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Title of the Thesis- Dynamics of Unethical Pro-Organisational Behaviour: Managing Ethics in Business for Organisational Growth

Findings

Unethical pro-organizational behavior refers to those acts of employees that, while intended to benefit the organization or its members, violate ethical norms, laws, or societal values. It consists of two key mechanisms: (1) the pro-social nature of the acts, i.e. the intents to benefit the organisation, and (2) the unethical nature of the actions, which may be dangerous to stakeholders and the organisation's long-term viability. Unethical Pro-Organisational Behaviour is different from other forms of unethical behaviours such as workplace deviance. The distinction of Unethical Pro-Organisational Behaviour and workplace deviance is found in the intention and reason for the behaviour. Workplace deviance is performed with the intent to cause harm to the organisation, its members', whereas Unethical Pro-Organisational Behaviour is performed with the intent to enhance the functioning and effectiveness of organisation, its members or both. The findings of the study indicate that male and female employees differ significantly in their intentions to engage

in Unethical Pro-Organisational Behaviour. Female employees demonstrating a higher inclination towards such behavior in comparison to male.

Furthermore, a significant relationship was found between employee age and intention to engage in Unethical Pro-Organisational Behaviour. However, age explained only a small proportion of the variance, suggesting that other factors exert a stronger influence on Unethical Pro-Organisational Behaviour. The intention to engage in Unethical Pro-Organisational Behaviour also varied significantly across generational cohorts—Generation X, Generation Y, and Generation Z. Experience level was another variable examined. The results showed significant differences in Unethical Pro-Organisational Behaviour intentions between novice and veteran employees, as well as between moderately experienced and veteran employees. However, no significant difference was observed between novice and moderately experienced employees.

When participants were analyzed based on the managerial level—lower level, middle level, and senior level. Regarding managerial level, no significant differences were found between lower- and middle-level employees or between middle- and senior-level employees. A significant difference emerged only between lower-level and top-level employees.

Finally, all five personality traits were significantly related to Unethical Pro-Organisational Behaviour. “Openness,” “Agreeableness,” and “Conscientiousness” were negatively associated with Unethical Pro-Organisational Behaviour, whereas “Neuroticism” and “Extraversion” demonstrated a positive relationship.