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Abstract

The environment in which the organizations operate has underwent tremendous changes and as a result, ethical orientation and corresponding behaviours has been a center of attention worldwide. A plethora of studies have been undertaken to investigate organizational ethical behaviour either from a psychological perspective or external environmental perspective separately. However, ethical orientation and behaviours can also be influenced by a combination of aforesaid factors together with push and pull factors. Hence, it is an attempt of this article to investigate this phenomenon to produce a holistic understanding of the issue. In view of this, this article discusses and offers a conceptual framework which establishes a link between big five personality traits (psychological factor), ethical behavior (environmental factor), love for money (pull factor) and unmet goals (push factor). In order to contextualize this study, the article offers supporting literature for the proposed framework.

Keywords: Personality Traits, Love for Money, Unmet Goals, Unethical Behaviour

Introduction

One of the most complex human behavior since the ancient times is whether to behave ethically or unethically (Turker & Altuntas, 2014). Ethical behaviour is highly important in generating trust and enables a society to function sustainably (Scott, 1999). Although much studies about ethical behaviour have been conducted by numerous researchers, serious unethical deeds still exist and impacting the general public (Lonkevich, 1997). However, Baumane-Vītoliņa, Apsalone, Sumilo and Jaakson (2017) claimed that personal values and explicit promotion of such behaviours at an organizational level decides ethical atmosphere in a given organization. Although psychological factors such as personality traits are found to influence ethical behaviours, the influence of push and pull factors of unethical behaviours remain relevant for new knowledge exploration. For instance, when people fall short of their goals, Schweitzer, Ordóñez, and Douma, (2004) found that they possess high tendency to engage with unethical behaviours such as misinterpretation of their performance. Scholl, Mederer and Scholl (2016) explained that when an expectation of

economic and professional needs is unmet, employees begin to look elsewhere to meet these needs. There are varying arguments in understanding the love for money concept in the management literature. Money can be considered as a hygiene factor (Herzberg, 2008) as well as an incentive to motivation (Gupta & Shaw, 1998; Locke, Feren, McCaleb, Shaw, & Denny, 1980). Against these claims, Tang (2002) cautioned that money is the root of all evil as love for money escalates upward and becomes a moving target and eventually leads people to engage into unethical behaviours. Aside, pull factors such as love for money is also found to drive unethical behaviours (Tang & Chen, 2008). Therefore, it is aim of this article to explore the relationship between major psychological traits with unexplored push and pull factors in the context of ethical behaviours.

Hence, this research suggests a conceptual framework for an attempt to investigate the relationship between big five personality traits and unethical behaviour in addressing the challenges in the strategic management practices. In order to further investigate this relationship, a mediator and also moderator in relevance to strategic management practices are incorporated in this conceptual research. Love for money is considered as a mediator while unmet goal is will be the moderator. More specifically, the followings are the research objectives of this research: i. to identify the relationship between big five personality traits (and its dimensions) and unethical behaviour, ii. to identify the mediating effect of love for money on the relationship between big five personality traits and unethical behaviour, and iii. to identify the moderating effect of unmet goal on the relationship between big five personality traits and unethical behaviour.

Ethical Challenges in Strategic Management
Unethical issues have been creating complications to businesses and societies. The world has witnessed a plenty of evidence describing unethical behaviours in the organization (Yatich & Musebe, 2017). Often, act of selfishness of individuals found to bring huge negative impact to the external environment resulting at consequences such as legal issues, financial compensation, loss of reputation, and many others (Tenbrunsel & Messick, 2004). According to Greenberg, Pyszczynski, Solomon, McGregor, Harmon-Jones and Simon (1997), the issue of ethical behaviour has gained continuous attention of scholars to understand factors that results at such behaviours. This phenomenon has brought many researches to divert their resources on uncovering the causes of and solution for unethical behaviour. However, despite decades of efforts, unethical practices are still not uncommon (Etzel & Skvarla, 2017) in all society dimensions. Popular cases of unethical behaviour include accounting scandal in Toshiba, corruption in FIFA, and fake data in Kobe Steel (Smythe & Fisk, 2017; Jennings, 2007). Most of the past studies have also focused on the direct effect of personality on ethical behaviour with limited consideration on the external environment (Brown & Taylor, 2015; Kalshoven, Den Hartog, & De Hoogh, 2011).

Some studies which focused on external environment as the push and pull factors towards unethical behaviour, have limited insights on the imbedded and subconscious psychology perspective (Shin, Sung, Choi & Kim, 2015; Schweitzer, Ordóñez, & Douma, 2004; Tang & Chiu, 2003). Personality is a set of personal values and beliefs which will not change drastically over time. Personality also has the determining effect on one's behaviour and actions (Bratton &

Strittmatter, 2013). Several studies have found psychological factors such as personality traits as the main determinant of ethical behaviour and strongly influencing one's perceptions towards ethics (Shin, Sung, Choi & Kim, 2015; Tenbrunsel & Messick, 2004). Studies have also shown that personality is closely related to an individual thinking process as these factors will influence one another (Zhang, 2000). Looking at the Maslow's Hierarchy of Needs theory (Kiel, 1999), it is common to assume that money is a medium which can fulfil most of the basic needs and also a large portion of psychological needs (rich individuals are more likely to feel prestigious and receive respects).

Several scholars (Tang & Chen, 2008; Vitell, Paolillo & Singh, 2006; Tang & Chiu, 2003) explained that the money itself does not result at an unethical behaviour but the love for money. However, according to UK Essays (2013), it is still unknown if one can conclude that love for money causes unethical behaviour or vice versa. On the other hand, when a goal is given to an individual, it might be perceived as a threat if there is a chance of not achieving it. This will become a push factor for individuals to avoid potential unpleasant consequences. This claim was ascertained by Schweitzer and Hsee (2002) and Schweitzer, Ordonez and Douma (2004) arguing that people with unmet goals tend to cheat, especially when they are just short of reaching intended goals. Regardless of pressing demands and pressures, an organization by virtue of its existence is required to be ethical in order to protect the stakeholders as there are always ethical paths towards success (Yatich & Musebe, 2017) although Nwora and Chinwuba (2017) opined that difficulty in attaining business targets has also been a cause of unethical behaviours in the organization. Failing to act in an ethical manner will only result at failure sooner or later (Posters, 2003). Hence, closing this gap by proposing a conceptual framework which integrates push and pull factors in combination with vastly explored psychological factors is envisaged as the main contribution of this article.

Revisiting Ethics in Strategic Management
Ethics in Strategic Management
Ethics is a set of value that defines the rightfulness of one's behaviours in the society norm. (Freeman & Gilbert 1988; Raiborn & Payne 1990; Carroll 1991). According to Velasquez (1999), ethics is closely related to a person's moral decisions and judgements derived from the society norms, and it will shape a person's behaviour and actions. The core concept of ethics is that ethical behaviour of an organisation is not necessarily to be govern by regulations or law, rather it is a reflection based on moral (Epstein, 1987). Many studies have also reviewed the positive result between business ethics and business sustainability (Akrivou & Huang, 2014; Quarshie, Salmi, Leuschner, 2016; Johnson, 2013).

Unethical Behaviour
Recent research has shown that unethical behaviour is closely related the decision-making process of self-deception. Self-deception is a subconscious process that leads us to form our opinions and judgements (Tenbrunsel & Messick, 2004). Self-deception involves ignoring the truth, accepting lies, and keeping secrets to ourselves (Bok, 1989). This is a common thinking process for most individuals and we tend to allow ourselves to believe on the make-up stories to justify our wrongful act (Tenbrunsel & Messick, 2004). Prior studies have also shown that small

unethical actions are easier to justify than large unethical actions (Schweitzer & Hsee, 2002). Tenbrunsel and Messick (2004) also argued that self-deception will cause ethical fading. An ethical behaviour will often trade off self-interest for personal gain. The self-deception process will subconsciously avoid considering or disguise the unethical implication of an action, and individuals can act in an unethical manner without losing the beliefs that they are ethical persons (Tenbrunsel & Messick, 2004). Due to this process, individuals may be ignorance on the consequences of an unethical action such as the harm that has been caused (Bok, 1989).

Big Five Personality Traits
Many contemporary researchers believe that there are five fundamental dimensions of personality, which are Neuroticism, Openness to Experience, Extraversion, Agreeableness, and Conscientiousness (Goldberg,1990; Costa & McCrae, 1992). Past research has found significant ties between the big five traits and leaders' behaviour and problem-solving methods (De Hoogh et al., 2005; Judge & Bono, 2000; Judge et al., 2002a; Lim & Ployhart, 2004). A study done by Walumbwa and Schaubroeck (2009) has shown correlation between agreeableness and conscientiousness with ethical behaviour. In theoretical review, there is also a likely link between ethical behaviour and the five personality traits (Brown & Trevin, 2006; Den Hartog & De Hoogh, 2009). However, some other studies have shown inconsistency of behaviour from persons with similar personality traits (Bono & Judge, 2004) which suggested that there are mediating and moderating factors that are influencing the relationship.

→ Proposition 1: There is significant relationship between big five personality traits and unethical behaviour.

Conscientiousness
According to Camps, Stouten, and Euwema (2016), one of the most robust predictor of personality trait is conscientiousness. Conscientiousness consists of two major facets. First facet is dependability, which reflects dutiful, organized, responsible, and thorough. Achievement oriented representing the second facet and it includes aspects of hard working, meeting challenges, and goal oriented (Digman, 1990; McCrae & Costa, 1987; Mount & Barrick, 1995). Individual with high conscientiousness tend to consider carefully before making decision and action, and they hold their responsibilities and moral obligation strongly. These individuals are expected to act consistently as they adhere strongly to their personal values and code of conduct (Costa & McCrae, 1992; Mayer, Nishii, Schneider, & Goldstein, 2007). Individual high in conscientiousness are more likely to behave ethically not just for themselves, but also for the surrounding people and general public (Moon, 2001). Highly conscientious person also tends to be achievement motivated. These individuals are focusing on accomplishments and motivated by it (House, 1996). As they are having stronger internal locus of control (seeing their own efforts is the most important aspect in achieving good results), they are likely to retain strong control over all possible aspects in order to achieve the desire results. Past studies have consistently shown negative relationship between conscientiousness and unethical behaviour. However, conscientious individuals tend to have higher degree of LOMS (Donnelly, Iyer & Howell, 2012). Their level of LOMS may inversely affect their relationship towards ethical behaviour. Looking at the two facets of conscientiousness (dependability and achievement oriented), conscientious

individuals are highly likely to adhere ethical practices without the presence of unmet goals. However, as conscientious individuals are highly achievements and result oriented, they might feel strong psychological cost if goals are unmet. This may push them towards self-deception process and behave unethically. These studies have shown a highly contradicting perspective of conscientious individuals and it is valuable to study the outcomes with all factors are being combined in one study.

→ Proposition 1a: There is significant relationship between conscientiousness and unethical behaviour.

Neuroticism
Neuroticism is described to be impulsive, stressed, anxious, and unstable (Hogan, Curphy, & Hogan, 1994). These individuals are often depressed and moody (McCrae & Costa, 1987). Judge et al. (2002) also mentioned that neurotic individuals have lower self-esteem and self-efficacy, and have lower confidence in their own abilities. They tend to exercise and use their coercive power over others in order to reach their goals and defend strongly against opposing viewpoints (Goodstadt & Kipnis, 1970). Therefore, they are less likely to behave transparently on information sharing, which implies that they are not communicating openly and honestly (Mayer et al., 2007). Brown and Trevin (2006) have proposed that neurotic individuals are more likely to behave unethically. Studies have also shown neurotic individuals are more likely to behave unethically. Due to the low self-esteem and low confidence of neurotic individuals, they are more likely to use their power to suppress opposition. This leads to their obsession over power, and may see money as a medium to secure authority and control others. It is reasonable to assume that neurotic individuals will have higher LOMS, and higher LOMS will further enhance the possibility of their unethical behaviours. Neurotic individuals are also low on emotional stability. They would easily perceive uncertain situations as threatening (Colbert, Mount, Harter, Witt, & Barrick., 2004). When these individuals are facing unmet goals, they are likely to feel that their social status are being threaten and would use unethical means to cover the underperformances.

→ Proposition 1b: There is significant relationship between neuroticism and unethical behaviour.

Agreeableness
The trait of agreeableness mirrors the tendency to be honest, trusting, altruistic, warm, and kind (McCrae and Costa, 1987; Goldberg,1990). Individuals with high agreeableness focus on maintaining the social relationship (Jensen-Campbell & Graziano, 2001). They are also described as caring, emphatic, fair, and respecting others. Agreeable individuals are also having the tendency to be overly adhering to guidelines and custom, thus they may adjust their own behaviour to accommodate others (Graziano & Eisenberg, 1997). Past studies have also shown a negative relationship between agreeableness with unethical behaviour (Kalshoven, et al., 2011). Individuals who scores high in agreeableness will focus on maintaining social relationship. Most studies have shown negative relationship between agreeableness and unethical behaviour. As maintaining harmony is the main goal for agreeable people, their level of LOMS is not likely to have significant impact on the relationship. These individuals also have a tendency of over

adhering to guidelines. Hence, unmet goals are unlikely to have strong moderating effect on the relationship.

→ Proposition 1c: There is significant relationship between agreeableness and unethical behaviour.

Extraversion
Extraversion explains an individual's aspiration for interpersonal interaction (Costa & McCrae, 1992). Extroverts are normally action oriented. Extraverted individuals are good at presenting oneself in a less reserved manner. These individuals are normally successful in socialising and building relationship, thus, they are being less conservative (Winter Stephan, 2008). Common aspects for extroverts include warmth, outgoing, assertive (dominant and forceful), active, positive, and excitement seeking (Piedmont, 1998). Research examining the relationship between extraversion and ethics has brought ambiguous result (Cizek, 1999). Three out of four studies on extraversion shows traits of cheating behaviours, while studies from Jackson et. al. (2002) and Karim et.al. (2009) found no significant relationship between unethical behaviour with extraversion. The contradicting results show that the relationship is potentially mediated or moderated by other events. Past studies have shown contradicting results for extraversions' attitude towards ethical behaviour. This could be a result of underlying moderating or mediating factors that changes the relationship. Considering the excitement seeking for extroverts (Hastings & O'Neil, 2009), their LOMS could be higher than others due to the pull factors (enjoyment and possession). Looking at the extroverts' facets of warmth and good socialising skills, unmet goals are unlikely to motivate extroverts towards unethical behaviours if the consequences are high. However, marginally short goals and small perceived consequences might motivate extroverts towards unethical behaviour.

→ Proposition 1d: There is significant relationship between extraversion and unethical behaviour.

Openness to Experience
Individual who score high in openness to experience are curious, original, imaginative, and broad minded (Barrick & Mount, 1991). They have strong curiosity and often try new approach in solving problems (Brown & Taylor, 2015). These individuals are expected to have more effective problem-solving skills when there is unexpected change in the environment (King, Walker, & Broyles, 1996). Research linking openness to experience and ethical behaviour are very limited. Most research found that this personality trait does not have significant impact on ethical behaviour, rather using it as a control measure (Kalshoven, et. al., 2011). Past studies have not shown clear relationship between openness of experience towards unethical behaviours. These individuals are often open-minded and appreciate uncertain situations. They would perceive uncertainties as less threatening compare to others (Galperin, Bennet, & Aquino, 2011). In this situation, the personality effect is not likely to influence their LOMS. In the circumstances of unmet goals, they are less likely to feel threaten too as they are open and motivated by uncertainties. Considering their natural skills of solving complex problems with innovative

approaches, unmet goal is assumed not to have significant influence on the individuals' attitudes towards ethical behaviour.

→ Proposition 1e: There is significant relationship between openness to experience and unethical behaviour.

Love for Money

Money is a medium of business transaction and the measurement of value (Tang & Chiu, 2003). Some researchers find money as a motivator (Kohn, 1993; Gupta & Shaw, 1998; Lawler, 1971) while some it as a hygiene factor (Herzberg, 2008). Businesses often use money to attract, motivate, and retain employees to achieve business goals (Tang & Chiu, 2003). Money is also often used as the measurement of success of an individual and an organisation (Tang, 1992). The perceived importance of money has been rising significantly in the U.S. and many have seen money as their main career goal nowadays (Mitchell & Mickel, 1999; Rynes & Gerhart, 2000; Furnham & Argyle, 1998). Individuals are commonly facing push (such as high living cost) and pull (such as enjoyment possession of goods) factors to make more money, especially in globalising world with strong competition. These forces might lead individuals to unethical practices as it could be the easier solutions with lesser obstacles. Researches in the U.S. have shown more than half of the businesses have faced pressure to behave unethically in order to achieve goals and nearly half of it have been surrendered to pressure (Lonkevich, 1997). A high percentage (31%) of businesses have also came across unethical conducts and 29% of surveyed individuals had been forced to behave unethically (Gross, 1995). In many developing countries, corruption is a norm for many successful business transactions (Steidlmeier, 1999; Dunfee & Warren, 2001). Tang et al., (2002, 2003) have developed the "Love of Money Scale" (LOMS) which is considered as one of the most well-developed scale to measure attitude towards money. (Mitchell and Mickel, 1999). The LOMS scale has four distinctive factors which are motivator, success, importance, and rich. This could be the most suitable scale for the framework suggested below. Although not all personality traits have direct effect on LOMS, "love for money" is still likely to moderate the relationship between each personality traits and unethical behaviour. For example, an agreeable individual who has high LOMS due to particular circumstances might perform unethically in order to achieve financial gain. Hence, identifying the primitive level of LOMS for each trait is also crucial.

→ Proposition 2: There is mediating effect of love for money on the relationship between big five personality traits and unethical behaviour.

Unmet Goal

A goal setting exercise will increase stimulation, attention, and create psychological rewards for accomplishing the goal (Gollwitzer & Schaal, 2001; Gellatly & Meyer, 1992; Heath, Larrick, & Wu, 1999). Bandura (1991) has pointed out that attaining a goal will associate with psychological rewards, including higher self-evaluations and satisfaction, while on the other hand, psychological costs arise when an individual admitting goal failure. Goals can be generally classified into two categories, reward goals and mere goals (Heath et al., 1999). Reward goals involve distinctive economic benefits, such as sales target incentives, while mere goals involve

no direct economic benefits, such as weight losing goal. Lewicki (1983) assumed that individuals will make ethical or unethical decisions based on perceived cost and benefits. Perceived rewards of unethical behaviour will be greater for reward goals and lower for mere goals. Therefore, it is highly likely that reward goals will have higher stimulation to unethical behaviour compare to mere goals. Mere goals would also stimulate unethical behaviour, although at a lower degree, as individuals are motivated by psychological factors when goals are unmet. For example, a runner may be overstating its best running record in order to present a better image of himself. Proximity to the goal will also have effects on unethical behaviour. Individuals who fall slightly short from goals are more likely to be untruthful of their performance compare to individuals who have fell short by a large amount. The psychological cost of admitting failure will be higher when goals fall short by a marginal amount compare to a goal fall short by a large amount. (Johnson, 1986; Kahneman & Varey, 1990). The psychological cost will be even more significant when perceived cost of the unethical behaviour is small (Schweitzer, Ordóñez, & Douma, 2004). Schweitzer et. al., (2004) study has also found that unethical behaviour will also involve psychological costs such as negative self-evaluation and perception. The perceived psychological costs are determined by the individuals' ability to justify the actions. Individuals commonly perceived small unethical activities could be justified easier compare to serious unethical activities (Schweitzer & Hsee, 2002).

→ Proposition 3: There is moderating effect of unmet goals on the relationship between big five personality traits and unethical behaviour.

Underpinning Theories
Virtue Ethics Theory
Virtue ethical theory has mentioned that an individual behaviour is not solely caused by a particular event. Conception of one's personality is holistic and inclusive of a person's reasoning traits. It is most important underlying basis of one's thought sequence and traits. A person behaviour and actions are all interrelated with past events happens around the individual, which includes education, childhood experience, environment, and many others. When characters and personality is formed over time, it will integrate with a person's motivations, desires, beliefs, goals, and values. This will provide a broad indication of one's behaviour. In contrary to virtue ethics, some situationist social psychologists have also argued that a particular situation will act as motivation obstacles and will highly affects one's behaviour, and therefore explains the inconsistent behaviour on person with similar personality. For example, individuals with similar perception towards honesty would have chosen differently on whether to inform the truth based on the situation. An honest person might choose not to inform the elders about the loss of their child with good intention. A dishonest man is unlikely to lie to a tourist asking for direction as there is no conflict of interest. A particular situation, such as temptation and insecurity, will be the motivation obstacles to virtuous behaviour and thus mediate one's actions. This has explained the people's inconsistent behaviour and dispositions in certain circumstances. This has opened up the gap between the relationship between virtue ethics and Murray's theory of needs. This framework is to examine the reason why people with similar personality and perception towards ethics might behave unethically under certain circumstances.

Murray's Theory of Needs

Henry Alexander Murray introduced a theory of needs in 1938 which argued that personality can be interpreted in broader context of psychogenic needs (Billstedt, Waern, Falk, et al., 2016). He has defined a need as "a force which organises perception, apperception, intellection, conation, and action in such a way as to transform in a certain direction an existing, unsatisfying situation" (Murray, 1938, p.124). Murray's theory of needs distinguished primary (basic physical) needs, including food, water, and sex, from secondary (psychogenic) needs, such as achievement, recognition, acquisition, and others. The secondary needs can be classified into several domains which are ambition, materialistic, defence of status, human power, affection, and information (Holtbrügge, Baron, & Friedmann, 2015). Based on this theory, the two types of needs exist in every human while each one of us has a different degree of needs on each section. (Billstedt, et al., 2016) studies have shown women tend to have higher needs on defence of status, affiliation, nurturance compares to men, while men score higher in the needs of exhibition, achievements, and dominance. Murray also suggested that personality is a reflection of behaviours controlled by the secondary needs. He assumed that human will act according to a situation in order to achieve their needs. This has supported the relationship between personality, external motivations, and ethical behaviour argument mentioned above. This conceptual framework is basing on virtue theory to identify the relationship between personality and unethical behaviour. The situation theory is also aligned with the concept of having "love for money" as a moderator and unmet goal as a mediator since one's LOMS and needs can change according to situation. Murray's theory of needs also explains that even similar personality trait might also have different level of secondary needs.

Conceptual Framework

Drawing on the discussion above, the research proposed the following conceptual framework. The framework depicts a direct relationship between big five personality traits and unethical behaviour. In addition, it also proposes to examine the mediating effect of love for money on the relationship between big five personality traits and unethical behaviour. On top of this, the research is also suggesting unmet goals as a moderator in this model in order to improve the predictive value of the overall conceptual model proposed for future empirical investigation of this research.
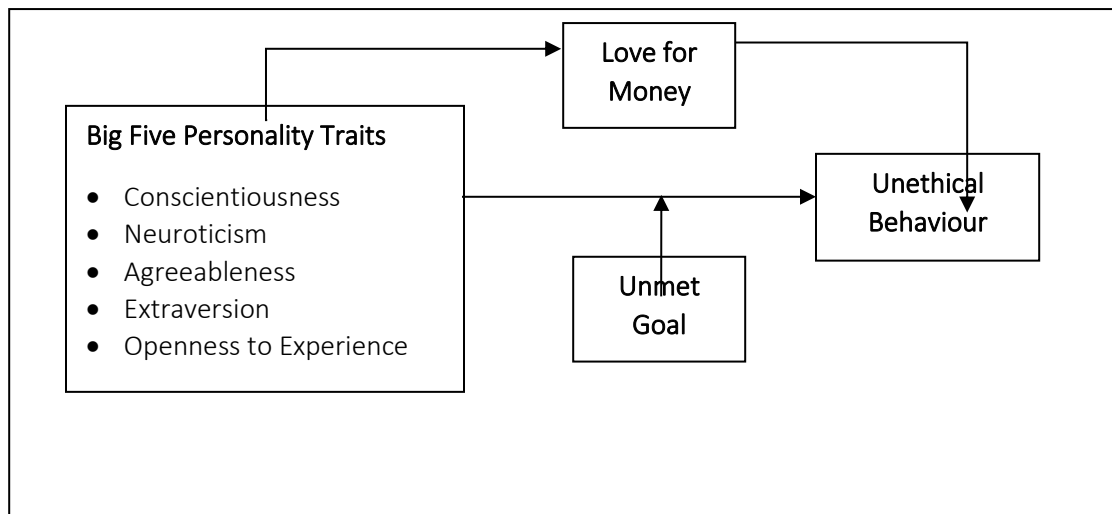
Figure 1: Conceptual Framework

Discussion

Human civilization has witnessed evolving ethical behaviours and vast studies were conducted to understand its driving behaviours among individuals within organization which ultimately affects their decision making (Geeta, Pooja & Mishra, 2016). In view of this, ethical decisions in the organization has remained a topic of debate among scholars (Kassinis & Vafeas,2006; Pajunen, 2006). Alfikri, Sos and Si (2016) explained that establishing an ethical organization is never easy as it involves many parties. However, it is an expectation of an organization that all of its employees behave in an ethical manner consistent with its core values and code of ethics (Cleary, Walter, Horsfall, & Jackson, 2013; Pattison, & Edgar, 2011). An action against this expectation will hinder the development of an organization (Adeyeye, Adeniji, Osinbanjo, & Oludayo, 2015) resulting at far reaching consequences including job losses, social injustice and psychological damages (Lindebaum, Geddes & Gabriel, 2017). Nevertheless, Caroll (1978) inferred that ethical issues can be observed at five levels. They are individual level (which may reside at an individual decision maker), organizational level (in a more inclusive systems), association level (groups aiming for mutual benefits), societal level (involving public values) and also international level (involving areas such as multinational agreements). This framework conforms a claim by Ferrell and Gresham (1985) who concluded that ethical intentions and behaviors are driven by individual factors (Sweeney & Costello, 2009; Leitsch, 2004) and also organizational factors (Heyler, Armenakis, Walker, & Collier, 2016; Musbah, Cowton & Tyfa, 2016; Detert & Trevino, 2008). This is related to the ethical decision-making model from two broad categories which are variables associated with an individual decision maker and variables associated with situations in which the decisions are made (Ford & Richardson, 1994). A recent study by Gino (2015) further clarified that two streams emerge in an attempt to understand why individuals astray from an ethical domain which are predictable situational and social forces (also known as intentional unethical behavior) and bounded ethicality (also known as unintentional unethical behavior). The former realizes its unethical act while the latter does not. Variation in this ethical behavior can be attributed to inconsistent behavior in varying situations although moral value is high among them. According to Celikdemir and Paker (2016), organizations which are committed to an

integrity can manage ethical challenges by putting in place robust ethical compliance programs. It can be done through inclusion of ethics in the strategic management model of the organizations (Rampersad, 2003). This will ensure good reputation of the organization (Daft, 2010). However, Bernard (2006) cautioned about heightened scrutiny about ethics involving corporate behavior which according to Daft (2010) and Hunt and Vitell (1986) is caused by many organizational, individual and situational factors. Among others, it includes personality and moral development (Hunt & Vitell, 1986; Ferrell, Fraedrich, & Ferrell, 2010) and personal ambition, personal goals and personal behavior (Celikdemir & Paker, 2016). This shows that personality traits and ethical behavior has relationship which are rational with constructive foundations (Wahab, 2017). Apropos, an ethical manager who is morally principled does not compromise ethical standards for short-term gains (Piccolo, Greenbaum, Den Hartog, & Folger, 2010).

Conclusion
There are a plethora of studies investigating unethical behaviours. Several researchers conducted studies about ethical and unethical behaviours (e.g. Treviño, den Nieuwenboer, & KishGephart, 2014; Treviño, Weaver, & Reynolds, 2006; O'Fallon & Butterfield, 2005), unethical decision-making in the workplaces (e.g. Kish-Gephart, Harrison, & Treviño, 2010), and ethical behaviours in the organizations (e.g. Kluver, Frazier, & Haidt, 2014; Moore, Detert, Treviño, Baker, & Mayer, 2012; Detert, Treviño, & Schweitzer, 2008; Gino, Schweitzer, Mead & Ariely, 2011; Gino & Margolis, 2011). However, most of the studies were focused towards a specific factor (e.g. psychological, environmental, etc.). In spite of abundant of studies available in the social science research, the issue of unethical behavior remains relevant to date. Hence, an attempt to understand this phenomenon on a holistic view is essential to provide greater clarity into this area. Against all the odds of understanding a direct relationship, the article proposes a conceptual framework which provides an avenue to investigate unethical behaviour phenomenon on an integrated model considering push and pull factors. It is difficult to demarcate comprehensive list of factors that influences unethical behaviours. However, the proposed model's ability to draw insights into push and pull factors that affects unethical behaviour will be the main contribution of this article. The proposed model suffers an empirical investigation. Nevertheless, it does provide a theoretical rationale for the argument that push and pull factors possibly mediates or moderates the unethical behaviour phenomenon from a personality traits point of view. Validation and further extension of the proposed model through an empirical investigation will be the future direction of this research.

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