

A NOBLE GOOD FOR WHOM? COURAGE AND UNETHICAL PRO-ORGANIZATIONAL BEHAVIOR IN PUBLIC ORGANIZATION

İbrahim Sani MERT^{a*}, Kemal KÖKSAL^b

^a *Antalya Bilim University, Türkiye*

^b *Akdeniz University, Türkiye*

ABSTRACT

In the past ten years, unethical pro-organizational behavior (UPB) has attracted a lot of scholarly attention. To ascertain the relationship between UPB and its precursors, additional study is necessary. This study looked at UPB relationships, corporate identity, and bravery. We suggest that organizational identity enhances UPB while courage moderates the connection between organizational identity and UPB, drawing on the social identity and trait activation theories. Our hypothesis is that strong courage results in UPB despite the dangers of its effects on the organization, whereas low courage results in less UPB because of its dangers. In this cross-sectional study, 196 data points were gathered from three public organizations and used in a survey design to evaluate the hypotheses. The findings of the regression and correlation analysis revealed a connection between organizational identity, UPB, and bravery. High courage strengthened the organizational identity effect on UPB, while a low one weakened this relationship. We contribute to the literature by demonstrating the moderating role of courage in the impact of organizational identity on UPB, thus providing a better understanding of how courage affects UPB.

KEYWORDS: *organizational identity, courage, moderating effect, dark side*

INTRODUCTION

Public organizations serve multiple roles, aiming to meet citizen needs, promote the common good, and ensure national stability. Their functions vary based on mandates and societal context. They act as regulatory bodies to maintain order and protect public interests, impacting citizens' well-being, health, and safety (Hood, 1991). Employee quality is pivotal. Public service careers are driven by a service ethic, focusing on serving the public at large (Bullock et al., 2015). Those motivated by this ethic prioritize tasks benefiting society, value personal sacrifices, uphold principles of honesty, and duty. Employee beliefs and public opinion influence attitudes and behaviors. Positive views lead to better service, while negative attitudes result in less commitment and service quality (Rainey et al., 2021).

However, employees may engage in behaviors seemingly beneficial but with hidden costs for citizens. Public organizations depend on employee excellence for long-term common good. Unethical behaviors can also occur for organizational gain, including misrepresentation, falsification, and manipulation (Frederickson & Ghore, 2015; Hood, 2002). Unethical pro-organizational behavior (UPB) is a form of unethical conduct that enhances organizational efficiency but contradicts societal values, norms, laws, and ethics (Umphress & Bingham, 2011). UPB has garnered research attention due to its prevalence and severe consequences (Mishra et al., 2022). Motivators for UPB include organizational identification, social exchange (Umphress et al., 2010; Wang & Li, 2019), leadership

* Corresponding author. E-mail address: ibrahim.mert@antalya.edu.tr

behaviors (Effelsberg & Solga, 2015), social cognition (Chen et al., 2016), social learning (Fehr et al., 2019), and self-determination (Kong, 2016).

Research has highlighted the significance of employee attachment to the organization, notably through constructs like organizational identification, as a key predictor of unethical pro-organizational behavior (UPB) (Mishra et al., 2022). According to social identification theory (Tajfel & Turner, 1979), organizational identification plays a vital role in driving UPB. Individuals strongly identifying with their organization tend to prioritize the organization's interests over potential negative consequences of unethical actions (Umphress & Bingham, 2011). This strong commitment to safeguarding the organization can lead them to disregard ethical norms and view UPB as necessary, making them more likely to engage in UPB (Effelsberg et al., 2014; Lee, et al., 2022; Umphress et al., 2010).

While previous studies have shed light on the connection between organizational identity and UPB, there remains a need to explore the boundary conditions of the relationship between courage and organizational identity in influencing UPB. Specifically, it is essential to investigate whether courage promotes UPB, actions taken for the organization's benefit and protection, and whether individual traits, such as courage, moderate the impact of organizational identity on UPB.

Courage is typically defined as a voluntary and deliberate act that involves a significant degree of risk, challenge, or trouble for the individual, driven by noble or morally commendable objectives (Rate et al., 2007). While courage is generally regarded as a positive trait, it can have a dark side when misused or taken to extremes, resulting in behaviors that harm individuals or society, including recklessness, impulsivity, zealotry, and moral justification (Konstanczak, 2004). Studies have shown that moral justification can lead to UPB, as it is linked to noble or worthy purposes (Chen et al., 2016; Chen & Chen, 2023). However, moral justification may not fully account for the risks associated with UPB, as some employees refrain from UPB due to the involved risks, while others may embrace it by taking risks. Therefore, understanding the role of general courage in the relationship between identity and UPB is crucial to unveil how employees perceive the risk of UPB.

To address this, this study adopts a person-situation interactionist approach, which considers UPB as a result of the joint influence of individual and situational factors. Drawing from trait activation theory (Tett & Guterman, 2000), this study proposes that the dark trait of courage may increase the likelihood of individuals engaging in UPB by emphasizing the nobility of the organization despite associated risks. By exploring the potential link between courage and UPB, this study expands the understanding of UPB beyond attitudinal predictors and underscores the significance of dispositional factors in predicting such behavior (O'Boyle et al., 2012).

Corporate culture and factors including organizational identity, bravery, and unethical pro-organizational behavior (UPB) interact in organizational environments. Ethics challenges can force employees to strike a compromise between organizational commitment and ethical ideals (Detert & Bruno, 2017; Hannah, et al., 2010; Kelley et al., 2019; Pury & Lopez, 2010). However, cultures that support ethical pro-organizational behaviors frequently inspire bold actions.

Amoral workplace cultures, according to Umphress and Bingham (2011), can encourage UPB among highly identified personnel. When this behavior helps the organization, it might be viewed favorably. The unfavorable aspects of courage can be amplified by cultural beliefs, particularly those that put business or political power ahead of morality, which may result in unethical behavior in the context of social identity. Public organizations can be greatly impacted by the national context and governmental policies (Bullock, et al., 2015).

UPB frequently causes employees to feel a sense of pride, adoration, and entitlement (Tang, et al., 2020, Tang, et al 2022; Jiang, et al., 2023). Low individualism, high power distance, and uncertainty avoidance are cultural traits that can improve the link between organizational identity and UPB (Li, 2023).

According to this study, political identification and culture may have an impact on how public employees view organizational identity and UPB. It was done in a long-standing political

environment characterized by high levels of collectivism, power distance, femininity, and uncertainty avoidance. According to the study, the possibility of UPB, which is primarily driven by political and business priorities among public employees, is increased in this situation when political and organizational identities are combined.

The study's significance lies in its unique cultural and political context in Turkey, which differs from Western contexts, focusing on a highly politicized sample of public employees.

1. THEORETICAL BACKGROUND AND HYPOTHESES

1.1 Organizational Identification and Unethical pro-organizational behavior

The most effective theory to describe UPB in organizations is social identity theory, which Tajfel and Turner developed in 1979. According to this idea, people identify with their employer when they experience a strong sense of belonging and connection to that organization (Ashforth & Mael, 1989). This theory contends that people define themselves through their membership in distinct social categories. They associate the organization's success with their own, claiming ownership of its accomplishments. Positive activities, such as organizational citizenship behavior, are prompted by this sense of affiliation and are intended to promote the growth of the organization (Castille et al., 2018).

However, highly identified personnel may put the company before moral ideals in their quest to maximize corporate rewards. Their loyalty to the organization may cause them to use immoral measures that appear to further its objectives (Umphress & Bingham, 2011). Strongly identified personnel, for instance, may use any means required to safeguard the organization's interests and reputation when it is threatened by a lawsuit, even if that means hiding evidence of wrongdoing (Mishra et al., 2022).

UPB is grounded in employees' strong organizational identification as opposed to self-centered activities. According to them, UPB is in line with the organization's goals, which justifies making ethical concessions in order to provide for the needs of the organization (Chen et al., 2016). Highly visible employees could try to blame the company rather than themselves for their unethical actions. They can avoid taking responsibility for their actions thanks to this mindset, which also lessens their moral and social obligations to other people. This leads to antagonism toward members of the outgroup and justifies UPB as a perk for the group as a whole.

We thus hypothesize:

Hypothesis 1: There is a positive relationship between OID and UPB.

1.2 Moderating Role of Courage

Debates surround the definition of courage, with some emphasizing self-sacrifice for a greater cause, while others view it more broadly (Rate et al., 2007; Peterson & Seligman, 2004). Courage is multifaceted and can be an exceptional response to external conditions. Researchers debate whether it's situational or dispositional (Lopez et al., 2003; Pury & Lopez, 2010).

A comprehensive definition of courage has evolved, highlighting four key aspects: risk, fear, intentionality/deliberation, and noble good (Rate et al., 2007). Courage is a willful, intentional act executed after careful deliberation, involving significant objective risk, and motivated by noble ends, even in fear (Hannah et al., 2010).

It's essential to acknowledge the potential dark side of courage, ensuring it aligns with ethical principles. Some individuals are aware of the risks in their actions for a noble cause. The ethical dimension is crucial, as actions with "bad" consequences cannot be courageous if they're not just and morally right.

Courage is highly valued in contemporary society, particularly in public organizations where it exemplifies one's identity. Social identity and courage are closely linked, as acts of courage arise from

contradictions between self-identity and social identities, leading to uncertainty and anxiety. The trait activation theory suggests that courage helps individuals navigate conflicting alternatives, revealing aspects of their identity (Tett & Burnett, 2003).

Acts lacking courage result in shame and regret, failing to alleviate identity tension (Koerner, 2014). Public employees in Turkey often combine organizational and political identities, requiring courage for morally questionable pro-organizational behavior. Employees with strong corporate identity are more likely to engage in such behavior when their courage is high.

Hypothesis 2: Courage moderates the positive relationship between organizational identity and UPB, such that the relationship is stronger when courage is high.

2. METHOD

The purpose of the study is to use empirical research to test the theoretical relationships between the variables. So, an explanatory quantitative technique was adopted in this investigation. Employees from public organizations collaborated on this cross-sectional study to determine the relationship between organizational identity, UPB, and courage.

2.1 Participants and Procedure

We enrolled participants from three public organizations that fall under different ministries (transport and infrastructure, energy and natural resources, and labor and social security) and offer public services in order to control organizational culture's and politicians' effects on employee attitudes and behaviors. We electronically distributed the survey link to various department managers and employees via personal contacts so that they may distribute it to other employees and coworkers. The combined workforce of the three institutions is 523 people. There were 226 workers who volunteered to take part in the study and answered the questionnaire. Thirty participants did not finish the attention tests, and their variance was zero. The data was reduced to 196 when these responses were eliminated. The response rate was 47%, assuming that at least 80% of employees received the link to the survey. Among the 196 participants, 53.6% were male, 58.7% were married, 54.6% had bachelor's degrees, and the average age was 28.47 years (SD = 8.16).

2.2. Measures

Organizational Identity

The six-item, five-point Likert scale developed by Mael and Ashforth in 1992 was used in the current study to gauge participants' organizational affiliation. "When someone criticizes [my organization], it is perceived as a personal affront," was an example of a scale item. The scale's internal consistency dependability (Cronbach alpha) was .98. The scale was translated into Turkish by Tak and Aydemir in 2004 (Cronbach alpha = .88).

Unethical Pro-Organizational Behavior

We used the UPB scale, which Umphress, Bingham, and Mitchell (2010) designed and Aksoy Kuru (2022) translated into Turkish. Six items and one factor make up the scale. On a five-point Likert scale, participants rated it. The instance thing is "If it would help my organization, I would misrepresent the truth to make my organization look good." The original and modified scale's internal consistency reliability (Cronbach alpha) was .90.

Courage

In the current study, the courage scale—originally developed by Norton and Weiss (2009) and later condensed by Ginevra et al. (2020)—was used to assess the participants' level of courage. Mert and Köksal (2022) adapted the scale to Turkish. It has one component and six items. "I will do things even though they seem dangerous," is the example item. The 5-point Likert scale was used by

participants to rate each item. Internal reliability for the modified and decreased scales is adequate (.73 and .93, respectively).

2.3 Control Variables

According to research on business ethics, a number of variables, such as gender, age, education level, and length of employment, may have an impact on how ethical decisions are made (Kish-Gephart et al., 2010). Dadaboyev et al. (2023) used the meta-analytic review to demonstrate that gender significantly moderated the link between organizational identification and UPB, and that other demographic factors including age, tenure, and education had no appreciable impact on this association. Therefore, we looked at the relationship between demographic characteristics including age, tenure, education, and gender and discovered that there was no connection. Therefore, in the regression analysis, we did not include any demographic data as a control variable.

2.4 Analytical Strategies

In this study, we took the constructs into account at the person level and gathered participant self-reported data. We tested Hypothesis 1 using regression and correlation analysis, and Hypothesis 2 using the Hayes (2013) Process moderation model in SPSS. We centered the predictor variables before generating interaction terms to address the multicollinearity issue.

2.5 Results

We applied the standard latent factor technique to the baseline model—a three-factor model—in order to allay this worry. We performed analysis by contrasting the baseline and common latent factor models' chi-square values. The findings showed that neither model's chi-square difference was statistically significant, proving that both models were invariant. [$\Delta\chi^2(3) = 4.341, p > .05$]. Our analysis indicated that CMB was not a significant issue for the study's findings.

We assessed scale item adherence to a normal distribution, with skewness and kurtosis values within acceptable parameters (-1.07 to 1.80) as outlined by Sposito et al. (1983). Confirmatory factor analysis (CFA) evaluated convergent and discriminant validity, demonstrating factor loadings between 0.69 and 0.86. Table 1 displays average variance extracted (AVE), composite reliability (CR), Cronbach alpha, and maximum shared variance (MSV) values. All item factor loadings exceeded 0.70, and AVE values surpassed 0.50, except for one item at 0.69, confirming convergent validity. The Fornell-Larcker criterion showed AVE values exceeded MSV correlations. The Heterotrait-Monotrait (HTMT) correlation ratio indicated values ranging from 0.272 to 0.404, below the threshold of 0.85, affirming discriminant validity. Composite reliability (CR) and Cronbach's alpha values, both exceeding 0.70, confirmed scale reliability.

A CFA using AMOS 23.0 explored study variables' uniqueness. Results showed the measurement model fit well ($\chi^2 = 245.813, df = 132, \chi^2/df = 1.862, CFI = 0.950, SRMR = 0.052, RMSEA = 0.066, PClose = 0.020$) based on chi-square statistics and fit indices (Hu & Bentler, 1999).

Table 1. CR, AVE, MSV, and Cronbach values of scales

	CR	AVE	MSV	Cronbach
Organizational Identity	0.900	0.603	0.157	0.898
Courage	0.912	0.633	0.091	0.911
Unethical pro-organizational behavior	0.921	0.660	0.157	0.919

Table 2 displays relationships, means, and standard deviations. All of the variables have significant, positive Pearson correlations. The lowest average belonged to organizational identity, whereas the means of courage and UPB were above the midpoint. These strong correlations provided evidence for H1, which proposed a favorable association between organizational identity and UPB.

Table 2. The means, standard deviations, and correlation values

	Mean	SD	1	2
1-Organizational Identity	2.68	0.44	-	
2-Courage	3.07	0.94	.34**	-
3-Unethical pro-organizational behavior	3.55	0.95	.40**	.38**

**Correlation is significant at the .01 level (two-tailed)

Using the Process macro in SPSS, we performed a regression analysis to assess H2. The findings of the regression analysis are presented in Table 3. Organizational courage and identity had a huge, positive impact on the UPB. A statistically significant increase in the explained variance was seen after the interaction variable was added to the regression model ($R^2 = 0.01$, $p .05$). This suggests that bravery has a moderating influence.

Table 3. Results of regression analysis

Variables	β	SE	p	$R^2/\Delta R^2$	LLCI	ULCI
Constant	3.58	0.06	.00	.24/.01	3.46	3.71
Organizational Identity (OI)	0.59	0.14	.00		0.31	0.88
Courage (C)	0.28	0.08	.00		0.13	0.44
Interaction (OI x C)	-0.21	0.10	.03		-0.40	-0.02

LLCI = lower limit confidence interval, ULCI = upper limit confidence interval

For the purpose of better comprehending the moderating impact, we built an interaction graph utilizing conditioning values. A thorough breakdown of how courage affected the connection between organizational identity and UPB is shown in Figure 1. The connection between organizational identity and UPB was enhanced by high boldness.

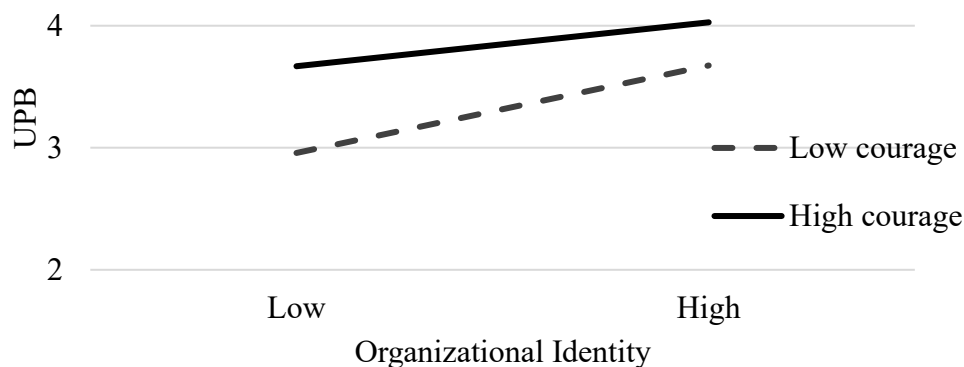


Figure 1. Interaction Graph

2.6 Discussion

The study's objective was to investigate the border conditions of the association between organizational identification and UPB in a politically charged and otherwise unrelated to Western culture context.

According to social identity theory, organizational identity had a favorable and significant effect on UPB (Chen et al., 2016; Dadaboyev et al., 2023; Effelsberg & Solga, 2015; Kong, 2016; Li, 2023; Umphress et al., 2010).

We suggested that the interplay between organizational/political identity and courage may improve the association between organizational identity and UPB in accordance with the trait activation hypothesis. According to the findings, courage had a moderating effect, leading high-courage personnel to engage in more UPB than those with lower levels.

According to Detert and Bruno (2017), Hannah et al. (2010), Lopez et al. (2003), Pury & Kowalski (2007), and Pury & Lopez (2010), courage is the quality that encompasses the resolve to uphold moral principles in the face of risk, difficulty, or fear. Even in the face of risks associated with their acts, which can be politically or culturally driven, people with high levels of courage can remain devoted to their ideals and unafraid of challenges (Weber, 2005).

Given the idea of moral relativism, the argument over whether actions devoid of moral justification can be seen as courageous becomes more significant (Harman, 1975). According to this theory, moral evaluations are arbitrary and differ between cultures and people. What is morally acceptable in one situation could be considered unethical in another. People who engage in UPB could truly believe that, in the context of their culture and worldview, their actions are bold and morally justifiable, furthering a greater good or adhering to their values and ideals (Silke, 2004).

In the relationship between organizational identity and UPB, several studies have highlighted the conditional roles of elements like moral deficiency, moral identity, amoral cultures, and ethical values (Jiang et al., 2023; Chen et al., 2016; Zonghua et al., 2023; Mishra et al., 2022; Dou et al., 2019). For instance, Wang and Li (2019) discovered a negative link between moral bravery and UPB, while high identification with the supervisor was observed to strengthen this relationship. In this situation, the study's findings that courage was positively correlated with UPB brought attention to the cultural variations in how courage and unethical action are defined.

2.7 Theoretical Implication

There are two main theoretical implications of this study. First, using the social identity theory, the data showed that UPB participation was higher among employees with high organizational identities. In Türkiye, which has high levels of collectivism, power distance, femininity, and uncertainty avoidance, organizational identity is a precursor to UPB (Hofstede, 2001). Second, personnel who have high degrees of courage and a strong sense of organizational and political identity are more inclined to participate in UPB. According to the notion of trait activation, certain qualities, like courage, can be boosted or activated in particular circumstances, resulting in actions. In this situation, organizational and political identification combined with bravery creates a tendency for UPB, and brave personnel are willing to accept risks for UPB. The correlation analysis also showed that courage was positively related to UPB, which means courage may be a potential antecedent of UPB.

2.8 Future Studies

The qualities of innovation, risk-taking, and leadership are all positively correlated with courage in the workplace (Hannah et al., 2010; Pury & Kowalski, 2007). However, its function in negative organizational outcomes, where courage becomes essential amid failures, setbacks, and crises that have a large negative impact on businesses and individuals, is still poorly understood.

The findings of this study open the door for further research into the association between general courage and UPB in politically charged organizational situations.

Our research demonstrates the complex interrelationship between organizational identity, bravery, and UPB. Future studies should examine the underlying mechanisms in greater detail and consider possible remedies to lessen the negative effects of this connection.

Furthermore, it is crucial to investigate if personal qualities like courage mitigate the effect of organizational identity on UPB. The common values and ideas that make up an organization's identity have a big impact on how its people behave and make decisions. Finding out whether courageous people are more likely to act unethically when their activities are in line with the organization's values and aims can be done by looking into the relationship between courage and organizational identity.

2.9 Practical Implications

The study's conclusions have important ramifications for managers in businesses. It's vital for managers to notice the possibility for unethical action in people who exhibit high levels of courage along with strong organizational and political identities. Even if immoral behavior appears to benefit the firm in the near term, leadership should actively encourage it and develop a culture that discourages it.

Furthermore, companies should make sure that their hiring and promotion procedures take boldness into account. Even though courage can be a useful quality in certain circumstances, it's critical to assess whether people who have high levels of courage also display ethical behavior and decision-making. It is crucial to give ethical behavior top priority and to make sure that it is in line with the organization's values and ethical standards.

Understanding the negative aspects of courage and how it may affect UPB is important for both organizations and society. It is possible to build measures to encourage ethical behavior and create an organizational culture that is more responsible and long-lasting by recognizing the causes of unethical behavior. The results of this study can also be used to help create training programs and interventions that promote moral decision-making and lessen the inappropriate use of bravery at work.

2.10 Limitations

The study recognized potential drawbacks. Since the data originated from a single source, there may be single-source bias, so future study will need to use a variety of data collection techniques. Even though the study's statistical power was adequate, further research with greater sample numbers may reveal more subtle moderating effects.

Data were gathered from three distinct public organizations in order to increase generalizability, however this method could have concealed possible organizational variations. Future studies might look into these connections in the context of particular public organizations. Causal statements are difficult to make because the study was correlational and based on survey data. Future study should take into account methodologies that can prove causation, like intensive longitudinal or panel studies.

CONCLUSIONS

The impact of organizational identification on UPB was demonstrated in this study using the social identity theory. Organizational identity was discovered to be closely related to UPB. High-courage workers were more likely to participate in unethical pro-organizational activity that was advantageous to their employers. According to this finding and trait activation theory, the relationship between organizational identity and UPB is moderated by courage. In conclusion, recognizing the potential drawbacks of this virtue requires understanding the link between courage and UPB.

It's crucial to understand how subjective courage is. What one person views as bravery, another person may view as carelessness or cowardice. It is difficult to come up with a definition of courage that applies to all circumstances. Understanding one's own motivations, societal standards, and the complex interplay between morality and perception is crucial to deciding if activities that have unfavorable outcomes can be regarded as courageous. It may be easy to categorize all behaviors that have bad effects as morally wrong and unfair, but it's necessary to take into account different viewpoints and the fact that moral judgments are always subjective.

REFERENCES

Aksoy Kürü, S. (2022). Unethical Pro-Organizational Behavior: A Study of Scale Adaptation. *Third Sector Social Economic Review*, 409–426. <https://doi.org/10.15659/3.sektor-sosyal->

ekonomi.22.02.1724

- Ashforth, B.E., Mael, F. (1989). Social Identity Theory and the Organization. *Academy of Management Review*, 14(1), 20–39. <https://doi.org/10.5465/amr.1989.4278999>
- Ashforth, B.E., Mael, F. (2016). Social identity theory and the organization. In *Work and organisational psychology: Research methodology; Assessment and selection; Organisational change and development; Human resource and performance management; Emerging trends: Innovation/globalisation/technology*, Vols. 1-5. Sage Publications, Inc.
- Ateş, K. (2017). AKP, dinsel popülizm ve halk-olmayan. *Mülkiye Dergisi*, 41(1), 105-129.
- Bullock, J. B., Stritch, J. M., Rainey, H. G. (2015). International Comparison of Public and Private Employees' Work Motives, Attitudes, and Perceived Rewards. *Public Administration Review*, 75(3), 479–489. <https://doi.org/10.1111/puar.12356>
- Castille, C. M., Buckner, J. E., Thoroughgood, C. N. (2018). Prosocial Citizens Without a Moral Compass? Examining the Relationship Between Machiavellianism and Unethical Pro-Organizational Behavior. *Journal of Business Ethics*, 149(4), 919–930. <https://doi.org/10.1007/s10551-016-3079-9>
- Chen, M., Chen, C. C. (2023). The moral dark side of performance pressure: how and when it affects unethical pro-organizational behavior. *The International Journal of Human Resource Management*, 34(7), 1359–1389. <https://doi.org/10.1080/09585192.2021.1991434>
- Chen, M., Chen, C. C., Sheldon, O. J. (2016). Relaxing moral reasoning to win: How organizational identification relates to unethical pro-organizational behavior. *Journal of Applied Psychology*, 101(8), 1082–1096. <https://doi.org/10.1037/apl0000111>
- Dadaboyev, S. M. U., Paek, S., Choi, S. (2023). Do gender, age and tenure matter when behaving unethically for organizations: Meta-analytic review on organizational identity and unethical pro-organizational behavior. *Baltic Journal of Management*. <https://doi.org/10.1108/BJM-12-2022-0480>
- Detert, J. R., Bruno, E. A. (2017). Workplace Courage: Review, Synthesis, and Future Agenda for a Complex Construct. *Academy of Management Annals*, 11(2), 593–639. <https://doi.org/10.5465/annals.2015.0155>
- Dou, K., Chen, Y., Lu, J., Li, J., Wang, Y. (2019). Why and when does job satisfaction promote unethical pro-organizational behaviours? Testing a moderated mediation model. *International Journal of Psychology*, 54(6), 766–774. <https://doi.org/10.1002/ijop.12528>
- Effelsberg, D., Solga, M. (2015). Transformational Leaders' In-Group versus Out-Group Orientation: Testing the Link Between Leaders' Organizational Identification, their Willingness to Engage in Unethical Pro-Organizational Behavior, and Follower-Perceived Transformational Leadership. *Journal of Business Ethics*, 126(4), 581–590. <https://doi.org/10.1007/s10551-013-1972-z>
- Effelsberg, D., Solga, M., Gurt, J. (2014). Transformational Leadership and Follower's Unethical Behavior for the Benefit of the Company: A Two-Study Investigation. *Journal of Business Ethics*, 120(1), 81–93. <https://doi.org/10.1007/s10551-013-1644-z>
- Fehr, R., Welsh, D., Yam, K. C., Baer, M., Wei, W., Vaulont, M. (2019). The role of moral decoupling in the causes and consequences of unethical pro-organizational behavior. *Organizational Behavior and Human Decision Processes*, 153, 27–40. <https://doi.org/10.1016/j.obhdp.2019.05.007>
- Fornell, C., Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39. <https://doi.org/10.2307/3151312>
- Frederickson, H. G., Ghore, R. K. (2015). *Ethics in Public Management*, 2nd ed. Taylor & Francis.
- Ginevra, M. C., Santilli, S., Camussi, E., Magnano, P., Capozza, D., Nota, L. (2020). The Italian adaptation of courage measure. *International Journal for Educational and Vocational Guidance*, 20(3), 457–475. <https://doi.org/10.1007/s10775-019-09412-4>

- Hannah, S. T., Sweeney, P. J., Lester, P. B. (2010). The Courageous Mind-Set: A Dynamic Personality System Approach to Courage. In C. L. S. Pury & S. J. Lopez (Eds.), *The psychology of courage: modern research on an ancient virtue* (pp. 125–148). American Psychological Association.
- Harman, G. (1975). Moral Relativism Defended. *The Philosophical Review*, 84(1), 3–22. <https://doi.org/10.2307/2184078>
- Hayes, A. F. (2013). *Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach*. The Guildford Press.
- Henseler, J., Ringle, C. M., Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115–135. <https://doi.org/10.1007/s11747-014-0403-8>
- Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations* (Second edition). Sage Publications.
- Hood, C. (1991). A public management for all seasons? *Public Administration*, 69(1), 3–19. <https://doi.org/10.1111/j.1467-9299.1991.tb00779.x>
- Hood, C. (2002). The Risk Game and the Blame Game. *Government and Opposition*, 37(1), 15–37. <https://doi.org/10.1111/1477-7053.00085>
- Hu, L., Bentler, P.M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A Multidisciplinary Journal*, 6(1), 1–55. <https://doi.org/10.1080/10705519909540118>
- Jiang, W., Liang, B., Wang, L. (2023). The Double-Edged Sword Effect of Unethical Pro-organizational Behavior: The Relationship Between Unethical Pro-organizational Behavior, Organizational Citizenship Behavior, and Work Effort. *Journal of Business Ethics*, 183(4), 1159–1172. <https://doi.org/10.1007/s10551-021-05034-5>
- Kelley, C. L., Murphy, H. J., Breeden, C. R., Hardy, B. P., Lopez, S. J., O'Byrne, K. K., Leachman, S. P., Pury, C. L. (2019). Conceptualizing Courage. In M. W. Gallagher & S. J. Lopez (Eds.), *Positive psychological assessment: A handbook of models and measures*. (Vol. 8, Issue 4, pp. 157–176). American Psychological Association. <https://doi.org/10.1037/0000138-000>
- Kish-Gephart, J. J., Harrison, D. A., Treviño, L. K. (2010). Bad apples, bad cases, and bad barrels: Meta-analytic evidence about sources of unethical decisions at work. *Journal of Applied Psychology*, 95(1), 1–31. <https://doi.org/10.1037/a0017103>
- Koerner, M.M. (2014). Courage as Identity Work: Accounts of Workplace Courage. *Academy of Management Journal*, 57(1), 63–93. <https://doi.org/10.5465/amj.2010.0641>
- Kong, D.T. (2016). The pathway to unethical pro-organizational behavior: Organizational identification as a joint function of work passion and trait mindfulness. *Personality and Individual Differences*, 93, 86–91. <https://doi.org/10.1016/j.paid.2015.08.035>
- Konstanczak, S. (2004). The bright and the dark side of courage. *Etyka*, 37, 157–171.
- Lee, J., Oh, S.-H., Park, S. (2022). Effects of Organizational Embeddedness on Unethical Pro-organizational Behavior: Roles of Perceived Status and Ethical Leadership. *Journal of Business Ethics*, 176(1), 111–125. <https://doi.org/10.1007/s10551-020-04661-8>
- Li, C. (2023). Organizational identification and unethical pro-organizational behavior: A culture-moderated meta-analysis. *Ethics & Behavior*, 1–21. <https://doi.org/10.1080/10508422.2023.2219356>
- Lopez, S. J., O'Byrne, K. K., Petersen, S. (2003). Profiling courage. In S. J. Lopez & C. R. Snyder (Eds.), *Positive psychological assessment: A handbook of models and measures*. (pp. 185–197). American Psychological Association. <https://doi.org/10.1037/10612-012>
- Mael, F., Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior*, 13(2), 103–123. <https://doi.org/10.1002/job.4030130202>

- Mert, I. S., Köksal, K. (2022). The role of coast guard courage in the relationship between personality and organizational commitment. *Military Psychology*.
<https://doi.org/10.1080/08995605.2022.2057788>
- Mishra, M., Ghosh, K., Sharma, D. (2022). Unethical Pro-organizational Behavior: A Systematic Review and Future Research Agenda. *Journal of Business Ethics*, 179(1), 63–87.
<https://doi.org/10.1007/s10551-021-04764-w>
- Norton, P. J., Weiss, B. J. (2009). The role of courage on behavioral approach in a fear-eliciting situation: A proof-of-concept pilot study. *Journal of Anxiety Disorders*, 23(2), 212–217.
<https://doi.org/10.1016/j.janxdis.2008.07.002>
- O'Boyle, E. H., Forsyth, D. R., Banks, G. C., McDaniel, M. A. (2012). A meta-analysis of the Dark Triad and work behavior: A social exchange perspective. *Journal of Applied Psychology*, 97(3), 557–579. <https://doi.org/10.1037/a0025679>
- Peterson, C., Seligman, M. E. P. (2004). *Character strengths and virtues: A handbook and classification*. Oxford University Press.
- Pury, C. L. S., Kowalski, R. M. (2007). Human strengths, courageous actions, and general and personal courage. *Journal of Positive Psychology*, 2(2), 120–128.
<https://doi.org/10.1080/17439760701228813>
- Pury, C. L. S., Lopez, S. J. (2010). *The psychology of courage: Modern research on an ancient virtue* (C. L. S. Pury & S. J. Lopez, Eds.). American Psychological Association.
- Rainey, H. G., Fernandez, S., Malatesta, D. (2021). *Understanding and Managing Public Organizations* (6th ed.). Jossey-Bass.
- Rate, C. R., Clarke, J. A., Lindsay, D. R., Sternberg, R. J. (2007). Implicit theories of courage. *The Journal of Positive Psychology*, 2(2), 80–98. <https://doi.org/10.1080/17439760701228755>
- Silke, A. (2004). Courage in Dark Places: Reflections on Terrorist Psychology. *Social Research*, 71(1), 177–198. <http://www.jstor.org/stable/40971665>
- Sposito, V. A., Hand, M. L., Skarpness, B. (1983). On the efficiency of using the sample kurtosis in selecting optimal lpestimators. *Communications in Statistics - Simulation and Computation*, 12(3), 265–272. <https://doi.org/10.1080/03610918308812318>
- Tajfel, H., Turner, J. (1979). An integrative theory of intergroup conflict. In W. G. Austin & S. Worchel (Eds.), *The social psychology of intergroup relations* (pp. 33–37). Monterey.
- Tak, B., Aydemir, B. A. (2004). Örgütsel Özdeşleşme Üzerine İki Görgül Araştırma. *12.Ulusal Yönetim ve Organizasyon Kongresi*, 59–63.
- Tang, P. M., Yam, K. C., Koopman, J. (2020). Feeling proud but guilty? Unpacking the paradoxical nature of unethical pro-organizational behavior. *Organizational Behavior and Human Decision Processes*, 160, 68–86. <https://doi.org/10.1016/j.obhdp.2020.03.004>
- Tang, P. M., Yam, K. C., Koopman, J., Ilies, R. (2022). Admired and disgusted? Third parties' paradoxical emotional reactions and behavioral consequences towards others' unethical pro-organizational behavior. *Personnel Psychology*, 75(1), 33–67.
<https://doi.org/10.1111/peps.12446>
- Tett, R. P., Burnett, D. D. (2003). A personality trait-based interactionist model of job performance. *Journal of Applied Psychology*, 88(3), 500–517. <https://doi.org/10.1037/0021-9010.88.3.500>
- Tett, R. P., Guterman, H. A. (2000). Situation Trait Relevance, Trait Expression, and Cross-Situational Consistency: Testing a Principle of Trait Activation. *Journal of Research in Personality*, 34(4), 397–423. <https://doi.org/10.1006/jrpe.2000.2292>
- Umphress, E. E., Bingham, J. B. (2011). When Employees Do Bad Things for Good Reasons: Examining Unethical Pro-Organizational Behaviors. *Organization Science*, 22(3), 621–640. <https://doi.org/10.1287/orsc.1100.0559>
- Umphress, E. E., Bingham, J. B., Mitchell, M. S. (2010). Unethical behavior in the name of the company: The moderating effect of organizational identification and positive reciprocity beliefs

- on unethical pro-organizational behavior. *Journal of Applied Psychology*, 95(4), 769–780. <https://doi.org/10.1037/a0019214>
- Wang, Y., Li, H. (2019). Moral Leadership and Unethical Pro-organizational Behavior: A Moderated Mediation Model. *Frontiers in Psychology*, 10, 2640. <https://doi.org/10.3389/fpsyg.2019.02640>
- Weber, M. (2005). Are Terrorists Cowards? *Public Affairs Quarterly*, 19(4), 331–342. <http://www.jstor.org/stable/40441421>
- Westerman, J. W., Beekun, R. I., Stedham, Y., Yamamura, J. (2007). Peers Versus National Culture: An Analysis of Antecedents to Ethical Decision-making. *Journal of Business Ethics*, 75(3), 239–252. <https://doi.org/10.1007/s10551-006-9250-y>
- Zonghua, L., Junyun, L., Yulang, G., Ming, Z., Xu, W. (2023). The effect of corporate social responsibility on unethical pro-organizational behavior: the mediation of moral identity and moderation of supervisor-employee value congruence. *Current Psychology*, 42(17), 14283–14296. <https://doi.org/10.1007/s12144-022-02722-x>