Person-Organization Fit and Unethical Pro-Organizational Behavior: The Effects of Affective Commitment and Ethical Commitment

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ABSTARCT: *Unethical Pro-Organizational Behavior was defined as "unethical behavior by employees for the organization to gain potential benefit (Umphress et al. 2010). This behavior was also defined as behaviors that are unethical (Umphress et al. 2010) but at the same time benefitting the organization at the expense of interest of the stakeholders due to its positive nature. Regardless of its pro-organizational characteristics, this unethical behavior could lead to harm for the organization in long-term interest (Umphress and Bingham, 2011). Recently, several organizational scholars have studied the influence of unethical behavior of the employees towards the organization were divided into three level which is individual, group and organizational level. And it is revealed that some factors (such as Organizational Identification, Transformational Leadership, Ethical Leadership and so on…) are often considered as beneficial as triggered factors of employees committing in ethical behavior at certain context.*

This research was conducted to investigate the relationship of Person- Organization Fit, congruence in values between individual employees and the organization for whom they work (Risman et al. ,2016) to Unethical Pro-Organizational Behavior towards the effects of behavior in Affective Commitment and Ethical Commitment of the employees in the organization. The study also contributes by continuing the literature of Person-Organization Fit, Unethical Pro- Organizational Behavior, Affective Commitment and Ethical Commitment. The empirical analysis completed has come to light of three additional variables resulted to Unethical Pro- Organizational Behavior.

KEY WORD: *Person-Organization Fit, Unethical Pro-Organizational Behavior, Affective Commitment, Ethical Commitment*

I. INTRODUCTION AND LITERATURE REVIEW

Ethics can be defined as a legal action, honest and fair behavior even when no one is around watching us, in fact it is an act from a soul to keep things right and in order according to law of humanity. However, unethical behavior is the actions that does not conform to the acceptable standard of business operations and the failure of the employees to act right or legally in different situation. Bombardier, the world's leading manufacturer of both airplane and trains from United States highlighting various type of unethical behavior in workplace which is harassment, bullying, discrimination, theft, misuse of company properties, unauthorized disclosure of confidential information and intellectual property, altering, falsifying or forging any of the document or record, fraudulent and many more. However, over the years those unethical behavior at a workplace has been mention in Vardi & Wiener (1996), Robinson and Bennett (2000) and Wouters et el. (2013) in their paper long time ago. The frustration by the employer with dishonest behavior of the employees might lead to great financial burden and reputation damage including with the long-term built customers (investor) (Emily Newman, 2015). From those behavior, researchers found that ineffective workplace relationship in impaired teamwork, poor work performance, greeter absenteeism, professional disengagement and rapid job turnover (Hughes A., 2003; Farrell, Bobrowski, 2006; Sofield & Salmond, 2003; Steven S, 2002) lead to unethical behaviour in work place.

Moreover, such unethical behavior with intention to benefit the organization is called unethical pro-organizational behavior (UPB) (Karianne, Hans & Corine, 2016). Umphress and Bingham (2011) define UPB as an action that are intended to promote the effective functioning of the organization or its member and violate care social values, mores, laws or standard of procedure in every organization. Umphress and Bingham (2011) also the first show in their research that such behavior potentially has negative outcome in social relationship and in the organization, itself. This new concept of organizational has been conducted either in Western or Eastern countries. However, for the present work, the investigation has been carried out in Malaysia particularly in Kuala Lumpur,

the city centre of Malaysia where the population value and large corporation for both exchange relationship and society welfare are there.

1.1 Unethical Pro-Organizational Behavior

Umphress & Bingham (2010) has deliver the ideas of the Unethical Pro-Organizational Behavior in the concept of Organizational behavior which attracting the new researcher's attention to explore the ideas of the concepts to put into new construct. The former construct of Unethical Pro- Organizational Behavior is consisting on three different level. First is individual level where the act of unethical were aiming to provide the benefit for self- employees, secondly is group level which aim to improvise the team or working department while organizational level is to boost the organization needs and objective in a big scale.

1.1.1 Individual Level

QingTian & Peterson (2016) has adopted a framework of person- situation interactionist model towards Unethical Pro-Organizational Behavior between two constructs 1) ethical pressure and 2) power distance orientation in earning management. It is common that upper management establish the standard of quality of the earning management (Hunton et al., 2011) which influenced ethical judgement from superior in the organization (DeZoort & Lord, 1997; Davis et al., 2006) where the employees encounter with pressure from different direction to present the best about the company (Duncan, 2011) hence the greater the pressure, the greater is the risk for the employees to engage in Unethical Pro- Organizational Behavior. Meanwhile, power distance orientation is the intensity of less power for employees in one organizational to make any distribution (Stedham & Beekun, 2013) where employees in high level believe that the status different must be accepted by the low-level status and has the right to make any decision without confront with others (Clugston et al., 2000) are highly possible to engage in Unethical Pro- Organizational Behavior. The result proves that individual with power distance orientation are willing to involve with unethical behavior in organization to be acceptable by the social if such behavior cause the benefit towards the organization (QingTian & Peterson, 2016).

1.1.2 Group Level

In correspond of the framework of person-orientation interactionist model too, Graham et al. (2013) has introduced a test of three-way interaction with focusing on promotion and other two variables which is leadership style and framing are likely to interact with Unethical Pro- Organizational Behavior. Two elements to be considered for the situational influence of leaders, 1) leadership style and 2) how they frame with the issues. It may be possible for employees to engage in Unethical Pro- Organizational Leadership as a "repay" for their transformational leaders (Umphress & Bingham, 2011) through communication signals to subordinates (Brown at el., 2001) and the signal might lead to misunderstand of information by the recipient (Tversky & Kahneman, 1981). Most of study influence by the concept of leaders' style to engage in various behavior either good or bad (Bass & Bass, 2008). Additionally, different ideas of framing may lead to tacit intention of the employees neither the message is providing benefit towards the organization (positive) nor to prevent loss for organization (negative) (Levin et al., 1998). Thus, the three-wat interaction study shown that the positive and negative frame transformational leader prompt to high possibility of Unethical Pro-Organizational Behavior among the employees with low promotion focus than loss- oriented transactional leaders.

1.1.3 Organizational Level

Correspondingly, Miao at el. (2013) widen the concept of Ethical Leadership with the relation of Unethical Pro- Organizational Behavior. The study was to investigate the nature of the relationship of ethical and Unethical Pro-Organizational Behavior based on three-wave survey. It is found that there is an inverted u-shaped (curvilinear) relationship with the two constructs as Unethical Pro-Organizational Behavior increase, the ethical leadership inflate from low to moderate however if Unethical Pro-Organizational decrease, the ethical leadership inflate from moderate to high. Furthermore, the inverted relationship of ethical leadership and Unethical Pro-Organizational Behavior are lessened and different when the level identification of subordinates higher with supervisor. Besides, the effects of identification with supervisor were tested as a moderate variable in study (Miao at el., 2013) plus the study were supported the role of moderator as supervisor who has high level of identification with supervisor cause the relationship of ethical leadership and Unethical Pro- Organizational Behavior growth stronger. The finding also supporting the importance of identification with supervisor to enhance the impact of leadership behavior on other consequences (Wang & Rode, 2010).

As the growth of the research related to concept of Unethical Pro-Organizational Behavior, the scholar has figuring some of the constructs are positive organizational (e.g. organization identification, positive reciprocity belief, identification with supervisor) and positive leadership styles (e.g. ethical leadership and transformational leadership) are contradistinctive form of unethical behavior.

1.2 Person-Organization Fit

The term of Person-Environment Fit has been explained in study related to management for almost 100 years (Oh et al., 2014). Three important factors have been used to determine in organizational process namely as employee recruitment (Saks & Ashforth, 1997), selection (Kristof-Brown, 2000) and retention (Cable & Judge, 1996). Besides, two categories of conceptualization of fit in individual level has identified (Oh et al., 2013), first is rational (impersonal) fit for example person-organization fit (P-O) focus on organizational identification and turnover (Kristof- Brown, 2000) , demands- abilities (D-A) aim to job satisfaction and intention to quit (Saks & Ashforth, 1997), and needs-supply (N-S) fit focus on job and career outcome including the job satisfaction and occupational commitment (Cable & DeRue, 2002) while second is relational fit come with example of person-supervisor (P-S) and person- group (P-G) fit which associated with contextual performance.

According to Risman et al. (2016), Person- Organization Fit reflects the perceived degree of similarity or congruence in values between individual employees and the organization for whom they work. It also referred to as simply value congruence which measure the perceived compatibility between the values that individuals bring with them to work or to be promoted by the employing organization. It also can be viewed as a meta-theory encompassing theories of person-vocation fit, person- vocation fit, person- job fit, person- organization fit but term generally define as "the compatibility between an individual and a work environment that occurs when their characteristics are well matched" (Kristof-Brown, Zimmerman & Johnson, 2005). Person- Organization Fit based on idea that perceived with the employers during job search is important because it encourage the development of the certain expectation about organization and future employment relationship (K.Y.T. Yu, 2014).

Person- organization fit is related to higher job satisfaction in other work context as well (Greguras and Diefendorff, 2009). However, the relationship of value congruence with job satisfaction and performance has rarely been examined (Risman et al., 2016). Instead, few researchers who have examined of person-organization fit have tended to focus on burnout, turnover intention or accident propensity (Boa,Vedina, Moodie, & Dolan, 2013).However, only three studies have addressed the relationship between value congruence and job satisfaction (Kalliath, Bluedorn, & Strube, 1999; Kramer & Hafner, 1989; Verplanken, 2004). However, Kristof-Brown et al. (2005) and Yu (2013) has highlighted three significant limitation of fit antecedents. First is researcher ignoring the fit when the employees applying for a job and only focus on the importance of the fit after the employees being hired by the organization (Cable & Judge, 1994). Next is researchers only focus on single fit whereas the fit has various aspect as most employees discern to various aspects of fit concurrently (Kristof-Brown et al., 2005; Oh et al., 2013). Lastly is limited knowledge of Western cultures about the concept of fit disclosed in the East (Chen et al., 2008). The degree of fit can also depend on how well a firm support the employee's need (Cable and Judge, 1994) or on how appropriately the personality of an individual fits the company context (Kristof, 1996).

1.3 Affective Commitment

The construct of organizational commitment has prominent in organizational behavior research for decade and will continue to draw more interest of scholars. The construct is similar with psychology state in contact of turnover rate in determining whether the employees will stay or leave (Allen & Meyer, 1990) which lead to development and behavior of the employees towards the organization. Porter et al. (1974) has define the term of organizational commitment as "strength of an individual identification with involvement in a particular organization" and it's been categorized under three factors 1) strong belief and acceptance of organization values; 2) willingness to struggle on behalf of organization; and 3) the longings to protect organizational membership. Besides, Allen & Meyer (1990) describe the construct as a "psychological contact between the employees and organization who are less likely to voluntary leave the organization", "normative pressure to act in a way to meets organizational goals and interest" (Wiener, 1982), "a bond or linking of the individual to the organization" (Mathieu & Zajac, 1990), and " a stabilizing or obliging force that gives direction to behavior such restrict freedom, binds the person to a course of action)" (Meyer & Herscovitch, 2001).

Furthermore, scholars have established the measure of commitment conceptualization of commitment construct in previous year (Allen and Meyer, 1990). Besides, it is determined that the construct of Organizational Commitment is dimensionality which diverse from the theoretical framework. Three- component model of commitment has been suggested by Allen & Meyer (1990) namely affective, continuance and normative commitment as the element in Organizational Commitment. Affective commitment is referred to employees' emotional attachment while Continuance commitment is based on the cost- induced when the employees deciding to leave the organization whereas the Normative commitment is stand for the employees' emotion with the need to obligate to remain in the organization to meet the organizational goals and interest (Allen & Meyer, 1990; Allen & Meyer 1991). Therefore, based on Allen & Meyer (1990) investigation on construct of organizational commitment that it is possible for the employees to experience all the element of commitment as the approach is link (affective) between the employees' desire and organization need, and the need of the organization when the employees decided to leave and the feeling when the employees' ought to follow the organization values.

However, this research will precisely on the Affective commitment as a future antecedent of Unethical Pro-Organizational Behavior.

It is undeniable of emotion relationship when the employee is affectively committed with an organization. Among three components of commitment (affective, continuance and commitment), Affective Commitment has the most positive nature which that enthusiast the sustainability organizational efficiency (Zeidan, 2006, p. 17). Furthermore, the commitment of the employees which are supported by the organization will be better because of the positivity influence within the workplace are in conducive environment (Wasti, 2002, p. 23). The workforce stability within the organization is a way to promote the employees of the important of quality and quantity of the organizations products and services (Benjamin, 2012).

1.4 Ethical Commitment

The word of ethics is derived from the ancient Greek word "ethos" which means habit, custom or character and Oxford Dictionaries 2nd edition defined the word ethics as "the branch of knowledge that deals with moral principles or moral principles that govern a person's behavior or the conducting of an activities". Kadioglu (2007) state that the ethics mechanism is a progressive act of knowledge and hypothesis in fair and justice decision making in organization but not from the past of rules and regulations. Scholars also argue that ethics is another branch of philosophy and not something that business activities take into action but as a philosophy of life (Inci, 2009). Besides, business ethics is known as a form of values, norms and principles to determine the earnest dignity from the society (Garcia- Sanchez et al., 2015). Several codes have been promoted to conduct the ethical within organization (Garcia- Sanchez et al., 2015). One of the code is function as an ethical guideline for the member of organization and conduct the issues arise in future among the employees, manager, external stakeholder or society in general (Kaptein and Schwartz, 2008). It is belief that to support the ethics programs, the skillful and experience top management should vigorously engage in company programs. Besides, the involvement of top management in ethics program are to advertise, guide, maintain and observe a practice of ethical behavior and integrity among the member of organization (Bonn and Fisher, 2005). Ibrahim et al. (2009); Kaptein (2011) and Singh (2011) also recommend that the accomplishment factor of the ethical conduct behavior in organization is regards when the ethics regulations and principles are followed by member of organization regardless of the level of individual in management practices.

Corporations today employ an array of instrument of instrument to instill ethical commitment among their employees (Tae Hee Choi et al., 2008). Besides, majority of the managers believe the implicit method has the greatest influence on instilling ethical behavior (Adam et al., 2004). Ethical commitment dimensions include top management support (Schwartz et al., 2005), cultures (Sauser, 2005), ethical leadership (Carlson and Perrewe, 1995), open communication channels and ethics training (Callan, 1992). Therefore, ethical commitment is defined as the extent to which the individual adheres to ideal moral values and the regulatory enforcement within their professional community (Yves Gendron et al., 2006). Most organizations or companies also make ethical commitments that reflect values society expects of organizations depending on the part of the products or services that the organization offer (Donna T. et al., 2008). Because of that, people always expecting that the manufacturing companies commit in achieving the product safety, newspaper to commit accurate news and report, and hospital provide better care and treatment. Johnson & Johnson (2008) state that the ethical commitment of an organization is associated with the goals and values of the organization and are often publicly articulated in its mission and values statement which reflects in the code of ethics. Furthermore, the ethical commitment professionals are expected to generally offer the guidance of conflict of interest when the organization appealing to a higher good or virtue such as welfare, honesty and transparency towards the employees or clients. Nevertheless, professionals are expected to make these decisions with integrity (Patricia et al., 1995).
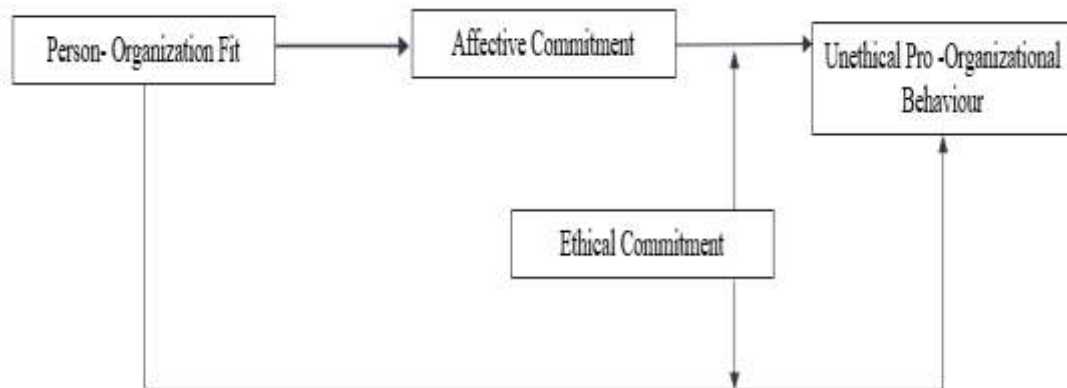
1.5 Ethical Role of Organization

Rather than simply a legal or moral responsibility, ethics is a must for organizational priority to compete in highly competitive world which ultimately affect the decision-making and business activities. Therefore, the organization are responsible to protect the interest of shareholder and investor by ensuring that the members of organization adopting with ethics organizational culture to prevent form any inappropriate behavior concerning the organization image and long-term survival (Rodriguez Dominguez et al., 2009; Singh, 2011). Ibrahim and Angelidis (1995) argue that it is the best that if the top management are responsible to ensure that regulations of ethical behavior being followed respectively because usually the behavior of the member of organization are accordance to how the member above them behave. On top of that, employees who perform the job efficiently and effectively according to ethics program are entitled to be rewarded for bringing the organization prestige, good reputation, job opening and networking opportunities to the company (Fama and Jensen, 1983). However, Homstrom (1999) reveals that incentive to prevent unethical behavior could lead to negative consequence in future and Arora and Dharwadkar (2011) suggest that organization should encourage the members to

brain-storming the freedom ideas on how to solve the problem rather than give incentives or reward to sustain the organization budget and hidden decision.

II. THEORETICAL MODEL

In recent study, we investigate how Person- Organization Fit, Affective Commitment and Ethical Commitment effecting the employees' intention to conduct Unethical Pro- Organizational Behavior. Scholars have published in various studies that the former constructs are favorable to organizational growth and development since they encourage employees' positive behavior in workplace. However, in this study, we propose that those three variables could be also potential drivers is underlings to Unethical Pro-Organization Behavior. Counting on the literature relating to Person- Organization Fit, Affective Commitment, Ethical Commitment, and Unethical Pro- Organizational Behavior, we develop the following conceptual model.

Figure 1. Hypothetical Model

III. HYPOTHESIS DEVELOPMENT

3.1 Person- Organization Fit and UPB

Eisenberger et al. (1986) have stated that person- organization employee's beliefs in the level of the organization appreciation with the employees' contribution of work and abundance distribution in return to them when they are making profit and show commitment for the organization. Besides, person- organization fit perceived to growth the sense of belonging towards the organization as the employees' emotional attach to the needs to be approval and support by the organization (Armeli et al., 1998 and Ashforth & Mael, 1989). Hence, when employees are attach and commit towards the organization, they tend to emphasize the value congruence that exist around them in organization (Herndon et al., 2001). Gouldner (1960) also emphasize that employees who are well treated by the organization tend to engage in behaviors that encourage them to act ethically toward the organization best interest and values. Usually, employees expecting that if they valued the organization to best goal and interest they will rewarded in term of salary, bonus or incentive payment as a part of making benefit for organization. Furthermore, employees with greater value of congruence generally commit stronger identification towards the organizational (Cullinan et al., 2008). Organizational identification is a social classification of an individual or employees who have positive reciprocity beliefs and sense of belongings towards the organization (Ashforth & Mael, 1989; Eisenberger et al., 2004). Tajfel (1982) and Blau (1964) argue that the concepts consist of the part of an individual self- concepts based on social identity theory where employees are likely either performing the act of UPB or keep strong identification within the organization. As a result, organization that value the existence of employees who behave towards the organization goals and interest held more responsibility in performing their work and appealing in extra-role behavior that bring the benefit to the organization. In correspond to organizational identification, Person- Organization Fit is positively correlate with employees' valuable work behavior. It is proven based on acknowledgement from previous research related to perceived organizational support such as organizational commitment (Rhoades, Eisenberger, & Armelli, 2001; Settoon et al., 1996), job satisfaction (Eisenberger, Cummings, Armelli, & Lynch, 1997; Rhodes & Eidenberger, 2002), and turnover intentions (Masterson, Lewis, Goldman & Taylor, 2000; Wayne, Shore & Liden, 1997). Employees with great value of congruence are likely avoiding in engaging unethical act which causing harm or damage of the organization (Cullinan et al.,2008). Therefore, perceived Person- Organization Fit is positively associated with employees' dynamic of behavior in term of increasing the extra-role behavior, job satisfaction and performance and reduce the number of turnover intentions (Mael & Ashforth, 1995; van Knippenberg et al., 2000; Wan-huggins, Riordan & Griffeth, 1998). Ultimately, Cullinan et al. (2008), stated that individual who profoundly

committed with organization will refrain themselves to attend any unethical element of act that may cause any misfortune towards the organization whereas some organizational scholars argue that strong identification has potential to engage in unethical acts as they choose to ignore personal principled standard to benefit the organization in defiance of bring harm to the stakeholders (Umphress & Bingham, 2011; Ashforth & Anand, 2003; Herndon et al., 2001). Therefore, strong identification may be affecting the intention of unethical by the employees as the act is for the sake of the organization although the act is hiddenly performed for protection (Dukerich et al., 1998). The idea of unethical pro- organizational behavior possibly bringing more harm than benefit consequence of organizational identification was raised by Umphress & Bingham (2011). The theoretical work from Dukerich et al. (1998) support the idea of positive relationship between organizational identification and unethical pro- organizational behavior. Moreover, several studies have shown that the compatibility between employees and organization beliefs, value congruence, job environment and performance were taken place to consider the intention of the employees either to stay or leave the organization (Kristof, 1996; Netemeyer et al., 1997; Cable and Judge, 1994; Turban and Keon, 1993). Considering this proposition, individual or employees who find themselves fit with the organization has a positive mutual relationship with the organization. The outcome from factual analysis found the employees that highly desirable respond towards the organization are likely correlate to enhance employees' Unethical Pro- Organizational Behavior. Given the facts that person-organization fit employees that have an enthusiasm as well as positive correlate with the organization, therefore they are prone to involve in unethical acts that are pledging to bring the organization towards successful path. Furthermore, person- organization fit is considered as psychological contract between employees and organization (Rousseau, 1995) by establishing the desire of devotion, confidence, expectancies in workplace (Morrison, 1994) are often develop an action and consequences to accommodate with the organization needs and objective because of the psychological relationship (Jose and Thibodeoux, 1999; Laufer and Robertson, 1997; Vidaver- Cohen, 1998). And this characteristic is indeed being the consequences of what and how they do their job conducted whether they are dependable, broadminded or ethical which are likely receive appropriate treatment from the organizations such as high productivity and loyalty (Hunt et al., 1989). Therefore, highly devoted employees have possibility in engaging unethical pro-organizational behavior to affirm the support towards the organization and to achieve the organizations goals and subjective.

Summarizing the preceding argument and respective findings, we could suggest that besides enhancing several works relevant behavior, person- organization fit may also affect and prompt employees' Unethical Pro-Organizational Behavior within organization.

Hypothesis 1:   Person-Organization Fit is positively associated with Unethical Pro-Organizational Behaviors

3.2Affective Commitment and UPB

Previous research has feature commitment as a dimensional work ethics and widely known as component model of commitment (affective, normative and continuance) (Meyer & Herscovitch, 2001). For instance, affective commitment is considered as a desire of the employees to achieve goals on behalf of the organization and constantly identified as the strongest desire that associate with cognition of withdrawal, job performance and organizational citizenship behavior (Allen & Meyer, 1990; Meyer at al., 2002; Meyer & Herscovitch, 2001). Therefore, "Affective commitment is defined as psychological emotional bond that represent by the employees' involvement in organization decision making" (Porter, Seers, Mowday and Boulian, 1974) plus they are tending to devote to organization as "employees recognize the goals and objective of the organization and choose to serve them with all their will" (Hunt et al., 1989) and strengthen the existing value of the workplace policy and people around them (Herndon et al., 2001) and also improve the employees' emotions on how they relate themselves into the organization values. Makanjee et al. (2006), in his research has found that employees with high intention in committing unethical behavior has lower level of turnover intention as it can be related to both intention turnover and actual turnover (Griffeth, Hom & Gaertner, 2002) and supported by Meyer et al. (2002) as affective commitment is unrelated with withdrawal behavior. As a result, when the commitment is low, the effect towards the employees and organization also low as it is affiliate with job satisfaction (Hunt et al., 1985), job performance (Morris and Sherman, 1981), work environment adaptability (Angle and Perry, 1981), absenteeism (Hammer et al., 1981) and employee turnover (Abelson, 1983). However, Ashforth and Mael (1989) stated that the greater the role of individual to achieve the organization needs, goals and values, the greater the need for organization to situate with the identification that may lead to intentional unethical ethics due for the sake of organizational benefit and advantages. Besides, Jackall (1988) figure that most of the manager in organization are the person who seek for deliberation into strictly ethical definition to earn organization acknowledgement regardless of the act is ethical or vice versa. Plus, it proven by Umphress and Bingham (2011) by the concept of the after-effect of unethical pro- organizational behavior based on organizational identification. Kong (2015) also agreed that the correlation between organizational identification and unethical pro- organizational behavior is decisive. Therefore, employees with higher identification level may instantly engaging and consider in unethical behavior

for organization advantages. In exchange, employees who performed based on organizational goals and objectives were offered a delightful compensation as an encouraging reward (e.g. organizational support, organizational justice, reward, better work conditions and so on...) received as an effect of the benevolent Affective commitment to support the organizations need (Eisenberger et al., 1986; Mowday et al., 1982; Wayne, Shore & Liden, 1997; Rhodes et al., 2001). In fact, with considering the construct propose by organizational scholars, highly affectively committed employees should have a positive correlates with the employees' Unethical Pro- Organizational Behavior (Umphress et al., 2010 given that the probability for them to commit unethical behavior that assuring the advancement and enhancing organization favorable outcome. Moreover, affective commitment is described by physiological emotions by being valued from the organization to meets the goals and interest which reflecting as a personal scarification or devoting of personal-time for organization action and needs (Wiener & Gechman, 1977; Allen & Meyer, 1990; Meyer & Herscovitch, 2001).Therefore, the stronger the commitment by the individual, the greater the chances of willingness which lead by self-action without considering the after- effect of such behavior (Wiener, 1982; Umphress & Bingham, 2011).

Integrating both theories, we propose that expect Affective Commitment to be associate with Unethical Pro-Organizational Behavior. Besides, Affective Commitment as a mediator are suggested to ensure the progressing of perceived Person- Organization Fit and Unethical Pro-Organizational Behavior is dealt with appropriate by satisfying the psychological needs in workplaces.

Hypothesis 2: Affective Commitment will mediate the relationship between Person- Organization Fit and Unethical Pro- Organizational Behavior

3.3Ethical Commitment as moderator

In 1987, Epstein has invented the ideas of relationship between corporate performance and organization ethics as common conceptual space as the concept of organizational ethics is the mirror of organizational behavior while the corporate performance is the result of the behavior in encountering the business ethics. Each of them has been distinguish as different characteristic that ethics is significantly influence with the organizational performance and efficiency. Therefore, Tae Hee Choi and Jinchul Jung (2008) has pressed in their research that the growth number of stakeholder such manager, employees, customer and government policy in organization has affecting the relationship between organization value and its commitment to business ethics. Due to growth of economic crisis around the world, many researchers are considering the relationship of organizational performance and business ethics. However, the crisis has been eye opening for the organization to keep the company stable and secure regardless of economic condition or changes of government policies. Lack of transparency and poor governance has been named as a main reason restraining form the growth of organization. Notably, well-known large corporation as Enron, Worldcom and Arthur Anderson are out of business due to accounting scandal and unethical organizational behavior. Previous research state that corporate manager is highly expecting to engage in unethical behavior due to pressure from high level of management to reach the organizational expectation goals and objective and it may impact the company stock values too (Bartov et al.,2002; Choi, 2004; Lopez and Rees, 2002; Matsumoto, 2002; Skinner & Sloan, 2002). Besides, the pressure received also due to competitive advantage from rivals in industry (Tae Hee Choi et al., 2008). Therefore, the term of ethical leadership is defined as demonstrative conduct of individual behavior and interpersonal relationship (e.g. communication, reinforcement, and decision- making) that advocate ethics and set of ethical code in workplace and the effects of decision make (Brown et al., 2005). However, Miao et al. (2013) initiate that there is no relationship between ethical leadership and Unethical Pro- Organizational Behavior as the role of leadership are not affecting moral attitude that desire for organizational advantages. Note that most of the organizational are preferring the employees that values their own perception and organizational reputation in industry (Tom, 1971). The key selection to find the key for acknowledgement between employees need and organizational values is Person-Organization Fit (Kristof, 1996; Netemeyer et al., 1999; O'Reilly et al., 1991; Voncouver et al., 1994). It can be accommodated on how well the organization support the employees need to the level that they know they are belonging to organization (Cable & Judge, 1994; Turban and Keon, 1993; Ashforth & Mael, 1989). Both values of individual's adjustment toward the organizational based on the company link by using the rules and regulation to its employees. Furthermore, both Person- Organization Fit and Affective Commitment are psychological contract regarding the employees' beliefs form by exchange agreement between voluntary employees and organization to fulfill both need and interest towards a great achievement (Rousseau, 1995). The contract is needed to establish to growth the emotions of confidence, expectancies and devotion in organization (Morrison, 1994). The employees who performed the job based on understanding reciprocate are interpret in commitment values and oblige to the rules provided plus, the collective sharing of this arrangement have connecting the employees with the organization. Moreover, employees are more likely to response (e.g. high productivity and loyalty) and conduct the work ethically when the organization providing conducive environment as substitution to ethical work behavior (Hunt et al., 1989). Singhapakdi et al. (1999) argue that the practice of ethical values within organization may stimulate the sense of commitment and bond to adjunct towards the

organization. Besides, organizational scholars discover that employees' commitment towards organization could be enhance from the ethical compliance, bonus and rewards (Fritz et al., 1999). On the other hand, it is belief that the relationship between employees' satisfaction and commitment is higher compared with when the employees had slightly skepticism and conflict of self- interest were low when the organizational are believed to practice the ethical code of organization (Babin et al., 2000).

Therefore, taking into consideration from all the suggestion and research result in boosting the outcome values of organizational when Ethical Commitment by employees moderates the relationship between Person- Organization Fit and Unethical Pro- Organizational Behavior. Ethical employees are influence by the compatibility level with the organization, to not adopt the Unethical Pro- Organizational Behavior as they consistently belief in the values of commitment. Ethical Commitment also moderates the relationship between 'the sense of belonging' in engaging Unethical Pro- Organizational Behavior. The psychological emotion for perceived organization fit and affective commitment are expected to involve with unethical behavior within the organization and influence employees who ethically behave with commitment. As a result, the combination of ethical commitment with Person- Organization Fit and Affective Commitment endorse employees to engage unethically behavior in favor of to be acknowledge and rewarded by the organization.

Hypothesis 3: Ethical Commitment will negatively moderate the relationship between Person- Organization Fit and Unethical Pro- Organizational Behavior
Hypothesis 4: Ethical Commitment will negatively moderate the relationship between Affective Commitment and Unethical Pro- Organizational Behavior

3.4 Summary
This part has concentrated on the evolution of hypothesis that predict the possibility of interrelationship between the variables of interest in recent study. It has been suggested:
a)   that Person- Organization Fit and Unethical Pro- Organizational Behavior are significantly related,
b)   both Affective Commitment as mediator and Ethical Commitment as moderator are associate with relationship of Person- Organization Fit and Unethical Pro- Organizational Behavior,
c)   and Ethical Commitment could also work as a moderator on relationship between Affective Commitment and Unethical Pro- Organizational Behavior.
A survey and empirical analysis will be carried out to prove or reject the developed hypothesis.

IV.   MANAGERIAL IMPLICATIONS

This study has offered several insights to organizational practitioner to explore more potential determinant that cause organizational members to initiate Unethical Pro- Organizational Behavior in workplaces. Firstly, Unethical Pro- Organizational Behavior has been highlighted to social exchange relationship as domain of organizational behavior constructs focus mainly to benefit organizational functioning. Secondly, the study had different angle of view of Person- Organization Fit, Affective Commitment, and Ethical Commitment as those constructs are viewed as psychological attachment, pro- social and practically involved in the advancement and growth of the organization. Thirdly, findings found that study have implementing ambiguous and code of ethical and rules within the organization in contemplation to minimize the risk of unethical behavior or any rules- breaking attitude in workplaces.

V.   CONCLUSION

In current study, we focused on the new construct of unethical behavior which commonly conducted by organizational members with the intention to boost organizational success and support the fundamental of organizational. Our studies were aimed to investigate the relationship of Person- Organization Fit to Unethical Pro- Organizational Behavior and examine whether Affective Commitment and Ethical Commitment could mediate and moderate that relationship respectively. Person- Organization Fit is an element of objective and need between employees and organizational, Affective Commitment as a fundamental concept considered in employees' attitude and behavior, and Ethical Commitment as a guideline of employees who valued, follow and oblige the regulation enforce by their organizational were recently attracting organizational scholars to investigate the relationship of the constructs which drive employees positive and accordant attitude at workplaces as those constructs are positively perceived on employees positive job performance although the study shown that those variables construct also had possible to engage in any unethical behavior.

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