b of the current study were to examine the moderating role of organizational climate among different variables used in the study. The moderating effects in the model were checked using the Preacher and Hayes (2008) protocol. The examination of the moderating effect of organizational climate amoral management and the perceived ethicality of unethical pro-organizational behavior states that as the organizational climate increases, the relationship becomes increasingly positive as shown in the table 4.15.

Table 4.15: Type of moderating effect (3a)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Results
OC x AM -> PE	-0.038	-0.034	0.05	0.755	0.225	Not Supported

Source: Author's own calculations using SPSS Software

Similarly the result for H3b which states that the indirect effect of amoral management on UPB by way of UPB's perceived ethicality on employee adherence to climate of an organization is conditional. Particularly, the results show that indirect effect grows into being stronger as well as positive as unethical organizational climate increases, and this has been portrayed in table 4.16

Table 4.16: Type of Moderating Effect (3b)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Results
OC x AM - > PE -> UPOB	0.008	0.007	0.011	0.724	0.234	Not Supported

Source: Author's own calculations using SPSS Software

4.6 Summary of Data Analysis

The study examined the impacts of Amoral Management (AM) on Unethical Pro-Organizational Behavior (UPB), keeping in view the Perceived Ethicality's (PE) mediating role, and the Organizational Climate's (OC) moderating role. To investigate and analyze the relationship among these constructs, several statistical analyses were undertaken. The data for the statistical analyses was collected through a survey tool design.

The overview of the entire data was presented by descriptive statistics. For each variable, the researcher calculated the mean, median, standard deviation, skewness, and values of kurtosis. Descriptive statistics provided information regarding variability, data distribution's shape, and the central tendency. Analyzing the mean scores for AM, PE, and UPB, it was gathered that they are within the frame of scales used, which suggested that participants presented different levels of perceived ethicality, amoral management, and unethical pro-organizational behavior.

Several measurement scales were used to analyze the constructs, and to analyze the reliability of these scales, the values of composite reliability (ρ_c) and Cronbach's alpha coefficients were calculated. Good internal consistency was exhibited by all the constructs because the values of composite reliability and Cronbach's alpha coefficients went beyond the accepted threshold. This proved that the results gathered from the measurement scales were consistent and reliable.

Next, the study examined the convergent validity for the evaluation of the extent to which the designated scales of measurement grasped the underlying constructs efficiently. The results calculated from the values of the average variance extracted (AVE) signified that all the constructs exceeded the value of the threshold, which suggested satisfactory convergent validity. These results demonstrated that the designated measurement items portrayed the dormant constructs of OEC, AM, UPB, and PE.

To analyze the distinctiveness of the constructs, discriminant validity was calculated. The results were examined using the Fornell-Larcker criterion, and correlations found among the constructs were also calculated. The calculations showed that there was acceptable discriminant validity among the variables as the correlations among the constructs were less than the square root of their AVE values. Although there was acceptable discriminant validity, further investigation is required to examine the overlap among the AM, UPB, and PE constructs because the correlations surpassed the square root of the values of the AVE for the respective constructs.

The relationship between the constructs was analyzed by performing correlation analyses. A positive relationship between AM and UPB was calculated, which suggested that higher levels of amoral management resulted in higher levels of unethical pro-organizational behavior. Furthermore, a negative relationship was constituted between AM and PE, which suggested that higher levels of amoral management accompanied lower perceived ethicality levels. In addition, a negative relationship between PE and UPB was identified, which indicated that higher perceived ethicality levels accompanied lower unethical pro-organizational behavior levels.

Overall, the relationships hypothesized in the research objectives have been validated by the findings gathered from the analysis of the data. The study signifies a positive relationship between AM and UPB, whereas a negative association has been found between AM and PE as well as PE and UPB.

CHAPTER 5

Discussion, Limitation, Future Recommendations, Implications, and Conclusion

5.1 Introduction

The previous chapter discussed the finding of the research. This chapter will be based on the discussion in light of those findings keeping the literature review in perspective. Along with this, the significance of the relationship among variables – amoral management, Perceived ethicality of UPBs, UPOBs, organizational ethical climate - used in the study has also been elaborated. As with any other research, this study also includes some limitations, therefore this chapter also includes some limitations and also provides a roadmap for the future in the form of recommendations. The chapter ends with implications of the research study.

5.2 Discussion

Though leadership has always been a focus of attention for many researchers in different contexts, however, the research on amoral management has been limited to some extent (Avey et al., 2011; Ametepe et al., 2022). When it comes to employees' behaviors, research is replete with unethical behaviors that are mainly motivated by self-interest or greed, however, limited research has been done to study unethical behaviors that are done by employees for organization's benefit on the whole. Moreover, employees' perception about ethicality has also seldom come under much discussion. Factors like moral disengagement or moral judgments have been studied over the years (Carroll, 2001; Brown & Mitchell, 2010; Castille et al., 2018), however, the perception of employees has still been understudied and is outside the radar of researchers. The present study aimed to examine the affiliation between amoral management and employees' unethical pro organizational behaviors where employees' perceived ethicality of UPBs is studied as a mediator. Pakistan's services sector is chosen for this research owing to the importance of ethicality in this sector due to the sector's close association with people; and the tendencies of the managers to ignore moral principles, and employees' involvement in UPOBs as a result of these managers (Ali, 2019). The results gained in this study are consistent with the literature which shows that amoral management practices are positively related with unethical behaviors and negative outcomes in the organization (Aquino & Reed, 2002; Rafferty & Restubog, 2011). The results also prove the applicability of social learning theory where employees' external environment plays a key part in the behavioral changes. The prior research particularly related to impact of social learning on employees' behaviors also tells that employees tend to perceive behaviors normal or ethical if

the supervisor or their leader do not obstruct such behaviors and also do not guide them in any regard (Peng et al., 2019; Jiang et al., 2020). Consequently, employees get involved in actions that they feel are beneficial not only to themselves but also the organization (Bai et al., 2019). So if employees see their managers as amoral, they will perceive their unethical pro-organizational behaviors as ethical due to the absence of any guidance and cues on the part of their managers and this will then lead to more involvement in such UPBs (Peng et al., 2019). Increased amorality on part of managers gives employees leverage to get involved in acts of UPOBs (Putri & Irwandi, 2017).

The present study provides a thorough examinations of the relationship between amoral management and unethical pro-organizational behavior, while examining the mediating role of Perceived Ethicality of Unethical Pro-organizational Behavior. The findings of the study provides evidence that amoral managers can impact the perceptions of the employees, considering the UPBs' ethicality. This impact, however, raises questions and concerns regarding the unethical behavior of the employees and the consequences faced by the individuals along with an organization as a whole. Due to the lack of moral guidance passed on by the managers of an organization, employees find themselves entangled with unethical pro-organizational behavior, despite the evident ethical implications and risks. In addition, lack of moral guidance lead employees to perceive ethicality in their way making them susceptible to unethical pro-organizational behavior (Tang et al., 2020). The phenomenon of social learning provides a basis for an extension in this situation because employees usually get driven by the social environment they find themselves immersed in, and this environment is particularly shaped by the managers or leaders of an organization (Peng et al., 2019). When managers act amorally, it is believed that employees will also imitate their role models, considering the tenets of social learning theory (Fehr et al., 2019).

In the absence of moral teachings, the perceptions of the employees solidify into reality, which leads to transforming their actions and behaviors concerning UPBs (Wang & Sung, 2016). In this way, a culture takes root within an organization where unethical practices are normalized, leading to a disruptive functioning of an organization. Furthermore, this kind of environment can lead to compromised well-being of the employees, the trust among the colleagues vanishes, and the reputation of an organization gets tarnished in the long run (Hassan et al., 2013). The hypothesis that amoral management is connected to unethical pro-organizational behavior is also supported in the literature (Umphress and Bingham, 2011: 629; Graham et al., 2020; Storme et al., 2020). It has been argued that, to know ethical structure in

an organization, it is vital to understand amoral management (Umphress and Bingham, 2011: 629). Ethical consideration seem to be ambiguous and blurred in organizations where moral norms are missing and where organizations fails to discourage ethical behaviors (Lee et al., 2019). Amoral managers can encourage their employees to follow their perception and self-interest, giving validation to the unethical behaviors of the employees (Storme et al., 2020). The ramifications of the findings emphasize the organizations to prioritize ethical leadership and moral education among the employees to nurture a culture in organizations that upholds accountability, evidence-based decision-making, and integrity.

The finding of the study highlight the impact of Organizational Climate and Perceived Ethicality, which were taken as moderator and mediator respectively in the study, and how they affect the relationship between amoral management and unethical pro-organization behavior. Surprisingly, the results gathered in the study suggest that organizational climate does not have any moderating effect in weakening or strengthening the engagement of the employees in UPBs. Although existing literature does support the hypothesis that organizational climate has a moderating impact on the employees' engagement in UPBs (Lu & Lin, 2014; DeConinck et al., 2016; Valentine & Godkin, 2019). The findings of the research suggest that organizational ethical climate does not impact the occurrence of UPBs, while Lu and Lin (2014) suggest that a significant role is played by the climate of an organization to reduce unethical behaviors among employees.

The results gathered do not support the hypothesis, and there can be various reasons for that. It has been indicated by the study's findings that the perceptions of the employees have a more vital part in the determination of their engagement in UPBs than the organizational climate. It may be possible that the personal beliefs and moral compasses of the individuals affect their behavior more than organizational climate (Ghazali et al., 2021). In some cases, there is lack of alignment of the actual behavior of the management with that of the ethical climate of an organization (Teresi et al., 2019). Even if an organization does promote ethical climate with the help of statements and policies, the actual behavior of the employees may contradict that (Teresi et al., 2019). Observing the behaviors of the management, the employees can tilt more towards unethical behavior as justified by social learning theory.

Another reason behind organizational climate having little to no effect on the behavior of the employees, is the role of their peers and social norms (Afsar et al., 2019). As identified by the social learning theory, employees tend to get immersed in the environment they are

surrounded with (Bai et al., 2019). Thus, if the work groups have those people that encourage UPBs, the broader ethical climate of an organization may have limited moderating impact on their behaviors. In the context of employees, organizational climate seem to be rather distant and relatively abstract concept, while conversing and interacting with colleagues and supervisors are considered more immediate and tangible. As a result, direct interaction with their colleagues and managers can impact their behavior much more than organizational climate as a whole (Atshan et al., 2022). Conflicting and ambiguous messages from different levels of management can lead to lack to clarity among the employees, which can undermine the ethical guidelines proposed by an organization (Atshan et al., 2022). Lastly, the diverse personalities of the employees may respond differently to the same organizational climate (Storme et al., 2020). The values and ethical orientations can drive the employees to interpret organizational climate differently, which results in varying levels of engagement in UPBs.

5.3 Limitations

The section deals with limitations that the researcher faced during the documentation of this study. Before going into the detail, it must be considered that every research includes certain limitations, and thus, the significance of the research conducted should not be undermined. The sample size of the study is relatively small, which poses the first limitation of the study. This smaller sample size has restricted the external validity and statistical power of the study. Despite efforts being made to gather data from a large pool of participants, the study's findings could not be extended to broader organizations and populations. The second limitation of the study is the usage of cross-sectional design, which portrayed limitations in creating causal relationships and comprehending the directionality of such effects.

The findings of the study have presented relationships among amoral management, organizational climate, UPB, and the ethicality of UPB. These relationships suggested by the findings of the study may have been impacted by the unidentified or unmeasured third variables, leading to the third limitation of the study. Factors that can portray themselves as confounding variables include personality traits, characteristics of an organization, and individual differences. Such variables are not studied individually, thus their impact of variable's relationship cannot be determined. The fourth limitation of the study is that it primarily shed light on the moderating effect of the climate of an organization on the relationship between UPB and amoral management, whereas organizational climate constitutes myriads of factors, including organizational culture, perceptions of the employees, and leadership styles, which were not analyzed in this study.

5.4 Future Recommendations

Based on the limitations identified in the previous section, this section will provide recommendations for further research in the given area. As there has not been much research done regarding amoral management and UPB, trailing these research avenues can help gain the researchers a more thorough examination regarding the complex dynamics occurring among organizational climate, amoral management, UPB, and perceived ethicality of UPB.

The first recommendation for future research is to start with a relatively more diverse and larger sample size to elevate generalizability and reliability. Having a more diverse sample size can enable the replication studies to validate their findings across various organizations and industries, resulting in decision-making, which will be based on evidence. Moreover, the relationships signified by the initial study can help the replication studies in confirming the robustness of the relationship.

Keeping in view the limitations, the second recommendation would be to use a longitudinal design instead of a cross-sectional one to create a causal relationship between the variables and to record their temporal dynamics. With the help of longitudinal studies, the changes occurring in the organizational climate, amoral management, UPB, and perceived ethicality of UPB over time can be analyzed by the researchers, which can help demonstrate the potential causal links between these variables by the replication studies.

The third recommendation for future research would be to examine particular dimensions of the climate of an organization for a more comprehensive examination of the contrivances and other technicalities. For instance, analyzing the culture of an organization, the ethical climate found within the organizations, and specific leadership styles can enable the researchers in finding out how these factors can impact the perceived ethicality of UPB, UPB, and most importantly, amoral management. Dissecting the organizational climate in such a way can facilitate targeted change initiatives and interventions within an organization.

To sum up this section, the future recommendations provide a roadmap for future research and how it can be made better to study more intricate impacts of amoral management on organizational climate, amoral management, the perceived ethicality of UPB, and UPB. With the help of these recommendations, researchers can help develop ethical interventions and practices within an organization because of the advanced knowledge in the respected field. This, in return, will facilitate ethical behavior and elevate the overall functioning of an organization.

5.5 Contributions of the Study

This section has been divided into two different parts and it presents certain contributions that the study will make to the existing body of Ken.

5.5.1 Theoretical Contribution

Considering the impacts of amoral management: In the sense of theoretical contribution, the study will promote the comprehension of the impacts of amoral management on UPBs (unethical pro-organizational behaviors). The present study can elevate the knowledge regarding the mechanisms through which amoral management can affect the ethical behavior and decision-making of employees. With the help of this study, the dynamics of leadership, cognitive processes, and situational factors can be analyzed, which can help restrict or terminate UPBs within an organization.

Perceived ethicality and its mediating role: This study will help enhance the theoretical knowledge of the perceived ethicality of UPBs of the employees and its mediating role when it comes to considering the relationship between unethical pro-organizational behavior and amoral management. This study will give insights regarding the transformation of the perceptions of employees and how they engage with the UPBs occurring within an organization.

Organizational climate and its moderating effect: Another way this study can contribute to the existing body of knowledge is by examining organizational climate and its moderating effect on amoral management and UPBs. Through the examination of contextual factors, the study can explain how the organization's ethical climate either diminishes or elevates the effects of amoral management on the moral behavior and evaluations of the employees. In this way, one can grasp the significance of certain organizational factors, which can shape ethical conduct.

5.5.2 Practical Contribution:

Notifying ethical leadership styles: In terms of practical contribution, this study will help organizations, industries, and policymakers in identifying the negative impacts of amoral management on unethical pro-organizational behavior. In addition, this study will shed light on how particular leadership approaches can bring potential harm to the overall functioning of an organization. With the help of this study, organizations will be able to deploy ethical leadership styles in the workplace, prioritizing ethical decision-making, and moral principles, and establishing an ethical climate.

Alleviating unethical behavior in an organization: Practical insights will be provided by this study for organizations looking for alleviating unethical behavior within the organizations. This study will help identify the contrivances through which amoral management can impact UBPs, resulting in developing targeted change initiatives to mitigate unethical behavior. Specific measures can be taken to make these targeted initiatives a success, which include ethics training, enhancing ethical awareness of the employees, deploying mechanisms of accountability, and setting clear guidelines.

Nurturing ethical climate in an organization: The study will help examine phenomena into how an organization can harness its climate to lessen the negative impacts of amoral management on the ethical behavior of employees. Organizations will be able to foster a positive ethical climate through the recognition of the organizational climate's moderating effect. To foster an ethical organizational climate, there should be transparency, encouragement of ethical role modeling, witnessing and rewarding ethical behavior, and elevating open communication.

To sum up, the given study will help make vital theoretical as well as practical contributions. Theoretical contributions constitute a thorough comprehension of the impacts of amoral management, perceived ethicality and its mediating role, and organizational climate and its moderating effect. In the context of practical contributions, this study highlights the implementation of ethical leadership styles, alleviating unethical behavior, and nurturing an ethical climate within an organization. The findings of the study will withdraw vital insights for the leaders of an organization and policymakers, which are looking for ways to enhance ethical behavior, promote a positive culture in an organization, and inhibit unethical conduct within the workplace.

5.6 Conclusion

The foundation of the relationship studied in this research in social learning theory. The study tried to answer what are the factors that contribute towards employees' unethical pro-organizational behaviors. Moreover, the study also tried to fill the gap by studying role of employees' perception as a mediator and organizational ethical climate as a moderator.

To conclude, the study helped us to better the relationship between amoral management, perceived ethicality, organizational ethical climate and UPOBs by providing empirical evidence. The results indicate that amoral management is positively related to UPOBs where perceived ethicality of UPBs acts as a mediating factor. The practical implications of the study is that it indicates the importance of ethically and morally sound

workplace where amoral management should be discouraged considering its negative implications for the organization. Along with this, the study also have theoretical implications for social learning theory, as they suggest that amoral management and employees perception can play a key part in transforming employees' pro organizational ethical behaviors. Therefore, this study helps us to examine the factors that allows employees to get involved in acts of UPOBs and underscore the importance of further research in this area.

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Appendices

Questionnaire

“Impact of Amoral Management on Unethical Pro Organizational Behaviours: A mediating-moderating model”

I am a student of MS-HRM from NUST Business School Islamabad. For my thesis I am investigating the impact of Amoral Management on Unethical Pro Organizational Behaviors with the mediating role of Perceived ethicality of Pro-organizational behavior and moderating role of Organizational Ethical climate in services sector of Pakistan. Thus, I invite you to participate in this research by filling up this questionnaire.

This survey will require approximately 10 minutes to complete. There is no compensation for responding nor is there any known risk. I ensure you that all information will remain confidential. If you choose to participate in this project, I request you to answer all questions honestly. Participation is strictly voluntary and you may refuse to participate at any time.

Thank you for taking the time and collaborating with me to achieve my educational goals. The data collected will surely provide useful information and will be really helpful in generating results for my thesis. Completion and return of the questionnaire will indicate your willingness to participate in this study. If you require additional information or have queries, please contact me at the email listed below.

Sincerely,

Muhammad Hashir

Student of MSHRM

NUST Business School Islamabad

Email: hasher.ayaz45@gmail.com

Gender Male Female

Age (Years) _____

Tenure (Years) _____

Qualification Matriculation Higher Education (F.Sc.) Bachelors
 Masters Other

Please read the following statements and mark accordingly.

1. Strongly Disagree	2. disagree	3. Neutral	4. Agree	5. Strongly Agree
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Amoral Management						
(To be filled by employees only)						
1	My supervisor does not get involved when ethical issues arise.	1	2	3	4	5
2	My supervisor is absent when ethical issues arise.	1	2	3	4	5
3	My supervisor remains neutral when ethical decisions are needed.	1	2	3	4	5
4	My supervisor sidesteps responsibilities that involve ethical considerations.	1	2	3	4	5
Unethical Pro Organizational Behavior						
(To be filled by Employees only)						
1	If it would help my organization, I would misrepresent the truth to make my organization look good.	1	2	3	4	5
2	If it would help my organization, I would exaggerate the truth about my company's products or services to customers and clients.	1	2	3	4	5

3	If it would help my organization, I would withhold negative information about my company or its products from customers and clients.	1	2	3	4	5
4	If it would help my organization, I would give a good recommendation on the behalf of an incompetent employee in the hope that the person will become another organization's problem instead of my own.	1	2	3	4	5
5	If it would help my organization, I would conceal information from the public that could be damaging to my organization.	1	2	3	4	5
6	If it would help my organization, I would do whatever it takes to help my organization.	1	2	3	4	5

Organizational Ethical Climate

(To be filled by supervisors & employees both)

(1)	(2)	(3)	(4)	(5)
Never	Rarely	Undecided	Sometimes	Always

1	People observe each other's good in this organization.	1	2	3	4	5
2	You are always expected to do what is right for the customers and public in this organization.	1	2	3	4	5
3	Rules and procedures are very important to follow in this organization.	1	2	3	4	5
4	People try to protect their interest other than anything else in this organization.	1	2	3	4	5
5	Organization's interest is most important for the people excluding all else.	1	2	3	4	5

6	Work is considered substandard only when it hurts the organization's interests.	1	2	3	4	5
7	Personal and moral beliefs are expected to be followed by the people of this organization.	1	2	3	4	5
8	Individuals are guided by own personal ethics in the organization.	1	2	3	4	5
9	People in this company are very concerned about what is best for themselves.	1	2	3	4	5
10	What is right and wrong for themselves is decided by the individual in this organization.	1	2	3	4	5
Perceived ethicality of Unethical Pro Organizational Behavior						
(To be filled by employees only)						
1	How often do you perceive manager's actions as unjust to the receiver?	1	2	3	4	5
2	How often do you perceive actions of manager's always as fair to the customer?	1	2	3	4	5
3	How often do you perceive manager's actions result in equal distribution of good and bad?	1	2	3	4	5

Thank you for your cooperation