



Effect of Organizational Identification, Work Regulatory Focus and I-Deals on Unethical Pro-Organizational Behaviors: The Pharmaceutical Industry

Abdul Rauf Qureshi¹, Basharat Raza²

¹Lecturer, National College of Business Administration & Economics, Lahore, Pakistan.

²Assistant Professor, National College of Business Administration & Economics, Lahore, Pakistan.

ABSTRACT

Evidently, concerns about unethical pro-organizational conduct have been more prevalent recently. In a time when businesses prioritize long-term business relationships and client orientation, dishonest selling behavior would unquestionably be counterproductive. Social effects result from unethical pro-organizational behavior in the pharmaceutical industry. This study aims to pinpoint the most significant forerunners of unethical pro-organizational behavior in the pharmaceutical business.

The study aims to determine how organizational identification, unique business arrangements, and work-related regulatory focus affect unethical pro-social behaviors in Pakistan's pharmaceutical sales sector.

SEM analysis employing convenience sampling was performed on the data of 308 national and international pharmaceutical sales managers that were obtained via online questionnaires.

The research reveals that organizational identity, peculiar agreements, and work regulation emphasis have statistically significant effects on unethical pro-social activities. The research finds that the two dimensions of work regulation emphasis and the four idiosyncratic deal dimensions strongly influence unethical pro-social actions.

The study is the first to look at the impact of identification, unique business arrangements, and work regulatory foci on unethical pro-social behaviors. New hires should be chosen by the HR managers based on moral considerations. The supervisors need to be aware that work regulatory foci, organizational identification, and idiosyncratic deals have the potential to result in UPB.

Keywords: Work regulatory focus, idiosyncratic deals, organizational identification, social exchange theory, pharmaceuticals, unethical pro-organizational behaviors.

Article info.

Received: September 1, 2022

Accepted: December 28, 2022

Funding Source: Nil

Conflict of Interest: Nil

*Address of Correspondence:

basharat.hailians@gmail.com

Cite this article: Qureshi AR, Raza B. (2023). Effect of Organizational Identification, Work Regulatory Focus and I-Deals on Unethical Pro-Organizational Behaviors: The Pharmaceutical Industry. *RADS Journal of Business Management*, 5(1): 1-12.

This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

1. INTRODUCTION

Due to their very contentious character, unethical pro-social behaviors (UPB) have attracted the attention of both academics and managers (Bryant, 2020). UPBs are prosocial activities meant to benefit an organization and its members while going against accepted norms and ethical principles (Kelebek and Alniacik, 2022). On the other hand, unethical actions like theft, misappropriation, and other fraudulent acts are intended to hurt companies (Kelebek and Alniacik, 2022). Some typical instances of UPB include lying to consumers about the product to gain their support, exaggerating the advantages of the product in front of the physicians, and concealing the truth about the product or company (Umphress, Bingham and Mitchell, 2010). All of these UPB activities may be helpful for a short period of time, but they are very harmful over the long term (Graham, Ziegert and Capitano, 2015). The UPB are unpleasant and inappropriate since they are carried out against moral principles (Bryant, 2020). UPB are likely to damage the company's reputation, lose clients, and thus cause financial harm (Kelebek and Alniacik, 2022). UPB are oriented from self to others, as opposed to the totally self-centered actions of narcissism. According to this, the self-centered aspect is not fully absent from the implementation of UPB (Schuh *et al.*, 2021).

The pharmaceutical and healthcare industries are intertwined with unscrupulous practices that are always expanding (Mumtaz Ahmad and Meraj, 2022). Pharmaceutical companies reward healthcare professionals with financial and non-financial perks in exchange for their assistance in obtaining medications (Gul *et al.*, 2021). They provide lavish presents, company-sponsored automobiles, domestic and international travel to attend educational conferences, and services for clinic remodeling (Kabir *et al.*, 2021). The pharmaceutical industry makes agreements for the promotion of medications and pays bribes to get their goods included on hospital formularies (Mumtaz Ahmad and Meraj, 2022). UPB are common in many facets of life, including banking, hospitality, insurance, accountancy, and construction, but they are particularly widespread in the sales of medicines, where physicians are targeted via the use of persuasive selling techniques (Jillian Clare Cohen, 2007). When compared to other industries like medication manufacture, distribution, and public drug procurement, the pharmaceutical sales sector is more susceptible to unethical behavior (Bryant, 2020). The drug regulatory body is expanding the scope of its important role in the moral marketing of pharmaceuticals and reining in unethical behavior (Malik, 2021).

We may link OID, i-deals, and WRF with UPB using social exchange theory (Blau, 1964). According to the principle, when one party assists another, the second party is obligated to return the favors in order to maintain the previous relationships (Blau, 1964). As a result, the staff thinks that the company needs and wants this reciprocation (Umphress, Bingham and Mitchell, 2010). The staff believes that this reciprocation will increase the level of mutual respect and trust between them and their supervisors (Jiang and Zhang, 2020). Employees that score well on OID, i-deals, and WRF are more likely to participate in cognitive minimization UPB.

Identification with an organization is the sense of unity with it (Mael and Ashforth, 1992). The personnel consider the achievements and fiascoes of the business to be their personal (Song, Wang and He, 2022). The I-deals are specialized agreements between a skilled worker and an employer to foster wellness and contentment (Rosen *et al.*, 2013). WRF outlines the attitudes that workers have toward their employer in terms of their employment (Neubert *et al.*, 2008). Employees who are focused on promotion are prone to growth, expansion, and achieving their goals, whereas those who are focused on prevention tend to be risk-averse and security-aware (Graham, Ziegert and Capitano, 2015; Bryant, 2020).

The research looks at how i-deals, OID, and WRF affect UPB in Pakistan's pharmaceutical sales industry. The study adds to the theory, develops the early research on UPB, and has many practical and societal ramifications.

2. LITERATURE REVIEW

In the current research, we examine the effects of three potential UPB precursors: OID, i-deals, and WRF. Despite the fact that evidence suggests these dimensions produce favorable outcomes; we contend that they are more likely to have an impact on UPB and immoral conduct in general. We elaborate on these claims as follows, inferring from their pertinent works.

UPB

There are two major defining components of UPB (Umphress, Bingham and Mitchell, 2010). UPB mostly refers to immoral activity that is against the law and morally unacceptable to society. UPB consists of both commissions (such as "cooking" data to pique interest in stock prices and research) and omissions (e.g., concealing up information about a pharmaceutical drug's bad side effects). Additionally, UPB is prosocial behavior that is adopted for organizational purposes but is not specified in formal job descriptions or mandated by management (Schuh *et al.*, 2021). Employees may be more likely to display the preparedness to carry out UPB when they feel obligated to extend the connection or return, similar to social exchange study (Bryant, 2020). However, in order to carry out UPB, employees must understand that the activity is immoral and cognitively minimize its moral ramifications (Kelebek and Alniacik, 2022). According to researchers (Umphress, Bingham and Mitchell, 2010) people may downplay the moral significance of a conduct by rationally justifying it as necessary, desired by the organization, or deserving of disregard. As a result, the employee's self-image is preserved, and the activity may be carried out without suffering self-disgust (Kelebek and Alniacik, 2022).

OID and UPB

We can better understand the link between OID and UPB using SET (Blau, 1964). OID is a sociological classification; people who strongly identify with their company personalize the accomplishments and failures of the business as their own (Mael and Ashforth, 1992). The staff interprets compliments about their company as personal acknowledgements (Holmes and Howard, 2022). When workers get criticism from their employer, they take it personally (Holmes and Howard, 2022).

Workers adhere to organizational norms and beliefs and perform in ways that are consistent with them when OID strengthens (Graham, Ziegert and Capitano, 2015). According to research, workers' OID intensity affects imaginative job behavior, such as better extra-role conducts, job routine and fewer intentions to quit. Some academics contend that workers who have a strong sense of loyalty to their company may choose to disregard their own moral standards and carry out tasks for the company, possibly even at the expense of others (Umphress, Bingham and Mitchell, 2010). Assuming this likelihood, we propose that people who have a strong sense of loyalty to their companies may decide to use UPB.

We draw conclusions from theoretical contributions on the enigmatic nature of OID. Strong OID may cause employees to turn away when confronted with signs of illegal or unethical behavior and to protect their organization, possibly even covering up such illegal or unethical behavior. This may encourage illegal or immoral behavior that has been indirectly and knowingly supported by the company (Umphress, Bingham and Mitchell, 2010). Additionally, we contend that employees who strongly connect with their company are more likely to have a propensity to execute UPB. Consequently, we postulate

H 1: OID is positively associated with UPB.

I-deals and UPB

Literature describes four features that set i-deals apart from conventional exchange scenarios (Rosen *et al.*, 2013). The I-deals are first independently explored (Rosen *et al.*, 2013). Some employees have more skills and abilities thanks to their knowledge, skills, and other competences (Rosen *et al.*, 2013). Workers who are aware

of their value may be more willing to explore specific agreements with their employers (Taser *et al.*, 2021). Second, i-deals show heterogeneity, indicating that they provide circumstances different from those of other employees that engage in similar work-related doping (Rosen *et al.*, 2013). Moreover, i-deals are mutually beneficial (Rosen *et al.*, 2013). I-deals often include the bargaining tactic of a worker requesting and securing a particular arrangement. In return, the company supports or keeps his job (Rosen *et al.*, 2013). Differential negotiation gives the chance for a desired outcome where both of the two negotiating partners are satisfied since the two parties have shifting priorities (Zhang, Wang and Mo, 2022). These negotiated settlements are therefore distinct from contested settlements, as well as biased treatment based on favoritism or unapproved behavior (such as taking away a company car for personal use), since they are beneficial to both employees and employers (Liu and Zhou, 2020; Zhang, Wang and Mo, 2022). Finally, the scope of i-deals is different. Some employees may just change a single component of the services, whilst others may negotiate all elements, including compensation and work schedules as well as duties and geographical flexibility arrangements (Rosen *et al.*, 2013).

Regarding the timing, i-deals may be considered before to beginning employment due to contextual factors, including the worker market, or after service, based on competences and market abilities (Taser *et al.*, 2021). Candidates that possess more desirable skills and expertise are able to negotiate more desirable service conditions, which hiring managers may simply provide as a tactic to entice the applicant (Liu and Zhou, 2020). Contrarily, present employees may negotiate i-deals throughout their employment, and as a result, these changes take into account an organization's association history (Liu and Zhou, 2020). Although market factors, particularly financial ones, may influence transactions made while employed, it's probable that deals made after posting are motivated by relationships (Rosen *et al.*, 2013). This implies that after-appointment i-deals are more likely to communicate a message about the strength and superiority of the worker-employer exchange connection (Rosen *et al.*, 2013). Therefore, we place a focus on post-appointment deals. According to researchers, when workers are disinterested in moral principles and ethical guidelines, i-deals are more likely to result in UPB (Jiang and Zhang, 2020). According to SET (Blau, 1964), employees who are disposed to retain the mutually advantageous relationships with the employer may cross ethical lines to support the business. We contend that the likelihood that workers will demonstrate a propensity to participate in UPB increases as i-deals rise. Consequently, we postulate

H 2: *TID is positively associated with UPB.*

H 3: *SID is positively associated with UPB.*

H 4: *LID shows positive association with UPB.*

H 5: *FID show positive association with UPB.*

WRF and UPB

The WRF is two dimensional construct (Neubert *et al.*, 2008). People with promotion focus are motivated by objectives connected to creativity, development, or advancement (Graham, Ziegert and Capitano, 2015). They have a propensity to absorb and retain knowledge as well as feelings associated with success and positive outcomes, and they direct their efforts toward achieving these desired outcomes (Cornwell and Korenman, 2021). People who are focused on advancement use their efforts on pursuing opportunities to advance their goals and away from maintaining the status quo (Cowan and Yazdanparast, 2021). This strategy is likely to manifest itself in accommodating and prosocial conduct that goes above and beyond the very minimum role expectations (Cornwell and Korenman, 2021). A promotion-directed action that puts others first is known as

pro-social helping behavior (Neubert *et al.*, 2008). According to academic definitions, pro-social helping behavior emphasizes modest deeds and accommodative attitudes. Aiding is a supporting activity that fosters and maintains relationships and emphasizes relational coherence (Neubert *et al.*, 2008). Individuals' responses to their supervisors inspire them to be willing to help others and advance the success of the whole company (Neubert *et al.*, 2008). Employees with a promotion-focused mindset are likely to violate ethical rules in an effort to support the organization's development of connections that benefit both parties (Graham, Ziegert and Capitano, 2015).

People with prevention WRF are more likely to recognize and elicit information regarding failures, losses, or sentences. A prevention-focused approach may encourage staff to value security and adhere to rules (Bryant, 2020). They tackle duties attentively and exhibit concerns about accuracy (Neubert *et al.*, 2008). Additionally, personnel that are concerned with prevention are apprehensive about what they need to accomplish, acting out of need and in line with expectations (Neubert *et al.*, 2008). From now on, people with preventative WRF behave in a manner that avoids negative impacts and complies with clear expectations or regulations (Cowan and Yazdanparast, 2021). A willful violation of organizational norms or appropriate conduct is known as UPB (Bryant, 2020). If a behavior, such as stealing or avoiding work, is often not intended at a specific person but rather is geared at the organization, it is not useful to deviate from the norm (Graham, Ziegert and Capitano, 2015). Employees that have a preventative WRF are probably aware of and avoid harmful actions and more willing to extend more helpful activities. It probably denotes a retreat from explicit or implicit expectations, obligations, or norms and, if discovered, is likely to result in reprimands and future harm to the company (Bryant, 2020). We contend that when workers neglect ethical norms, a promotion and prevention-focused approach is likely to turn into UPB.

As a result, we prepared the hypothesis.

H 6: *Pre shows positive association with UPB.*

H 7: *Pro shows positive association with UPB.*

Unethical Conducts in Pharmaceutical industry

Unethical behavior in the pharma has become a routine practice that has drawn the attention of various academics and has severe repercussions (Lei and Qiu, 2022). For instance, consumers have begun to question the medications that their physicians prescribe because some believe that pharmaceutical salespeople utilize doctors as persuasive tools (Kabir *et al.*, 2021). In these situations, many patients elect to use generic versions of the prescribed prescriptions or may opt to completely forgo them in favor of alternatives, such as natural remedies (Gul *et al.*, 2021). Sufferers associate unethical behavior among salespeople to the field of work itself, which is seen as a separate subculture (Mumtaz Ahmad and Meraj, 2022). Unlike other specialists, pharmaceutical salespeople operate in a diverse environment that may afford various opportunities for unethical behavior (Gul *et al.*, 2021). For instance, sales representatives may approach clients and request bribes or incentives for them to buy their medications (Jiang and Zhang, 2020). Additionally, managers and senior staff may put pressure on sales staff to increase income, which encourages them to prioritize quantity at the expense of other traits like ethics and integrity (Lei and Qiu, 2022). Since they usually are only providing what needs to be provided, it is crucial to spot unethical actions in the pharmaceutical staff from the viewpoint of the environments in which they work (Lei and Qiu, 2022). Pharma marketplaces are divided into several groups based on a derived form of demand practice where physicians persuade patients to purchase a medicine (Malik, 2021). Therefore, sales representatives from pharmaceutical companies may have used push techniques to get physicians to prescribe their products to patients (Sawad, 2020). Push methods are a quick

strategy to switch a doctor from only knowing how to buying medications (Sawad, 2020). There are differences between push and pull strategies (Sawad, 2020). Pushing a drug to a doctor is a method used by pharmaceutical marketers. On the other hand, a pull strategy is used to draw a customer to a product (Mumtaz Ahmad and Meraj, 2022). The relationship between salespeople and physicians determines how quickly new drugs are accepted (Sawad, 2020). Therefore, positive relationships may promote early acceptance whereas negative relationships may delay physicians' approval of the medicine (Gul *et al.*, 2021). Research, however, revealed that most physicians do not believe their relationships with pharmaceutical companies influence how often they prescribe certain medications (Mumtaz Ahmad and Meraj, 2022). The medical professionals also indicated that norms and self-regulatory mechanisms had been developed by administrative and health organizations to control interactions between medical professionals and pharmaceutical sales representatives (Kabir *et al.*, 2021). In the presence of persuading machinery, the quality of contacts between pharmaceutical sales representatives and medical professionals declines (Sawad, 2020). Therefore, one of the reasons for putting such regulatory measures in place is to prevent pharmaceutical salespeople from exerting undue influence over physicians (Malik, 2021).

The connections between OID, i-deals, and WRF and UPB are shown in the following diagram.

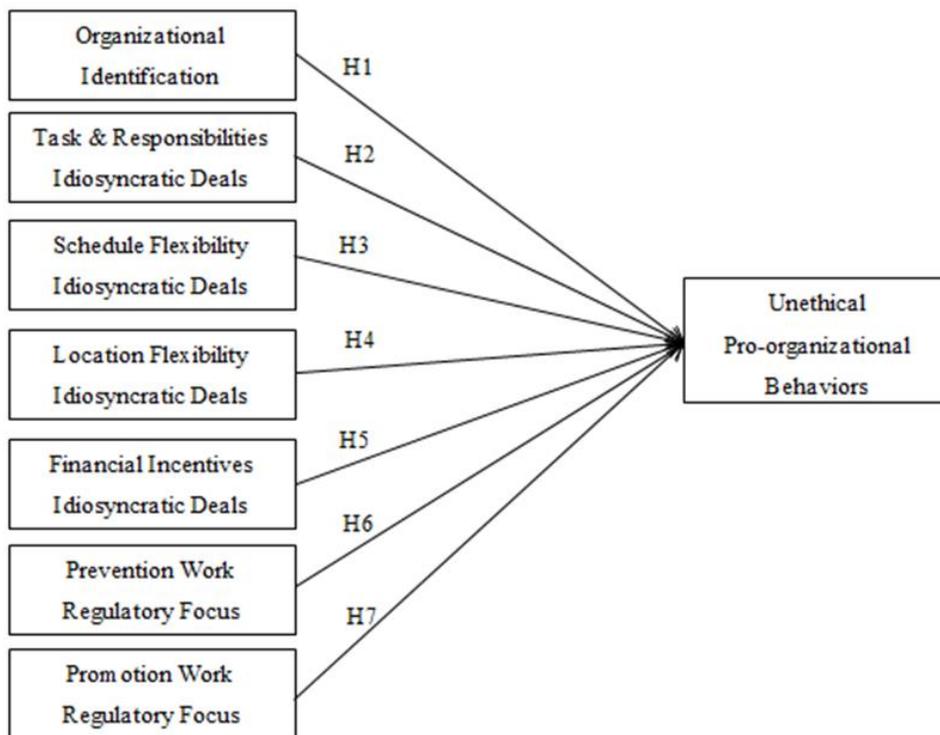


Figure 1. Research Plan.

3. METHODOLOGY

Research design and sampling

Through online surveys, national and international pharma sales management employees from all around Pakistan provided the data for this cross-sectional and quantitative research. 308 pharmaceutical managers' data were input into the SPSS 23 version, and SEM analysis was performed on the results.

We chose to utilize data from sales managers in two waves in a time-lag research technique. The survey (T1) evaluated UPB and demographic information. To assess employee organizational identification, idiosyncratic deals, and job regulation emphasis after two weeks, we conducted survey (T2).

360 sales managers were contacted to complete the T1 questionnaire. The completion rate for managers was about 92% (n=330). The same managers who had replied the first time were contacted again in T2 and requested to complete this updated questionnaire; 308 completed copies were received (response rate: 93%). In this research, we used a sample size of 308 participants to minimize sampling error, guard against non-responsiveness, and avoid problems with generalizability.

Measurement of Variables

UPB. Researchers (Umphress, Bingham and Mitchell, 2010) designed a six-item test to measure UPB. As an example, if it would help my business, I would twist the truth to make it seem nice. Cronbach's alpha value was .88.

OID. Renowned scholars developed a six-item measure to evaluate OID (Mael and Ashforth, 1992). The achievements of this organization are also my achievements, as an example. Cronbach's alpha value was .89.

I-deals. These variables were measured with a sixteen-item tool established by the researchers (Rosen *et al.*, 2013). A few examples include: I have successfully requested extra tasks that use the skills I bring to the table, and my boss takes my personal needs into account when creating my work schedule. Task and job duties had a Cronbach alpha value of 0.91, schedule flexibility of 0.91, geographical flexibility of 0.88, and financial incentives I-deals of 0.89, respectively.

Work Regulatory Focus. A scale with 18 items that was verified by scholars (Neubert *et al.*, 2008). was used to assess WRF. Some examples include: I take all reasonable precautions to avoid injury at work and I clearly portray my ideal self in my work choices. For promotion WRF, the Cronbach alpha value was 0.91, whereas it was 0.92 for prevention. All variables' scale items were rated on a 5-point scale; with 1 being the strongest disagreement and 5 being the agreement (strongly agree).

Control variables. The scholars used sex, age, academics and seniority.

Sample Description

Female responders make up over half of the sample (n=150, 48.7%). The remainder have either an undergraduate degree (n=94, 30.5%) or an MS/M.Phil. (n=32, 10%) whereas more than half (n=182, 59.1%) hold graduate degrees. The bulk of sales managers (n=182, 59.1%) are in their 30s to 39s. Nearly half of the respondents (n=136, 44.2%) have between five and ten years of work experience; the remainder have between one and four years (n=95, 30.8%) or more than eleven years (n=79, 25%).

Table 1 displays correlations, reliability in parentheses, and descriptive statistics for the research variables. Through the Harman test, we discovered that every scale item loads into a single variable that accounts for 41.3 percent of the entire variance, which is below the 50% cutoff. This result implies that there is no common bias problem. The correlation between the research variables is less than 0.70; hence multicollinearity is not a problem.

Table 1. Correlations.

	1	2	3	4	5	6	7	8	9	10	11	12
1.UPB	(.88)											
2. OID	.58**	(.89)										
3.TID	.66**	.56**	(.91)									
4.SID	.62**	.51**	.57**	(.91)								
5. LID	.68**	.59**	.60**	.59**	(.88)							
6. FID	.58**	.48**	.52**	.50**	.51**	(.89)						
7. PRE	.63**	.54**	.59**	.48**	.57**	.51**	(.92)					
8. PRO	.64**	.51**	.58**	.54**	.62**	.52**	.57**	(.91)				
9. Gender	-.010	.012	-.013	.001	-.008	.010	.007	.043				
10. Age	-.075	-.058	.023	-.021	-.111	.005	-.138	-.040	-.049			
11. Education	.031	-.030	-.018	.053	.017	-.049	-.048	.016	.002	-.045		
12. Experience	-.121	-.069	-.028	-.037	-.143	-.007	-.106	-.108	-.047	.635**	-.121*	
<i>Mean</i>	3.35	3.20	3.17	3.32	3.20	3.28	3.24	3.20	1.49	1.82	1.80	1.96
<i>SD</i>	.92	1	.99	1.22	1.34	1	.95	.91	.50	.63	.60	.78

We discover that OID and UPB have a very positive connection ($r = 0.58, p \leq 0.01$). The four idiosyncratic deal dimensions are strongly positively correlated with UPB at $p \leq 0.01$ as well. At $p \leq 0.01$ the two work regulation focus dimensions show a substantial positive connection with UPB. The main research variables do not significantly relate to the demographic factors.

Measurement Model

As part of the investigation, the measurement model was evaluated first. It presented good model fit ($\chi^2/df = 1.302, NNFI = 0.97, RMSEA = 0.031, CFI = 0.97$).

The Validity Analysis

Using average variance retrieved and composite reliability (CR), the model's convergent validity was assessed (AVE). As demonstrated in Table 2, this model has convergent validity since both CR and AVE are higher than 0.70 and 0.50, respectively. Additionally, square roots of AVE are larger than correlations of variables on the primary diagonal, indicating the presence of discriminant validity (Fornell and Larcker, 1981).

Table 2. Correlations and Validity Table.

	CR	AVE	1	2	3	4	5	6	7	8
1. UPB	0.88	0.55	0.741							
2. OID	0.89	0.58	.58**	0.762						
3. TID	0.91	0.62	.66**	.56**	0.786					
4. SID	0.91	0.77	.62**	.51**	.57**	0.880				
5. LID	0.88	0.78	.68**	.59**	.60**	.59**	0.882			
5. FID	0.89	0.622	.58**	.48**	.52**	.50**	.51**	0.789		
6. PRE	0.92	0.56	.63**	.54**	.59**	.48**	.57**	.51**	0.749	
7. PRO	0.92	0.55	.64**	.51**	.58**	.54**	.62**	.52**	.57**	0.738

4. RESEARCH RESULTS

The findings display that the model complied with the criteria for good fit ($\chi^2/df = 2.316$, RMSEA= 0.065, NNFI=0.85, CFI=0.86). The seven research hypotheses are supported by our findings, as indicated in Figure 2. The link between organizational identity and UPB is statistically significant ($\beta = 0.073$, $p \leq 0.05$). The four idiosyncratic deal dimensions are statistically related to UPB at $p \leq 0.01$ as well. The two work regulation emphasis characteristics also have a significant link with UPB at $p \leq 0.01$.

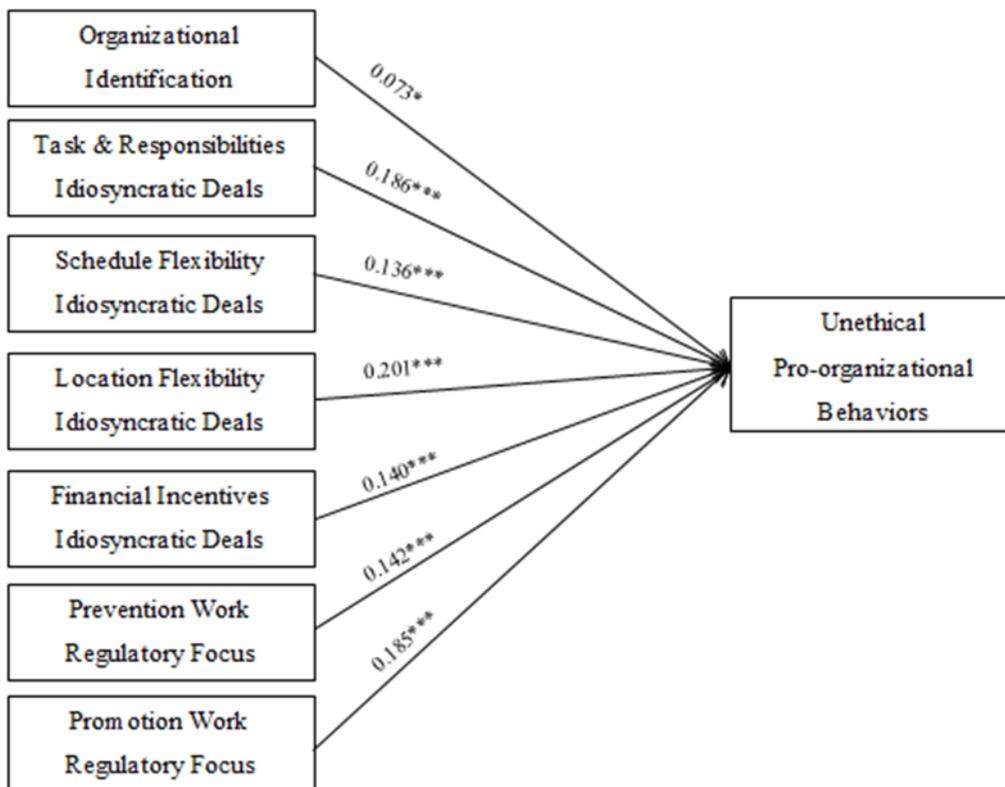


Figure 2. SEM findings.

, $p < 0.05$, *, $p < 0.10$, *, $p < 0.01$,

The LID is contributing the most significant distinctive factors to UPB, as seen in figure 2. In terms of statistical significance, the promotion WRF makes a more distinctive contribution to UPB than the preventive WRF. Accordingly, we discover that OID, i-deals, and WRF have a considerable beneficial impact on UPB, which is consistent with the social exchange theory (Blau, 1964) and other studies (Umphress, Bingham and Mitchell, 2010; Graham, Ziegert and Capitano, 2015; Bryant, 2020; Jiang and Zhang, 2020; Cornwell and Korenman, 2021; Schuh *et al.*, 2021)

5. DISCUSSION

The medication manufacturing industry has provided the health care system with a variety of options for products that have safeguarded people and enhanced quality of life (Malik, 2021). Due to the advancement of healthcare, the company is credited with helping people live longer and is acting in a dynamic manner (Malik, 2021). The industry-advanced treatments are noted for their affordability, which lowers overall healthcare costs and plays a key part in the socioeconomic advancement of the public (Gul *et al.*, 2021). Nevertheless, despite these incredible accomplishments, the drug manufacturing industry continues to face criticism for its unethical methods, such as profit-making and unethical medication advertising (Kabir *et al.*, 2021). For efficient

operations, the pharmaceutical business is required to adhere to ethical standards (Sawad, 2020). Medicines from pharmaceutical companies have a significant influence in society and the economy (Bryant, 2020). These are employed to treat illnesses in life-threatening conditions, and the industry reaps large profit margins (Malik, 2021). In this extraordinarily rich business, there is fierce rivalry (Kabir *et al.*, 2021). Businesses often use unethical marketing strategies to boost sales and cultivate a network of devoted customers (Gul *et al.*, 2021). Hence, it is imperative that local and international regulatory agencies execute ethical initiatives in line with their core values (Malik, 2021). The norms are reportedly strengthened by effective organizations, which promote progress and a stable foundation for society. Drug Regulatory Authority (DRAP) is now in a somewhat inverted situation since it is unable to execute the existing legislation because of certain inherent issues (Malik, 2021). Obstacles to their implementation include a lack of funding, lack of motivation, a lack of checks and balances, and pervasive corrupt behavior (Malik, 2021). Global regulatory bodies exist to guarantee the validity of business relationships between industries and physicians. In order to prevent the irresponsible use of pharmaceuticals, interactions with healthcare authorities should be created about honesty, openness, accuracy, and ethics.

6. THEORETICAL IMPLICATIONS

The study confirms the strong impact of study factors on UPB, which advances the hypothesis. Employees feel obligated to maintain the mutually beneficial relationships with the company. To support the UPB, the personnel must cognitively reduce the ethical standards. Reciprocation is viewed by employees as being necessary to preserve the respect and trust of employers.

7. PRACTICAL IMPLICATIONS

The management needs to accept that UPB exists in their companies as a first step. It is best for managers to set an example for their staff by successfully reducing the UPB that is already in place. Although i-deals are negotiated for the health and happiness of employees, managers must understand that they can result in UPB. In light of the likelihood that employees will transgress moral boundaries in order to support the company, they must take into account the shady side of i-deals. Managers need to be aware of potential antecedents like WRF and OID that could develop into UPB. Managers must support both performance and moral conduct. Managers must not elevate staff members solely based on performance metrics at the expense of moral conduct. To foster an ethical culture and uphold moral standards, key positions should be filled by employees who act ethically. Managers of human resources must use strict selection criteria to determine how candidates would react in ethical situations. Managers must frequently bring up ethical dilemmas in team meetings and attempt to find ethical solutions collectively.

8. POTENTIAL LIMITATIONS

There are certain restrictions on the research. First data, which may not be generalizable, was gathered from Pakistani pharmaceutical sales managers. Second, the study used a 5-point Likert scale, which could reduce answer variability. Third, rather than real organizational decision-making, the study is based on respondents' impressions.

9. FUTURE DIRECTIONS

We advise next researchers to look into UPB in various industries including healthcare, hotels, banking, insurance, auditing, accounting, and more. Additionally, we advise upcoming scholars to do similar studies in areas of the pharmaceutical industry where unethical behavior poses a danger to companies, such as medication manufacture, procurement, distribution, and medicine selection (Jillian Clare Cohen, 2007). We suggest

academics and professionals to research UPB in other countries where convincing medication marketing is often used to win over doctors. To further the fledgling scholarship on UPB, we advise future studies to take mediators and moderators into account in addition to other possible predictors. Future studies are advised to utilize a 7 point Likert scale to improve response variability. They must also gather information on real organizational decision-making.

10. CONCLUSION

The key determinants of UPB, according to our research, are organizational identity, idiosyncratic deals, and work regulatory focus. The study supports the social exchange hypothesis, which holds that workers engage in UPB to maintain ties with the corporations that are mutually advantageous. To verify these results on UPB, the study needs to be repeated in different areas. The managers must play a crucial part in reducing the prevalence of UPB in the enterprises. Future researchers have to look at more factors to further the developing study on UPB. To discourage the increasing patterns of unethical behavior in the pharmaceutical industry, DRAP must play a significant role. The relationships with medical experts need to be built on morality, honesty, and ethics.

REFERENCES

- Ahmad, M., Zaka, N., ur Rahman, I., Mumtaz, S., Ahmad, M. A. D. M., Zaka, N., ... & Meraj, L. M. L. (2022). Perception of Doctors towards Relationship with Pharmaceutical Industry. *Journal of Rawalpindi Medical College*, 26(2).
- Blau, P. M. (1964). Justice in social exchange. *Sociological inquiry*, 34(2), 193-206.
- Bryant, W. J. (2020). *A multilevel examination of unethical pro-organizational behavior decision-making: The role of citizenship pressure, moral disengagement, and moral intensity*. University of Missouri-Saint Louis.
- Cohen, J. C., Mrazek, M. F., & Hawkins, L. (2007). Corruption and pharmaceuticals: Strengthening good governance to improve access. *The Many Faces of Corruption: Tracking Vulnerabilities at the Sector Level*. Washington DC: World Bank, 1-37.
- Cornwell, J. F., & Korenman, L. M. (2021). Regulatory focus and (un) ethical behavior within an organization. *Motivation Science*.
- Cowan, K., & Yazdanparast, A. (2021). Consequences of moral transgressions: How regulatory focus orientation motivates or hinders moral decoupling. *Journal of Business Ethics*, 170(1), 115-132.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18(1), 39-50.
- Graham, K. A., Ziegert, J. C., & Capitano, J. (2015). The effect of leadership style, framing, and promotion regulatory focus on unethical pro-organizational behavior. *Journal of business ethics*, 126(3), 423-436.
- Gul, R., Saeed, H., Saleem, Z., Rasool, F., Hashmi, F. K., Islam, M., ... & Danish, Z. (2021). Perceptions of and barriers to ethical promotion of pharmaceuticals in Pakistan: perspectives of medical representatives and doctors. *BMC medical ethics*, 22(1), 1-16.
- Holmes, P. E., & Howard, M. C. (2022). The duplicitous effect of organizational identification: applying social identity theory to identify joint relations with workplace social courage and unethical pro-organizational behaviors. *The Journal of Positive Psychology*, 1-14.
- Jiang, M., & Zhang, P. (2020). Linking idiosyncratic deals and unethical pro-organizational behavior. In *Academy of Management Proceedings* (Vol. 2020, No. 1, p. 19870). Briarcliff Manor, NY 10510: Academy of Management.
- Kabir, S. M. H., Maulan, S., Manaf, N. H. A., & Nasir, Z. W. (2021). Attitude of physicians and patients towards pharmaceutical promotion in healthcare: A qualitative study from ethical context. *International Journal of Innovative Research and Publications*, 1(1), 1-11.

- Kelebek, Ezgi Erbas, and Esra Alniacik. 2022. "Effects of Leader-Member Exchange, Organizational Identification and Leadership Communication on Unethical Pro-Organizational Behavior: A Study on Bank Employees in Turkey." *Sustainability* 2022, Vol. 14, Page 1055 14(3):1055.
- Lei, R., & Qiu, R. (2022). Fraud, Misconduct, and Unethical Practices in Biomedical Research in China. In *Integrity of Scientific Research* (pp. 131-138). Springer, Cham.
- Liu, F., & Zhou, K. (2021). Idiosyncratic deals and creative deviance: the mediating role of psychological entitlement. *R&D Management*, 51(5), 433-446.
- 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.
- Malik, F., Shah, S., & Shah, S. M. (2021). The role of drug regulatory authority in ethical promotion of pharmaceuticals in Pakistan: A grounded theory study. *City University Research Journal*, 11(1).
- Neubert, M. J., Kacmar, K. M., Carlson, D. S., Chonko, L. B., & Roberts, J. A. (2008). Regulatory focus as a mediator of the influence of initiating structure and servant leadership on employee behavior. *Journal of applied psychology*, 93(6), 1220.
- Rosen, C. C., Slater, D. J., Chang, C. H., & Johnson, R. E. (2013). Let's make a deal: Development and validation of the ex post i-deals scale. *Journal of Management*, 39(3), 709-742.
- Sawad, A. B., & Andrews, K. (2022). Marketing training strategies that pharmaceutical sales managers use to reduce unethical behavior. *Journal of Education and Health Promotion*, 11.
- Schuh, S. C., Cai, Y., Kaluza, A. J., Steffens, N. K., David, E. M., & Haslam, S. A. (2021). Do leaders condone unethical pro-organizational employee behaviors? The complex interplay between leader organizational identification and moral disengagement. *Human Resource Management*, 60(6), 969-989.
- Song, J., Wang, K., & He, C. (2022). The influence of organizational identification on the curvilinear relationship between leader humility and follower unethical pro-organizational behavior. *Journal of Management & Organization*, 1-17.
- Taser, D., Rofcanin, Y., Las Heras, M., & Bosch, M. J. (2021). Flexibility I-deals and prosocial motives: A trickle-down perspective. *The International Journal of Human Resource Management*, 1-26.
- 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.
- Zhang, K., Wang, G., & Mo, S. (2022). Moral disengagement mediates the relationship between idiosyncratic deals and core employees' prosocial rule breaking. *Social Behavior and Personality: an international journal*, 50(8), 1-10.