

Reducing unethical behaviour: a structured literature review

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Abstract

Unethical behaviour has attracted the interest of both scholars and practitioners since the 1960s when Rettig (1966) studied unethical behaviour. Over the years there has been growing consensus amongst scholars that unethical behaviour in the workplace is on the rise (Newman et al., 2020) and is detrimental for the business (Lin et al., 2018; Fleischman et al., 2019; Wang et al., 2022). It has become important to study unethical behaviour (Bonner et al., 2017; Jannat et al., 2022; Lin et al., 2018) with a view to reduce it. To address this gap, this structured literature review of 110 empirical studies has revealed that several interventions, which include establishing code of conduct (Lin et al., 2018; Jannat et al., 2022), ethical leadership (Young et al., 2021; Paterson & Huang, 2019), punishing transgressors (Kundro & Nurmohamed, 2021), monitoring (Belle & Cantareli, 2017), whistleblowing (Kaptein, 2022; Kenny et al., 2020) and CIMO logic (Denyer et al., 2008; Maesschalck, 2021) have been applied to reduce unethical behaviour in the workplace. It has also been established that establishing a code of conduct is the most widely applied intervention to reduce unethical behaviour with whistleblowing being the most widely researched intervention in the past five years. The study has identified that future studies could work on determining the most efficient intervention to reduce unethical behaviour particularly in the African context.

Keywords: Managing unethical behaviour, reducing unethical behaviour and business behavioural ethics

Table of Contents

Abstract.....	2
List of Tables.....	5
List of Figures.....	6
Chapter 1: Introduction to the Research Problem.....	7
1.1. Introduction.....	7
1.2. Definitions of unethical behaviour	7
1.3. Consequences of Unethical Behaviour	8
1.4. Reducing Unethical behaviour	9
1.5. Structured literature review problem	9
1.6. Rationale for the study	10
1.7. Theoretical contribution	10
1.8. Practical contribution	10
1.9. Methodological contribution	11
1.10. Review objective and Review Questions	11
1.10.1. Review objective	11
1.10.2. Review questions	11
1.11. Methods used to source articles.....	11
1.12. Possible future studies	12
1.13. Conclusion	12
Chapter 2: Method and Analysis.....	14
2.1. Structured literature review.....	14
2.2. Choice of review methodology.....	15
2.3. Source identification	16
2.4. Sampling method	16
2.5. Sampling criteria.....	17
2.6. Sample size	17
2.7. Inclusion and exclusion criteria	18
2.8. Data gathering process.....	19
2.9. Data analysis approach- Content analysis	19
2.10. Coding process	21
2.11. Measures of Quality and rigour	22
2.12. Limitations of the research design and methods.....	23
2.13. Conclusion	23
Chapter 3: Literature Review.....	24
3.1. Introduction	24
3.2. Interventions used to reduce unethical behaviour	24

3.3. Establishing code of conduct.....	25
3.4. Ethical leadership	30
3.5. Punishing transgressors	35
3.6. Monitoring	38
3.6.1. Monitoring tools	40
3.7. Whistleblowing	41
3.8. CIMO logic	44
3.9. Conclusion	46
Chapter 4: Discussion of literature review	47
4.1. Introduction	47
4.2. How have organisations sought to reduce unethical behaviour?	47
4.3. What are the most studied interventions applied to manage unethical behaviour in the past five years?	51
4.4. Theories explaining behaviour	52
4.5. Machiavellianism	53
4.6. Contribution of study.....	54
4.7. What are the suggestions for future research?	54
4.8. Conclusion	56
Chapter 5: Formulation of Research Questions.....	57
5.1. Introduction	57
5.2. Gaps and Research Questions.....	57
5.3. Conclusion	60
References.....	61
Appendix A.....	75
Data collection.....	75
Appendix B.....	79
Journal articles	79

List of Tables

Table 1: Number of articles obtained from different databases	17
Table 2: Journal titles and articles	20
Table 3: Coding	21
Table 4: Interventions applied to reduce unethical behaviour	25
Table 5: Code of conduct	26
Table 6: Ethical leadership measurement.....	31
Table 7: Ethical leadership	32
Table 8: Punishing transgressors	36
Table 9: Monitoring.....	39
Table 10: Whistleblowing.....	42
Table 11: Whistleblowers	44
Table 12: Components of CIMO logic.....	45
Table 13: CIMO logic.....	45
Table 14: Research life cycle	48
Table 15: Gaps and future research	55
Table 16: Future Research Question.....	59

List of Figures

Figure 1: Flow chart for sourcing articles	11
Figure 2: A systematic literature review process.....	14
Figure 3: Literature review continuum (Adapted from Massaro et al., 2016)	15
Figure 4: Trend of management of unethical behaviour articles over the years	48
Figure 5: Distribution of leading journals on management of unethical behaviour.....	49
Figure 6: Distribution of management of unethical behaviour across continents.....	50
Figure 7: Distribution of the most widely used interventions to reduce unethical behaviour	51
Figure 8: Frequencies of theory used to explain unethical behaviour	53
Figure 9: Conceptual model	58

Chapter 1: Introduction to the Research Problem

1.1. Introduction

There has been a growing number of unethical scandals in organizations over the past 15 years (Newman et al. (2020) and such behaviour has deleterious consequences. Unethical behaviour tarnishes the image of the organisation (Lin et al., 2018). Fleischman et al. (2019) argue that unethical behaviour can lead to loss of customers and revenue or can collapse a company (Newman et al., 2020). Unethical behaviour of employees causes damage to companies as was the case with Enron, Volkswagen, and Sells Fargo (Seifert et al., 2022). Such scandals have resulted in a growing interest in the study of unethical behaviour (Seifert et al., 2022). Consequently, (Bonner et al., 2017; Jannat et al., 2022; Lin et al., 2018) also argues that more efforts to discover ways of managing unethical behaviour are required. Unethical behaviour is the construct of this structured literature review which focuses on the reducing of unethical behaviour.

There is a large amount of literature on how unethical behaviour is managed. The study will systematically investigate and synthesise the extant literature on managing unethical behaviour in the workplace using a content analysis process. The aim as expressed in the review questions is to map out what is known about the interventions to manage unethical behaviour. This will be done by reviewing empirical studies on management of unethical behaviour and synthesising the unethical behaviour curbing interventions that have been studied.

1.2. Definitions of unethical behaviour

There are various definitions of unethical behaviour. According to Lu et al. (2018), unethical behaviour is behaviour that is illegal or morally unacceptable to the community. Agreeing, Kaptein (2022) posits that unethical behaviour is immoral, illegitimate or illegal conduct. Paterson & Huang (2019) also agree adding that unethical behaviour is behaviour which violates societal norms or moral behaviour. The use of morals in these definitions are understood, however, they are problematic because morals are subjective. What is moral to one person might not necessarily be moral to another person thus, its use will present challenges with managing unethical behaviour.

A more generalizable definition was given by Lin et al. (2018) who defined unethical behaviour as behaviours that violate the code of conduct and ethics of an organisation. Similarly (Niven & Healy ,2016) state simply that, unethical behaviour is behaviour that damages the organisation. A combination of these two definitions form the basis of a

definition for this study as they are more generalizable across cultures. This study defines unethical behaviour as behaviour that violates the code of conduct and ethics of an organisation with negative effects for the organisation. Examples of unethical behaviour include commissions such as fabricating data or omissions such as withholding information where it is required (Yang et al., 2021) and cheating (Mitchell et al., 2018). Another example of unethical behaviour which stood out for the author is a case in which British Airways stole confidential data from their competitors Virgin Atlantic in the early 1990s. They then called Virgin Atlantic's customers cancelling their flights and also spread rumours that Richard Branson the CEO of Virgin Atlantic had contracted HIV (Kilduff et al., 2018). Several factors can lead to employees engaging in unethical behaviour as discussed in the next section.

1.3. Consequences of Unethical Behaviour

Whilst it might seem attractive for an individual to behave unethically to benefit themselves or the organisation, this unethical behaviour is also harmful to the organisation in the long run (Wang et al., 2022).

Unethical behaviour can tarnish the reputation of an organisation leading to loss of customers and revenue (Lin et al., 2018; Fleischman et al., 2019). Bonner et al. (2017) assert that employee morale can drop and worsen. An organisation can shut down as a consequence of unethical behaviour. Organisations, which collapsed because of unethical behaviour, include Enron and WorldCom (Newman et al., 2020). The global financial crisis of 2008-2009 is a good example of the consequences of unethical behaviour (Zaal et al., 2019). While many countries have adopted the United Nations sustainable development goals (Di Vaio, et al., 2020) SDGs, it stands to reason that with unethical behaviour leading to company closures, SDG 8 which aims at achieving sustainable employment and economic growth (Sebestyén et al., 2019) might not be achieved.

It is apparent from the literature that unethical behaviour continues to thrive causing untold devastation to organisations. Surely, unethical behaviour needs to be managed in a manner that will reduce its impact to avoid or at least minimise the detrimental consequences of the unethical behaviour. The continued prevalence of unethical behaviour signals that unethical behaviour is not being managed efficiently. The next section details how unethical behaviour is managed

1.4. Reducing Unethical behaviour

There is no doubt that unethical behaviour is a problem that needs to be solved. Unethical behaviour cannot be eradicated but can be managed and reduced to minimise the devastating effect on people and organisation. Different authors have suggested various methods to reduce unethical behaviour. Lin et al. (2018) and Jannat et al (2022) argue that establishing a code of conduct will reduce unethical behaviour. Monitoring individuals reduces unethical behaviour (Belle & Cantareli, 2017). Punishing transgressors will also reduce unethical behaviour (Kundro & Nurmohamed, 2021). According to Young et al. (2021), the use of ethical leadership reduces unethical behaviour, a view shared by Paterson & Huang (2019). Whistleblowing can also be applied to manage unethical behaviour (Kaptein ,2022; Kenny et al., 2020; Zhou et al.,2021) . Denyer et al. (2008) declares that context-intervention-mechanism-output (CIMO) logic is another intervention that can be applied to reduce unethical behaviour.

1.5. Structured literature review problem

There is evidence in the literature that scholars were studying unethical behaviour and publishing in high quality journals as far back as the 1960s. Rettig (1966) conducted a study on unethical behaviour and concluded that working in groups encouraged unethical behaviour. The early work on unethical behaviour was biased towards the social aspects of unethical behaviour. Research on unethical behaviour in businesses began to gain momentum in the 1970 with scholars studying unethical behaviour in organisation (e.g.,Loeb. 1971; Hegarty and Sims, 1979; Vitell & Davis, 1990).

At the turn of the century, there was large literature on unethical behaviour such that some scholars began to conduct literature reviews on unethical behaviour. Belle and Cantarelli (2017) and Trevino et al. (2014) conducted a literature review on causes of unethical behaviour. It is evident from their study that unethical behaviour in the workplace needs to be reduced. Mishra et al. (2021) conducted a systematic literature review on unethical pro-organisational behaviour. In their study, Mishra et al. (2021) argue that employees can behave unethically to benefit themselves but also to benefit their organisations. All the authors agreed that unethical behaviour was harmful to an organisation. These literature reviews focused more on the causes of unethical behaviour with very little research on how to manage unethical behaviour such that there is a lack of a literature review on managing unethical behaviour. This is the gap identified and forms the basis for this study.

1.6. Rationale for the study

Several scholars have indicated that a review on unethical behaviour is required. Lin et al. (2018) posit that unethical behaviour in the workplace is under-investigated. Jannat et al. (2022) also argues that more efforts to discover ways of managing unethical behaviour are required. UB continues to be a research area of interest (Bonner et al., 2017). With the calls made by the above mentioned scholars coupled with the scourge of unethical behaviour, there is a desperate need to understand how unethical behaviour can be managed

1.7. Theoretical contribution

This study will contribute to the body of knowledge on the management of unethical behaviour by evaluating the different interventions that are applied by organisations to manage and reduce unethical behaviour. Currently, the literature on managing unethical behaviour is spread across different articles which makes it more challenging for scholars to find them. Synthesising these articles and identifying intervention to manage unethical and consolidating the information into one article will make it easier for scholars to find. Studying the different articles would also make it easier to identify gaps within the literature which future studies can study. The literature about unethical behaviour does not indicate that unethical behaviour is reduced nor does it suggest that unethical behaviour is under control. It means there is a need for scholars to further understand how unethical behaviour can be managed.

1.8. Practical contribution

At a practical level, organisations can implement the findings of this study with respect to management of unethical behaviour and this will ensure survival of the organisation bearing in mind the consequences of unethical behaviour outlined above. Furthermore, nations have agreed to achieve UN sustainable development goals by 2030 (Di Vaio et al., 2020). According to Mio et al. (2020), research needs to be conducted to show how companies contribute towards achieving the sustainable development goals. This study will contribute towards sustainable development goal number eight which requires countries to achieve sustainable employment and economic growth (Mio et al., 2020). If unethical behaviour is managed effectively, organisations will survive and remain operational thus ensuring employment and economic growth.

1.9. Methodological contribution

The study is conducted in a transparent manner with the methodology recorded in detail. This means other scholars who wish to conduct a similar study can follow the methodology followed during this study. Hence, this study contributes to the methodology on how to conduct a structured literature review

1.10. Review objective and Review Questions

1.10.1. Review objective

- I. To advance the development of managing unethical behaviour literature
- II. To discuss findings from previous empirical studies on managing unethical behaviour

1.10.2. Review questions

Q1: How have organisations sought to reduce unethical behaviour?

Q2: What are the most studied interventions applied to manage unethical behaviour in the past five years?

Q3: What are the suggestions for future research?

1.11. Methods used to source articles

The key search terms on databases are managing unethical behaviour, reducing unethical behaviour and business behavioural ethics. More information on article selection is detailed under the source identification and sampling sections below. The internet search yielded the results in Figure 1 below.

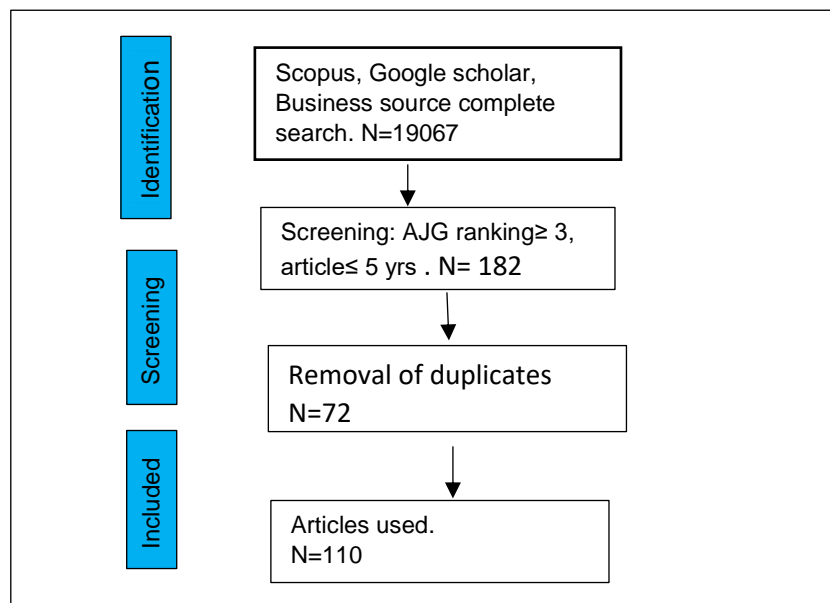


Figure 1: Flow chart for sourcing articles. (Source: Author)

Using the above mentioned key search words on the three databases (Scopus, Google scholar, Business source complete search) 19067 articles were obtained. Screening these articles using the inclusion and exclusion criteria identified in Chapter 2 of this paper, 182 articles remained. Of these 182 articles 72 appeared on different databases as duplicates. After removing these duplicates, 110 articles were reviewed and analysed to answer the review questions for this study.

1.12. Possible future studies

Possible future studies are discussed in detail in Chapter 4 and Chapter 5 of this paper. Major shortcoming of this research is that the Web of Science database was not included. Web of Science is a reputable database. Much of the studies on managing unethical behaviour were done before the Covid pandemic was experienced. The Covid pandemic introduced employees to working from home. Working from home comes with little physical supervision meaning that employees would have more latitude to behave unethically. Scholars need to study the effect of working from home as it relates to unethical behaviour. Related to working from home is the use of virtual platforms to work. Future studies can investigate how working virtually affects unethical behaviour.

1.13. Conclusion

Unethical behaviour which is rampant in organisations (Newman et al., 2020) comes in different forms such as fraud, money laundering and corruption is on the rise. If unethical behaviour is not managed and reduced, it will lead to severe consequences such as closure of the affected organisations. It is therefore important to understand how unethical behaviour can be managed. The literature on managing unethical behaviour is available but the review of this literature is still lacking. Hence this research will contribute to the body of knowledge on management of unethical behaviour.

Apart from contributing to the body of knowledge, this study will offer practical solutions to practitioners on how to manage unethical behaviour. Articles for this research were obtained from high quality journals and then synthesised. However, the use of Web of Science could have improved the quality of this study. In the future, the effect of working virtually on unethical behaviour could be studied. Furthermore, this study was transparently conducted and the methods followed to conduct the study are recorded such that the study can be repeated. The methodology for this study is discussed in the next chapter.

Chapter 2: Method and Analysis

2.1. Structured literature review

A structured literature review (SLR) was conducted for this study. A structured literature review is defined as “a method for examining a corpus of scholarly literature, to develop insights, critical reflections, future research paths and research questions” (Massaro et al., 2016, p.767). This definition is similar to the description of a systematic literature review given by Snyder (2019). Therefore, the structured literature review will have characteristics of a systematic literature review, which will enhance transparency, reproducibility and reduce bias (Snyder, 2019). The method is rigorous and designed to obtain the most recent yet very accurate and reliable information from high quality journals. Systematic literature review is appropriate for this study because other scholars such as Mishra et al. (2021) have applied this approach when conducting research on unethical behaviour. The process of the structured literature review is summarised in Figure 2. In this chapter, the steps taken to select journal articles and analyse data are outlined.

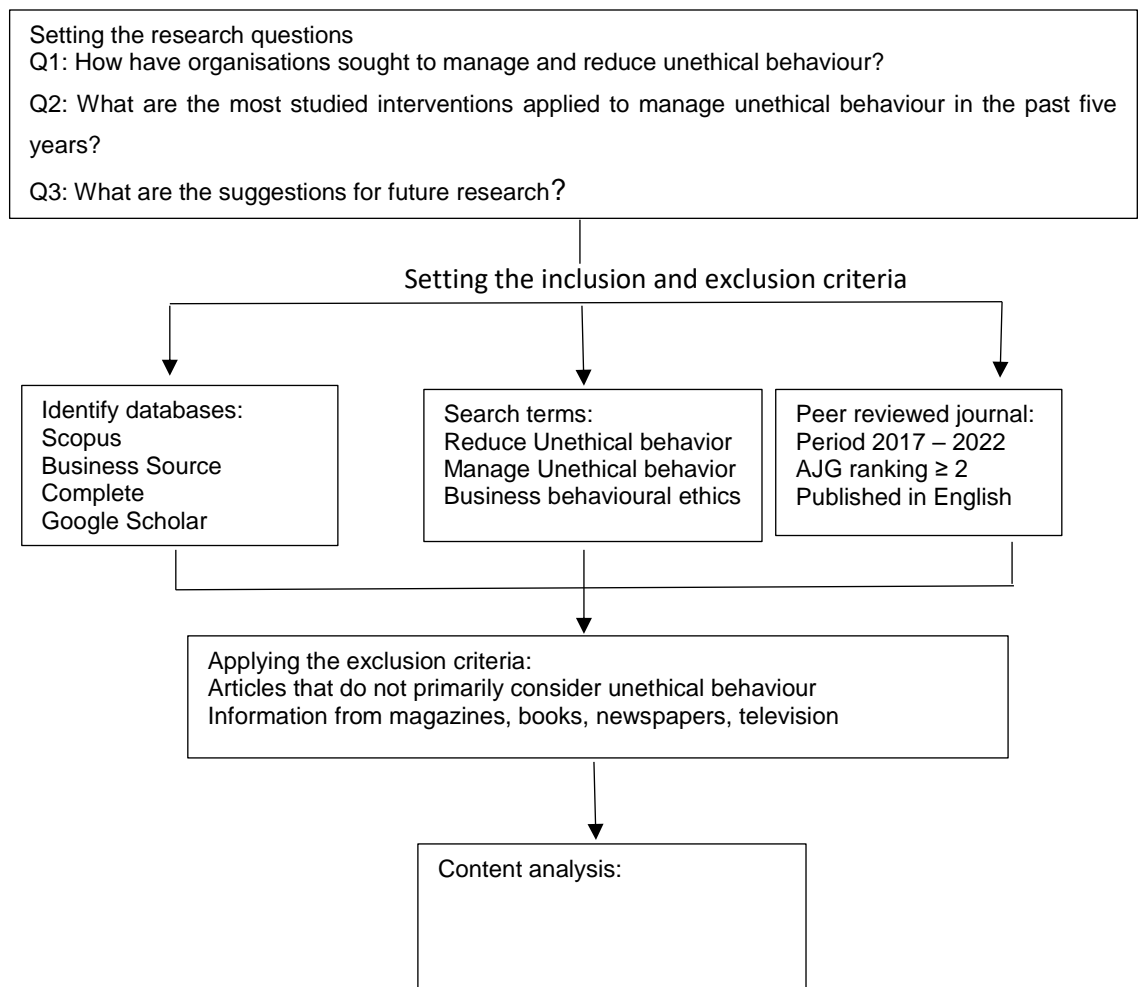


Figure 2: A systematic literature review process (Adapted from Danese et al., 2018)

2.2. Choice of review methodology

With an increase in the published articles on management and human behaviour, it has become necessary to consolidate and organise the knowledge and information in these articles (Kunisch et al., 2018). A literature review is a method that can be used to consolidate the knowledge from a variety of articles. In consolidating this information, gaps in the knowledge can be identified and this will guide future research (Kunisch et al., 2018). There are various methodologies to conducting literature review (Snyder, 2019). These methodologies can be put on a continuum (Massaro et al., 2016) shown in Figure 3 below.

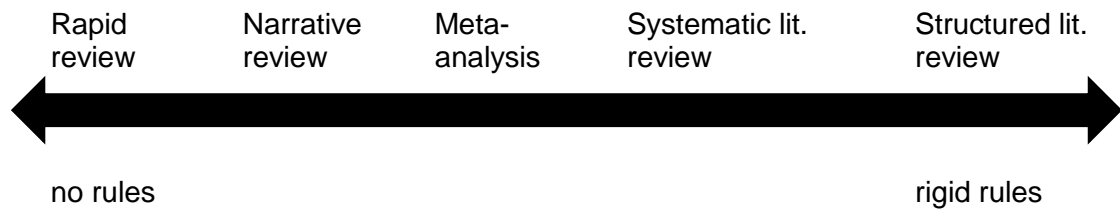


Figure 3: Literature review continuum (Adapted from Massaro et al., 2016)

On the high end of the continuum with rigid rules is the structured literature review followed by the systematic literature review. This study followed a structured literature review to consolidate information obtained from empirical studies. The rigid rules for a structured literature review ensures that a step-by-step procedure is followed and other researchers are able to follow and repeat the procedure.

For this study the step-by step procedure is shown in Fig 2 above whereby three research questions were developed. These research questions would give the research direction. Three academic databases were identified namely Scopus, Business Source Complete and Google Scholar. Reduce unethical behaviour, manage unethical behaviour and business behavioural ethics were the key search words on the mentioned databases. The inclusion and exclusion criteria indicated in Figure 2 were applied and left 110 relevant articles which were then subjected to content analysis.

According to Kunisch et al. (2018), methodology of a review should include data selection, assessment and synthesis, reporting and using findings, evaluation criteria, validity and reliability all of which are included in this study. For reporting this study , the

researcher has adopted the PRISMA (Preferred Reporting Items for Systematic reviews and Meta-Analyses) guidelines described by Liberati et al. (2009). According to the PRISMA guidelines, the research article should include the title, abstract, introduction, methods, results and discussion (Liberati et al., 2009). These are headings included in this study.

2.3. Source identification

This study seeks to obtain information from high quality journals, which is relevant to the construct of unethical behaviour. To ensure that the information obtained is current, journal articles published from the year 2017 – 2022 were considered for this study. The use of peer reviewed journals, which have an academic journal guide (AJG) ranking of at least two, enhanced the quality and reliability of the information obtained. Hence the AJG ranking was included as part of the inclusion criteria. However, seminal articles older than five years were also considered for this study. This is to allow the research to follow how the debates about the subject matter have evolved over the years.

For this study, information was searched on Scopus, Business Source Complete and Google Scholar. Google Scholar and Business Source Complete include articles from different business fields such as management and organisational psychology (Dembek et al., 2020). Several literature reviews obtained articles from Scopus (e.g., Young et al., 2017; Vicente-Saez & Martinez-Fuentes, 2018; Booth et al., 2020). The Scopus database ensured the reliability and quality of the articles obtained (Carmine & De Marchi, 2022)

2.4. Sampling method

According to Waheed and Zhang (2022), sampling is a technique whereby a researcher selects a few representative items from a population. The population being all the articles obtained during the search before applying the inclusion and exclusion criteria. According to Snyder (2019), sampling can be done in various ways. For example, one can read all articles obtained from the search in full or one can focus on findings (Snyder, 2019). The two approaches are not suitable for this study because the first option is excessively time consuming though one can argue that it is a thorough approach and will minimise chances of missing important information. The other option of using findings only will certainly save on time but one might leave out important information in other sections of the articles apart from the findings section.

The other approach involves reading the abstract first and then making a final selection from articles with relevant information in the abstract (Snyder, 2019). This is the approach applied in this study. Abstracts were read and those with information related to the research questions and objectives were selected as the final sample. The articles in the final sample were then read in full.

2.5. Sampling criteria

As mentioned in the source identification section above an initial search was done on Scopus, Business Source Complete and Google Scholar databases. For this study, articles which satisfy the following criteria are subjected to further screening namely evaluating the abstracts;

- I. Published between 2017-2022
- II. AJG ranking of at least two

However, in cases of seminal work or for the purposes of understanding the origins of a certain argument or to demonstrate how a certain topic has developed, articles published before 2017 were included. Using articles published after 2017 ensures relevance of the study and the study will meaningfully contribute to the current debates. Using articles with an AJG ranking of at least two ensures high quality and reliability of the information obtained as these journal are peer reviewed. At this stage, the author read the abstracts of all the articles to select those which would help answer the research questions. The remaining articles were then the final sample for this study.

2.6. Sample size

The first search was conducted on Google Scholar and produced 168000 articles. After limiting the search to 2017 to 2022 the number of articles reduced to 17400 articles as shown in Table 1 below. After further screening and applying the inclusion and exclusion criteria mentioned in section 2.7. below, 63 articles were obtained from Google Scholar.

Table 1: Number of articles obtained from different databases

Database	Population (Key search words)	Number of articles (2017-2022)	Final sample Apply inclusion and exclusion criteria and removing duplicates
Google Scholar	30300	17400	63
Scopus	627	136	23
Business Source Complete	4875	1531	24
Total	35802	19067	110

The same procedure to obtain the final sample was conducted on Scopus and Business Source Complete databases. It was observed that when searching on Scopus and Business Source Complete databases, some of the articles had been identified and selected from the Google scholar database. Such duplicate articles were not considered again. Final samples of 23 and 24 journal articles were obtained from Scopus and Business Source Complete databases respectively. In summary a sample size of 110 journal articles were obtained and used for this study.

A screening process, which included selecting journals with AJG ranking of at least two, articles published in English from the year 2017, 110 journal articles were considered for the content analysis of this study. During the screening process, it was noticed that some journals appeared on different databases. Only one journal was selected from these duplicate occurrences. It must be pointed out that grey literature such as information from books, newspapers and magazines was not included in the search. Some of the information in the grey literature might not have been peer reviewed with the rigour necessary for this research.

2.7. Inclusion and exclusion criteria

The inclusion and exclusion criteria are crucial in enhancing the quality of research (Snyder, 2019). The inclusion criteria described under source identification includes the use of journal articles with an AJG ranking of two and above. This ensures that the information obtained was peer reviewed hence reliable. This is in line with assertions by Yang et al. (2018) that to enhance the quality of a review, only original search articles published in peer reviewed journals should be considered. It must be mentioned that more than 80% of the journals used are of an AJG ranking of three or greater. Furthermore, information was obtained from reputable databases which included Scopus, Business source complete and Google scholar.

In an effort to obtain relevant information on the current debate around reducing unethical behaviour, articles published between the year 2017 and 2022 were used. However seminal articles like Denyer (2008) were used only if they were published in journals with an AJG ranking of two or higher.

Exclusion criteria included books, magazines and newspapers. Information from these sources are not peer reviewed with the rigor required for this research hence were not

used. Research of high quality needs a clear selection criteria of articles and needs to be replicable (Palmatier et al., 2018). The selection criteria has been stated and the step-by-step process outlined in the methodology will ensure that this study is transparent and repeatable. The PRISMA guidelines followed in this study also ensure that the process undertaken during the research are recorded hence can be repeated. Furthermore, the adoption and following established guidelines such as PRISMA will minimise the researcher's bias as the researcher will be following the guidelines.

2.8. Data gathering process

For this research, data gathering is a process of collecting information from the final sample with the aim of addressing the review questions. Data needs to be organised into different variable (Danese et al., 2018). After selecting the final sample of 109 articles, the full text of each article was read to carefully organise the into the name of journal, year of publication, author and findings were recorded (see Appendix A) on Microsoft excel. For this study the findings included the approaches organisations apply to manage and reduce unethical behaviour. Identifying the intervention used to manage unethical behaviour was critical in addressing the review questions. As shown in Appendix B, the countries where research was conducted, the context under which study was conducted and mechanism which led to the application of a particular intervention were recorded. The information collected during data gathering was then analysed using content analysis.

2.9. Data analysis approach- Content analysis

In this section, the data analysis process and the outcomes of analysis of data with respect to journal titles and year of publication is discussed. The structured literature review can take various forms of analysis such as bibliometric analysis and content analysis. For this study, content analysis will be applied to analyse the articles.

Wu et al. (2020) describe content analysis as a systematic way of evaluation. Content analysis is a reliable methodology for analysing texts, based on authorship, authenticity or meaning (Wu et al., 2020). Furthermore, content analysis is applied in this study because it is unobtrusive and minimises researcher bias (Gaur & Kumar, 2018). Typically, content analysis involves coding textual data and organising the data into categories before deriving themes from the categories (Gaur & Kumar, 2018). The information obtained from the selected articles will be coded and then developed into categories and subsequent themes.

As depicted in Table 2 below, the Journal of Business Ethics contains the most articles (n=40, 36%) used in this research. This is expected as the study is about unethical behaviour at the workplace which is closely linked to business ethics. The Personnel Psychology and Public Management Review had five articles each used for this study.

Table 2: Journal titles and articles

#	Journal title	Article count	%
1	Academy of Management Journal	2	2
2	Academy of Management Review	2	2
3	Accounting, Auditing & Accountability Journal	1	1
4	Accounting Forum	1	1
5	American economic review	1	1
6	China Economic Review	1	1
7	European journal of management	1	1
8	Human resource management	1	1
9	Industrial marketing management	1	1
10	International Journal of Hospitality Management	1	1
11	International Journal of Production Economics	1	1
12	International Journal of Project Management	1	1
13	International Public Management Journal	1	1
14	International Review of Administrative Science	2	2
15	Journal of Accounting Education	1	1
16	Journal of accounting research	1	1
17	Journal of Applied Psychology	3	3
18	Journal of business ethics	40	36
19	Journal of business research	3	3
20	Journal of Economic Psychology	1	1
21	Journal of Enterprise Information Management	1	1
22	Journal of Management	4	4
23	Journal of Management Inquiry	1	1
24	Journal of marketing research	1	1
25	Journal of Occupational and Organizational Psychology	1	1
26	Journal of Political Economy	1	1
27	Journal of purchasing and supply management	2	2
28	Journal of Sustainable Tourism	1	1
29	Journal of the Association for Information Systems	1	1
30	Leadership Quarterly	2	2
31	Management science	4	4
32	Organization Science	1	1

33	Organization studies	2	2
34	Organizational Behavior and Human Decision Processes	3	3
35	Personnel Psychology	5	5
36	Psychological Science	1	1
37	Public Administration and Development	1	1
38	Public integrity	1	1
39	Public Management Review	5	5
40	Public Organization Review	1	1
41	Public Personnel Management	3	3
42	Research in Organizational Behavior	1	1
43	Southern Economic Journal	1	1
	Total	110	100

2.10. Coding process

According to Massaro et al. (2016), researchers can use software to conduct reviews. In my study, Atlas ti. was used in the coding, categorising and theme development as suggested by William and Moser (2019). Based on the research question and the purpose of this study, codes were developed as shown in Table 3. As the codes were being developed, categories for the codes began to formulate and were recorded as suggested by It was observed that , while intervention to manage unethical behaviour is the focal point of this study as highlighted in the research questions, these interventions occurred under certain contexts. Thus context was one of the categories. Furthermore, a certain mechanism allowed the intervention to take effect in managing unethical behaviour. Hence, mechanism was another category. The interventions themselves were grouped in another category.

Table 3: Coding

Code	Frequency	Category	Theme
organizational politics and power	46	Context	
Experience	14		
Competence	15		
system interdependencies	12		
technical system	10		
organizational stability	12		
Code of conduct	19		
Ethical leadership	18		
Punishment	12		
Monitoring	10		
Religion	4		
CIMO-logic	5		

Whistle blowing	23	Intervention	Reducing Unethical behaviour
Transparency	2		
Avoid temptation	1		
Moral symbols	1		
Leader member exchange	1		
Motivation	1		
Company first	1		
Customer first reminder	1		
Earning trust	1		
Blockchain	1		
Incentives	1		
Corporate social responsibility	1		
Display photos	1		
Optimism	1		
Coordination/control	29	Mechanism	
Contingent rewards	29		
Perceived organizational support	27		
Social learning	20		
Trust	3		

It was deduced from the literature that within a particular context, a certain mechanism will enable an intervention to be applied leading to reduced unethical behaviour Maesschalck (2021). The frequency of the code was recorded. In this study, frequency referred to the number of journal articles which made reference to a particular code.

2.11. Measures of Quality and rigour

The inclusion and exclusion criteria are crucial in enhancing the quality of research (Snyder, 2019). The inclusion criteria described under source identification includes the use of journal articles with an AJG ranking of two and above. This ensures that the information obtained was peer reviewed hence reliable. This is in line with assertions by Yang et al. (2018) that to enhance the quality of a review, only original search articles published in peer reviewed journals should be considered. It must be mentioned that the majority of journals (89%) used are of an AJG ranking of three or greater. Furthermore, information was obtained from reputable databases which included Scopus, Business source complete and Google scholar.

In an effort to obtain relevant information on the current debate around reducing unethical behaviour, articles published between the year 2017 and 2022 were used. However seminal articles like Denyer (2008) were used only if they were published in journals with

an AJG ranking of three are higher. Exclusion criteria included books, magazines and newspapers. Information from these sources are not peer reviewed with the rigor required for this research hence were not used. Research of high quality needs a clear selection criteria of articles and needs to be replicable (Palmatier et al., 2018). The selection criteria has been stated and the step-by-step process outlined in the methodology will ensure that this study is transparent and repeatable. The PRISMA guidelines followed in this study also ensure that the process undertaken during the research are recorded hence can be repeated. Furthermore, the adoption and following established guidelines such as PRISMA will minimise the researcher's bias as the researcher will be following the guidelines.

2.12. Limitations of the research design and methods.

Research was limited to articles written in English. Articles written in other languages might have significant information regarding my research. The majority of the empirical studies were conducted in the USA and China. The research does not effectively study how unethical behaviour is managed in other parts of the world such as Africa. The research articles were obtained from three databases and were selected according to AJG rankings. Other databases such as Web of Science can be used to obtain more information about managing unethical behaviour. Selection criteria other than AJG rankings such as number of citations could have yielded more articles of good quality. Access to some of the journals was denied because a payment was required. This study might have been deprived of valuable information which could be in those articles. Snyder (2019) argues that sampling should be done by two reviewers to ensure the quality of the sample.

2.13. Conclusion

The methodology has been described and will include selecting journal articles according to the exclusion and selection criteria described. The selection criteria will ensure that high quality and peer reviewed articles are used for this research to ensure the reliability of the findings.

Chapter 3: Literature Review

3.1. Introduction

Unethical behaviour in the workplace has detrimental effects on the organisation (Wang et al., 2022). Whilst some might argue that some of the unethical behaviour benefits the organisation through pro-organisational unethical behaviour (Yang et al., 2021), it has been shown that in time all forms of unethical behaviour will harm the organisation (Wang et al., 2022). Indeed, some of the unethical behaviour has resulted in the collapse of the affected organisation (Newman et al., 2020).

Having highlighted the harmful effects of unethical behaviour under consequences of unethical behaviour above, it then becomes apparent that the unethical behaviour has to be studied and managed with the aim of reducing it (Jannat et al., 2022; Lin et al., 2018). Literature has shown that completely eradicating unethical behaviour is impractical but it can be reduced. Many studies have recommended various interventions to reduce the unethical behaviour in organisations (e.g., Belle & Cantareli, 2017; Kundro & Nurmohamed, 2021; Desai & Kouchaki, 2017; Hardin et al., 2020; Fathallah et al., 2020)

There is a large amount of literature on how unethical behaviour can be reduced through the application of various interventions. For the purpose of this study, management of unethical behaviour refers to application of interventions to reduce unethical behaviour. This study seeks to systematically investigate and synthesise the extant literature on managing unethical behaviour using a content analysis process. The aim as expressed in the review questions is to map out what is known about the interventions to reduce unethical behaviour. This will be done by reviewing empirical studies on management of unethical behaviour and synthesising the unethical behaviour curbing interventions that have been studied. An overview of the interventions used to reduce unethical behaviour is given in the next section.

3.2. Interventions used to reduce unethical behaviour

Literature has revealed that organisations have applied various interventions to manage and reduce unethical behaviour. As shown in table 4 below, some interventions are more frequently used than others. A total of 110 articles were reviewed and the majority were published between 2017 and 2022 since this was the focal research period for this study. The older publications were seminal articles for the research.

Table 4: Interventions applied to reduce unethical behaviour

#	Intervention	No. of articles	#	Intervention	No. of articles
1	Establishing code of conduct	19	11	Leader member exchange	2
2	Ethical leadership	18	12	Motivation	1
3	Punish transgressors	12	13	Company first	1
4	Monitoring	10	14	Customer first reminder	1
5	Whistleblowing	23	15	Earning trust	1
6	CIMO logic	5	16	Blockchain	1
7	Religion	4	17	Incentives	1
8	Transparency	3	18	Corporate social responsibility	1
9	Avoid temptation	3	19	Display photos	1
10	Moral symbols	2	20	Optimism	1

In the 110 articles reviewed, 20 different interventions to reduce unethical behaviour were identified. This study will review the top six interventions due to their popularity as revealed by this study. These six interventions are

- I. Establishing a code of conduct,
- II. Ethical leadership,
- III. Punishing transgressors
- IV. Monitoring
- V. Whistleblowing
- VI. CIMO logic

For each intervention, a historical background will be given before findings mostly found in articles published between 2017 and 2022 are given. These findings are then discussed in Chapter 4.

3.3. Establishing code of conduct

It is quite clear in the literature that studies related to codes of conduct had already begun in the 1970s as indicated by the research by Hegarty and Sims (1979) who declared that there was a relationship between codes of conduct and behaviour. In the 1980s, there was more research on code of conduct. Chonko and Hunt (1985) conducted research on codes of conduct with respect to how they affect managers. A relationship between code of conduct and behaviour in the workplace was being noticed with Becker and Fritzsche (1987) reporting that managers in different countries did not all agree that codes of ethics influenced behaviour. This indicates a lack of unanimity amongst

scholars who did the seminal studies on codes of conduct as they relate to unethical behaviour.

Towards the end of the 1980s, more research was beginning to show that codes of conduct reduce unethical behaviour (e.g., Ferrell & Skinner, 1988; Laczniak & Inderrieden, 1987). From the 1990s to date, literature indicates that codes of conduct reduce unethical behaviour (e.g., Brass et al., 1998; Kaptein, 2008; Somers, 2001). As this review will show, code of conduct will reduce unethical behaviour. In some cases, certain conditions have to prevail for the code of conduct to reduce unethical behaviour. For this review, empirical studies conducted from 2017 will be considered for the review so as to capture the current debates on the subject matter.

With the abovementioned background of codes of conduct, this research will focus on reviewing literature published from 2017 up to 2022. Some authors refer to codes of ethics with some referring to codes of conduct, but very little differences could be identified between the two. It was observed in the literature that both codes of conduct and codes of ethics refer to a set of rules in a company which outline the expected behaviour within the company. For this reason, this study will not make a distinction between code of conduct and code of ethics. Indeed, “codes of ethics are also referred to as codes of conduct” (Lin et al., 2018, p. 781).

Out of the 110 articles reviewed, 19 articles indicated in Table 5 below, argue that the establishment and use of code of conduct can be applied as an intervention to reduce unethical behaviour. This amounts to 17% of articles recommending the code of ethics intervention method. This percentage is far less than the figures published by Slaughter et al. (2020) who claim that over 80% of US companies implement this approach to curb unethical behaviour. This implies that according to this study the rate of study of an intervention method does not necessarily translate to the rate of application of that particular study. The study however indicates that code of conduct is the most studied intervention to manage unethical behaviour in the workplace. It would seem to imply that establishing a code of conduct is the most studied and most frequently applied intervention to reduce unethical behaviour. Table 5 will also show that top tier journals were used with 95% of them having an AJG ranking of at least three.

Table 5: Code of conduct

#	Name of journal	Year of publication	AJG ranking	Author
1	Journal of business ethics	2022	3	Hossain et al.

2	Journal of Applied Psychology	2020	4	Liu et al.
3	Journal of business ethics	2018	3	Lin et al.
4	Journal of business ethics	2017	3	Reinstein and Taylor
5	Journal of business ethics	2020	3	Reilly et al.
6	Journal of business ethics	2019	3	Tseng
7	Journal of business ethics	2020	3	Hassan et al.
8	Journal of Economic Psychology	2020	2	Mulder et al.
9	Journal of Occupational and Organizational Psychology	2020	4	Slaughter et al.
10	Organization Science	2022	4	Burbano and Chiles
11	Personnel Psychology	2020	4	Kuenzi et al.
12	Journal of business ethics	2022	3	Jannat et al.
13	Journal of business ethics	1987	3	Becker and Fritzsche
14	Journal of business research	1985	3	Chonko and Hunt
15	Journal of marketing research	1988	4	Ferrell & Skinner
16	Journal of Applied Psychology	1979	4	Hegarty and Sims
17	Journal of business ethics	1987	3	Laczniak, G. R., & Inderrieden
18	Journal of business ethics	2001	3	Somers
19	Journal of management	2008	4	Kaptein

The code of conduct is a formal document developed by a company to regulate behaviour (Jannat et al., 2022). Codes of conduct have a significant influence on an employee's belief on unethical behaviour (Lin et al., 2018) and will have the effect of reducing unethical behaviour (Burbano & Chiles, 2022). One can argue that the codes of conduct will create an ethical climate which deters unethical behaviour (Kuenzi et al., 2020; Tseng, 2019). This suggests that an employee will determine if they are behaving unethically by referring to the code of conduct.

This brings out the function of codes of conduct, which is to guide the behaviour of employees (Lin et al., 2018; Hossain et al., 2020). In other words, unethical behaviours are behaviours which are not consistent with the codes of conduct. It is clear that codes of conduct are a standard against which behaviour is measured. As such, if employees are aware that they are audited against this standard of expected behaviour, they are more likely to follow the code of conduct, as they would want to avoid being caught out in breach of the code (Lin et al., 2018).

It would be preferable to eradicate unethical behaviour but companies are not able to completely eradicate unethical behaviour (Tseng, 2019). It is in this sense that companies would rather aim at reducing unethical behaviour. Whilst researchers generally agree that establishing a code of conduct will reduce employee's unethical

behaviour some authors argue that some conditions need to exist for this to apply. This is highlighted by the fact that some organisations with established codes of conduct do experience unethical behaviour (Kuenzi et al., 2020; Reinstein & Taylor, 2017). One can argue that simply establishing a code of conduct will not guarantee a reduction in unethical behaviour. To reduce unethical behaviour, the employee must be able to evaluate the code of conduct positively (Jannat et al., 2022). In other words the employees need to see the benefit of the code of conduct otherwise unethical behaviour may even increase in the workplace (Jannat et al., 2022) regardless of the existence of the code of conduct on paper.

As such, codes of conduct do not reduce unethical behaviour all the time (Slaughter et al., 2020). If employees perceive that the establishment of the codes of conduct is just a public relations act, they are more likely not to comply with the codes (Slaughter et al., 2020). The argument that codes of conduct reduces unethical behaviour under certain circumstances is reinforced by Slaughter et al. (2020), who asserts that codes of conduct will reduce unethical behaviour in individuals who are more conscientious. This is to say that individuals who really care about abiding by the codes of conduct will reduce unethical behaviour, meaning that those who disregard the codes of conduct will continue behaving unethically. This argument is consistent with the arguments highlighted in section 4.5, whereby those high in Machiavellianism might not easily reduce unethical behaviour especially if they do not see benefit in it. This claim seems to be sound but one can argue that introducing punitive measures to those disregarding the codes of conduct can nudge all individuals to behave ethically.

The importance of establishing a code of conduct is evident in literature. Many companies have established codes of conduct (Reilly et al., 2020) and some professional bodies have also established codes of conduct (Golden & Kohlbeck, 2020; Reilly et al., 2020; Reinstein & Taylor, 2017). These codes of conduct will give professionals guidelines on the expected behaviour. When there is high gain in unethical behaviour, companies benefit from installing codes of conduct (Mulder et al., 2020). This does not necessarily mean that when it seems there is little or no gain in unethical behaviour then establishment of codes of conduct is unnecessary. The author argues that all companies must establish and enforce formal codes of conduct to consistently manage unethical behaviour.

One would argue that the companies would want their employees to behave ethically so that their customers and other stakeholders would have more confidence in their

products or services and this would boost the company's business. The code of conduct would also help the company to achieve sustainable business objectives (Reinstein & Taylor, 2017). However, for the codes of conduct to effectively reduce unethical behaviour, they have to be very clear and formally communicated to the employees (Burbano & Chiles, 2022; Kuenzi et al., 2020; Reilly et al., 2020; Slaughter et al., 2020) or might need to be reinforced by fencing (Reinstein & Taylor, 2017) or by formal declarations (Mulder et al., 2020). Some authors (e.g., Jannat et al., 2022; Kuenzi et al., 2020; Slaughter et al., 2020), have highlighted the importance of enforcing the codes of conduct as in some cases, the codes are developed just for the sake of compliance with the company's policies.

If codes of conduct are not enforced, they will be ineffective in reducing unethical behaviour (Slaughter et al., 2020). Many authors mentioned the importance of enforcing the codes of conduct, but they do not show how the enforcement is done. One would expect the authors to give examples of how enforcement can be done. In this light, code enforcement is defined as taking action to show that the codes of conduct are taken seriously and not just mere 'window dressing' (Slaughter et al., 2020). For example they could mention that enforcement can be done through training, awareness campaigns or levying penalties against those who do not abide by the code of conduct. Closely related to enforcement is the issue of application of the codes of conduct. The codes of conduct will have minimum effect in reducing unethical behaviour unless they are applied (Hossain et al., 2020). The author agrees that if the codes of conduct are developed but not applied and enforced then they are unlikely to reduce unethical behaviour.

The arguments presented have shown that codes of conduct are an important tool to reduce unethical behaviour. It would stand to reason that removing the codes of conduct would encourage unethical behaviour because of the lack of moral guidelines thereof. To point out the importance of codes of conduct with respect to managing unethical behaviour, Reinstein and Taylor (2017) cited the example of Enron, a company which suspended its codes of conduct. Suspending these codes of conduct contributed to the demise of Enron due to the resulting increased unethical behaviour (Reinstein & Taylor, 2017).

Not all companies have a code of conduct (Reilly et al., 2020). One would argue that in such companies, unethical behaviour is reduced by using other approaches, which are discussed in the following sections. Establishing codes of conduct alone without enforcing might have a limited impact with respect to reducing unethical behaviour. This

author argues that punishing those who breach the codes of conduct would reduce unethical behaviour more effectively. Punishing transgressors will be discussed in section 3.5 below. Before delving into the aspects of punishing transgressors, the next section will focus on ethical leadership as another approach to managing unethical behaviour.

3.4. Ethical leadership

Research on ethical leadership scarcely appears in literature until the late 1980s when Enderle (1987) researched on management ethical leadership. Enderley (1987) argued that there had been studies on leadership but it was time to study the ethical part of leadership. Knowledge about ethical leadership took huge strides in the 2000s when Brown et al. (2005) gave the most widely used definition of ethical leadership as declared by Huang and Paterson (2017). Not only was ethical leadership comprehensively defined, Brown et al. (2005) developed the ethical leadership scale which has been used by many scholars.

From around 2005, theories were applied to explain the effect of ethical behaviour by leaders on the behaviour of subordinates. Many researchers (e.g., Neubert et al., 2005) applied the social identity theory to explain this relationship. In contemporary literature, scholars generally agree that subordinates will copy the behaviour of the leaders such that leaders need to reduce their unethical behaviour for their subordinates to imitate that behaviour.

According to Huang and Paterson (2017), the most cited definition of ethical leadership is “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making” (Brown, Treviño & Harrison, 2005, p. 120). Ethical leadership practice highlights what constitutes appropriate behaviour in the workplace (Young et al., 2021). This is to say, leaders who demonstrate ethical behaviour will influence their followers to exhibit ethical behaviour thus reducing unethical behaviour. This claim is similar to the assertions by Young et al. (2021) who mention that managers who exhibit ethical leadership reduce levels of unethical behaviour in the workplace. This is in line with the social learning theory, which posits that followers will learn behaviour by observing, retaining and reproducing their leaders’ behaviour (Paterson & Huang, 2019; Young et al., 2021). That is, ethical leaders are role models to their followers with respect to behaviour.

It is argued that ethical leaders are stronger role models if they are seen by their subordinates to be challenging their superiors on ethical matters (Paterson & Huang, 2019). In other words, the ethical leader needs to challenge their own superiors on matters regarding unethical behaviour for them to have more influence on the behaviour of their subordinates. Some authors argue that ethical leadership reduces unethical behaviour basing their arguments on the role theory (e.g., Liu et al, 2020). The social learning theory can also be used to explain how ethical leadership can lead to a reduction in unethical behaviour (Cheng et al. 2019; Kuenzi et al. 2019; Taylor & Curtis 2018). Considering the reinforcement theory, ethical leaders can use punishment and rewards to reduce unethical behaviour (Kim, 2021).

One might want to know how ethical leadership is measured. More specifically, how can one distinguish between strong ethical leadership and weak ethical leadership? It is important to address this question because the author argues that the strength of the ethical leadership will determine how effectively it will reduce unethical behaviour. Arguably, stronger ethical leadership reduces unethical behaviour more effectively. Bashir & Hassan (2020) made use of the items listed in the Ethical Leadership Questionnaire shown in Table 6 to measure the strength of ethical leadership qualities of a leader

Table 6: Ethical leadership measurement

Ethical leadership item	Score
Shows a strong concern for ethical and moral values.	
Communicates clear ethical standards for members.	
Sets an example of ethical behaviour in his/her decisions and actions.	
Is honest and can be trusted to tell the truth	
Keeps his/her actions consistent with his/her stated values (“walks the talk”).	
Is fair and unbiased when assigning tasks to members	
Can be trusted to carry out promises and commitments.	
Insists on doing what is fair and ethical even when it is not easy.	
Acknowledges mistakes and takes responsibility for them.	
Regards honesty and integrity as important personal values.	
Sets an example of dedication and self-sacrifice for the organization	
Opposes the use of unethical practices to increase performance	
Is fair and objective when evaluating member performance and providing rewards	
Puts the needs of others above his/her own self-interest	
Holds members accountable for using ethical practices in their work	

Adapted from Yukl et al. (2013)

The responses are scored according to a Likert scale whereby one is strongly disagree and six is strongly agree (Bashir & Hassan, 2020). From the questionnaire, a leader whose character is scored highly is regarded as a strong ethical leader and hence is more likely to influence their followers to reduce unethical behaviour.

Interestingly, reducing unethical behaviour does not necessarily lead to increased ethical behaviour (Lee et al., 2017). Accordingly Lee et al. (2017) suggest that unethical behaviour can not necessarily be reduced by increasing ethical behaviour. There is wide literature on the association of ethical leadership and unethical behaviour. In much of the literature, the association is observed in the relationship between the ethical leader and follower. The ethical leader should be both a moral person and a moral manager (Bashir & Hassan, 2020; Ko et al., 2019; Lee et al., 2017). This is yet another condition that should exist to encourage unethical behaviour. In this case, a moral person has to be honest, trustworthy and fair while a moral manager coaches appropriate behaviour and might even reward the expressed behaviours (Bashir & Hassan, 2020; Lee et al., 2017; Young et al., 2021).

Contrary to the insinuation by Lin et al. (2018) and Slaughter et al. (2020) that the use of codes of conduct is overwhelmingly the most widely studied intervention to reduce unethical behaviour, this research showed that ethical leadership is almost equally studied as code of conduct but whistleblowing the most widely studied intervention. Table 7 below shows that 18 journal articles describe ethical leadership as an approach to reduce unethical behaviour compared to the 19 articles for codes of conduct. This represents 16.5% of the 110 journal articles reviewed for this study. It is also apparent from Table 7 that all articles related to ethical leadership as an intervention for unethical behaviour have an AJG ranking of at least three. This highlights the fact that the information obtained is highly reliable.

Table 7: Ethical leadership

#	Name of journal	Year of publication	AJG ranking	Author
1	International Public Management Journal	2020	3	Ripoll and Ballart
2	International Review of Administrative Science	2020	3	Bashir and Hassan
3	International Review of Administrative Sciences	2019	3	Bashir and Hassan
4	Journal of Accounting Education	2020	2	Golden and Kohlbeck
5	Journal of Applied Psychology	2020	4	Liu et al.

6	Journal of business ethics	2017	3	Lee et al.
7	Journal of business ethics	2020	3	Reilly et al.
8	Journal of business ethics	2020	3	Hassan et al.
9	Journal of business research	2019	3	Cheng et al.
10	Journal of Management	2019	4	Paterson and Huang
11	Journal of Purchasing and Supply Management	2019	3	Ko et al.
12	Leadership Quarterly	2019	4	Shao
13	Personnel Psychology	2020	4	Kuenzi et al.
14	Public Management Review	2021	4	Young et al.
15	Public Management Review	2021	4	Kim
16	Organizational behavior and human decision processes	2005	4	Brown et al.
17	Journal of business ethics	1987	3	Enderle
18	Journal of business ethics	2009	3	Neubert et al.

Ethical leadership reduces unethical behaviour (Bashir & Hassan, 2020; Liu et al., 2020; Paterson & Huang, 2019), and will reduce unethical behaviour in various ways. For example, it is argued that without ethical leadership, it may not be necessarily perceived as unethical if followers ignore unethical acts by fellow employees but in the presence of ethical leadership, it becomes unethical to do so (Lee et al., 2017). The ethical leader serves as a moral compass for the employees (Liu et al., 2020) in an effort to reduce unethical behaviour. Furthermore, leaders with high ethical leadership protect their followers from engaging in unethical behaviour (Reilly et al., 2020).

However, for ethical leadership to be more effective in reducing unethical behaviour, ethical standards must be communicated clearly and individuals who behave unethically must account for such behaviour (Bashir & Hassan, 2020; Hassan et al., 2021). In a view to reduce unethical behaviour, ethical leadership is needed more in organisations that are still developing a fair reward system (Bashir & Hassan, 2020). This implies that a reward system can also be used to reduce unethical behaviour such that in organisations with a well established reward system, the reward system is a more effective tool to manage the unethical behaviour compared to ethical leadership. The use of an ethics program is another way ethical leadership can apply to reduce unethical behaviour at an organisation (Kim, 2021). It is during these ethics programs that the expected and appropriate behaviour is communicated to the subordinates by the ethical leaders.

Shao (2019) posits that ethical leadership can involve the ethical leader expressing anger at unethical behaviour and this will have the effect of reducing the unethical behaviour. It is important to note that the influence that an ethical leader has in reducing

a follower's unethical behaviour also depends on the personality of the follower (Ko et al., 2019). It is fair to assume that individual differences amongst employees will lead to them responding differently to ethical leadership. This notion is supported by the social cognitive theory which suggests that individuals differ in how they respond to ethical leadership (Ko et al., 2019). Idealism and relativism are some of the individual differences in this regard. It is argued that ethical leadership will have a stronger effect in reducing unethical behaviour in individuals with high levels of both idealism and relativism (Ko et al., 2019).

There is literature suggesting that ethical leadership increases a certain type of unethical behaviour called pro-organizational unethical behaviour (Cheng et al., 2019). As the name suggests individuals claim pro-organisational unethical behaviour as justifiable in the sense that it benefits the organisation. In this case, the individual might seek to impress the ethical leader by achieving targets through unethical means. This is debatable as in the long run all forms of unethical behaviour are detrimental to the organisation (Wang et al., 2022).

The effect of ethical leadership to reduce unethical behaviour is based on the value congruence between the leader and the follower (Cheng et al., 2019). In this case, value congruence is the level of similarity and consistency between values of the leader and the follower (Lee et al., 2017). Such that a follower is more likely to imitate the behaviour of a leader if value congruence between the leader and the follower is high. This stands to reason that if value congruence between the leader and follower is low, then the follower is unlikely to imitate the ethical behaviour exhibited by the leader. In this situation the follower will disagree with the leaders management style and hence will end up behaving differently thus engaging unethical behaviour. In short, if value congruence between the leader and follower is low, the ethical leadership will cause the follower to behave unethically contrary to the claims of the social learning theory.

Ethical leadership has an effect on the organisation's ethical climate (Kuenzi et al., 2020). Contrary to the assertions by Lee et al. (2017) who claim that a more ethical climate does not necessarily lead to reduced unethical behaviour, Kuenzi et al. (2020) argue that an ethical environment reduces unethical behaviour. The ethical climate can then either promote or reduce unethical behaviour as employees can get cues from their working environment to either behave unethically or not. To explain this an example of unethical behaviour at Wells Fargo can be used. The CEO at Wells Fargo, John Strumpf had a mantra "eight is great" meaning employees could sell eight Wells Fargo products to each

of their customers (Kuenzi et al., 2020). This was a very difficult goal to achieve leading to employees engaging in unethical behaviour to achieve it. It would stand to reason that if the CEO had created an ethical climate through the use of a different mantra, employees would have avoided behaving unethically and the company could have been saved from the effects of bad publicity. One could argue that a mantra like “customer first” could create a working environment that is ethical and would in turn reduce unethical behaviour.

Many authors (e.g., Cheng et al., 2019; Kuenzi et al., 2020; Lee et al., 2017; Paterson & Huang, 2019; Young et al., 2021) have argued that the social learning theory explains why subordinates imitate the behaviour of their leaders. The social learning theory suggests that individuals imitate the behaviour of those around them (Thiel et al., 2021). The author agrees that this theory explains how ethical leadership can lead to reduced unethical behaviour. That is, the followers imitate the behaviour of their leaders.

It has been shown that ethical leadership sets and enforces clear ethical rules and manages behaviours in the workplace (Reilly et al., 2020). Much literature has explained ethical leadership basing arguments on the social learning theory whereby followers copy the behaviours of their leaders. Fewer authors base their arguments on the role theory (e.g., Hassan et al., 2021; Liu et al., 2020). Whilst the majority of authors agree that ethical leadership leads to reduced unethical behaviour, some authors point out that it is possible for the ethical leadership to lead to increased unethical behaviour under certain circumstances. As such, organisations need to train, develop and retain ethical leaders as a way to manage and reduce unethical behaviour (Liu et al., 2020). A similarity can be drawn between ethical leadership and code of conduct as an intervention to reduce unethical behaviour in that sanctions make the interventions more effective. Sanctions may have to be imposed by the ethical leader on individuals who behave unethically (Shao , 2019; Young et al., 2021). The sanctions can be a way of punishing transgressors to discourage unethical behaviour. In the next section punishing transgressors as an intervention to reduce unethical behaviour is discussed.

3.5. Punishing transgressors

Hirsh et al. (2018) asserts that punishment reduces the occurrence of actions that are associated with it. It is however challenging and complex to reduce unethical behaviour since such behaviour is contagious (Thiel et al., 2021). One can imagine that punishing transgressors as a way to reduce unethical behaviour has been in practice since time immemorial. However, this research noted that early research on punishment was done

by Becker (1968). Punishment is defined as a penalty for a committed offence such as unethical behaviour (Becker, 1968). This definition is very concise as it clearly highlights that penalties are imposed on transgressors. Very little research was done on punishment in an organisation until when Arvey and Ivancevich (1980) contended that punishment in an organisation would reduce unethical behaviour. What is evident in these early studies of punishment is that some would argue that use of punishment would be abused as some managers would use it to settle scores (Arvey & Ivancevich, 1980).

Punishment is commonly practiced in organisations (Wang & Murnighan, 2017) and is a measure that can be applied to reduce unethical behaviour (Jannat et al., 2022). Research on punishment of transgressors has evolved and contemporary literature to a large extent points to the fact that indeed punishment reduces unethical behaviour (Ayal et al., 2021; Ruiz-Palomino & Banon-Gomis, 2017 ;Schwepker & Good, 2017). It has been noted that organisations have also developed guidelines on when punishments can be applied so as to avoid abuse of the punishments and to maintain consistency. These guidelines can be in the form of formal codes of conduct. This author argues that punishment is the most effective tool to reduce unethical behaviour. It can be argued that without consequences such as punishment, interventions like code of conduct and ethical leadership will not be effective in reducing unethical behaviour because individuals will not have anything to fear. Hirsh et al. (2018) makes reference to costs of transgression arguing that if transgressions are not punished unethical behaviour is likely to increase as individuals learn that there are no costs associated with the transgressions.

Ten journal articles listed in Table 8 below were considered in this research to study punishment as a form of intervention to reduce unethical behaviour. All the authors agree that punishment reduces unethical behaviour. Once again, all the journal articles in Table 8 have an AJG ranking of at least three. What is consistent in the literature is that the punishment is applied in conjunction with another form of interventions to reduce unethical behaviour.

Table 8: Punishing transgressors

#	Name of journal	Year of publication	AJG ranking	Author
1	Academy of Management Journal	2022	3	Jannat et al.
2	Human resource management	2017	3	Ruiz-Palomino & Banon-Gomis
3	International Journal of Hospitality Management	2017	3	Schwepker & Good

4	Journal of business ethics	2019	3	Brink et al.
6	Journal of the Association for Information Systems	2021	4	Trinkle et al.
7	Organizational Behavior and Human Decision Processes	2021	4	Ayal et al.
8	Personnel Psychology	2021	4	Thiel et al.
9	Research in Organizational Behavior	2018	3	Hirsh et al.
10	Academy of Management Review	1980	4	Arvey & Ivancevich
11	Journal of Political Economy	1968	4	Becker
12	Public management review	2020	4	Fleming

Punishment with the aim of reducing unethical behaviour is more effective in individuals who are high in Machiavellianism (Brink et al., 2019; Ruiz-Palomino & Banon-Gomis, 2017). Machiavellianism involves manipulating others for personal gain at all cost (Jones & Mueller, 2022). This highlights the importance of personality traits in the effectiveness of interventions to reduce unethical behaviour as mentioned in section 3.4 above. In the above section, personality traits were important when ethical leadership was applied as an intervention method to reduce unethical behaviour. Clearly, individuals high in Machiavellianism are also high in unethical behaviour such that when there are penalties for engaging in unethical behaviour, it is expected that the unethical behaviour reduces. Jones and Mueller (2022) argue that individuals high in Machiavellianism will only behave unethically under certain conditions. This author would maintain that these conditions include provision for punishing transgressors.

Economic penalties are more effective methods of punishment to reduce unethical behaviour (Brink et al., 2019), but reputational penalties can also be applied (Brink et al., 2019). It is the effect of these anticipated outcomes that lead to reduced unethical behaviour (Hirsh et al., 2018). Even though penalties deter individuals from engaging in unethical behaviour, some individuals might rationalise their unethical behaviour by, for instance arguing that their supervisors forced them to behave unethically (Trinkle et al., 2021). In these cases, the individuals will be denying responsibility for their unethical behaviour, it further emphasised the fact that managing unethical behaviour through imposing sanction can be complicated.

Drawing from the social learning theory Thiel et al. (2021) maintains that unethical behaviour is contagious as it can be learnt from fellow employees. What this means is that punishment must be administered timeously to act as a deterrent to others who might want to imitate the unethical behaviour. The severity of the punishment also

determines if it will be effective in reducing unethical behaviour (Trinkle et al., 2021). It stands to reason that if the punishment is not severe enough, individuals can easily rationalise engaging in behaviour. Apart from the severity of punishment unethical behaviour is more likely when the chances of getting caught are high (Fleming, 2020; Trinkle et al., 2021). This means an individual can still engage in unethical behaviour if they believe they will not get caught even if the severity of the punishment is high (Trinkle et al., 2021). Essentially, to reduce unethical behaviour, severity of punishment must be high and chances of getting caught transgressing must also be high. This means organisations need to have mechanisms in place such as audits to check if any transgressions are committed in order to reduce unethical behaviour.

Vast literature has shown that punishment reduces unethical behaviour. However, punishment can promote unethical behaviour if it is perceived to be unjust by subordinates (Mooijmana & Graham, 2018). This suggests that punishment will reduce unethical behaviour if subordinates perceive that the manager is administering the punishment in a fair and consistent manner. A just punishment in this case strikes a balance between the severity of the transgression and severity of the punishment (Mooijmana & Graham, 2018). It is therefore important for the managers to clearly communicate, possibly in the form of codes of conduct, the descriptions of severity with respect to punishment and transgression. This will enable the manager and subordinates to refer to these descriptions as a way to ensure that punishments are administered fairly and consistently. To be able to identify the transgression, monitoring is required. In other words a system to monitor if employees are abiding by the rules and regulations of the organisation has to be implemented. Such monitoring is discussed in the next section.

3.6. Monitoring

Literature indicates that seminal work on monitoring was done by Ouchi (1979). During these early days of research on monitoring, an individual, usually the manager, would monitor another individual. Ouchi (1979) argued that the monitoring should be followed by evaluation and correction. As time progressed, the monitoring now also included technology (Aiello & Kolb, 1995; Nagin et al., 2002). With the growing use and availability of technology, it was now cheaper to use technology for monitoring purposes (Aiello & Kolb, 1995). One can argue that with the use of technology, bias in monitoring was reduced because an individual monitoring another individual can lead to bias which would hardly occur when a technology does the monitoring. What is common however,

is that monitoring irrespective of the type of monitoring, reduces unethical behaviour (Nagin et al., 2002; Ouchi, 1979).

Monitoring involves measuring, observing and controlling behaviour (Sundin & Brown, 2017) and thus can be used to reduce unethical behaviour in several ways. According to Staats et al. (2017), monitoring makes individuals feel accountable for their actions and also the data obtained from monitoring can be used to improve compliance. Further, the use of monitoring signals the management's commitment to compliance which will motivate the employees to improve compliance (Staats et al., 2017). Additionally, monitoring improves transparency (Shum et al., 2019; Staats et al., 2017) and the author argues that transparency is a major ingredient to reducing unethical behaviour. Individuals reduce unethical behaviour if they feel they are surrounded by transparent peers (Zhang et al, 2022). One can argue that an environment with improved transparency encourages individuals to avoid unethical behaviour as there would be greater chances of the unethical behaviour to be exposed. Transparency has been shown to improve behavioural integrity and this helps an organisation to identify, monitor and reduce unethical behaviour (Shum et al., 2019).

As shown in Table 9 below, this research reviewed empirical studies on monitoring for the period 2017 to 2022. Table 9 shows that ten articles described monitoring as an intervention to reduce unethical behaviour. This number is very similar to the 12 articles in Table 8, which described punishment as an intervention to reducing unethical behaviour. A study conducted by Staats et al. (2017) revealed that monitoring improves compliance. This compliance can be complying with regulations around expected behaviour. This implies that high compliance with these regulations will lead to reduced unethical behaviour. To demonstrate this finding, Staats et al. (2017) monitored if health workers were following hygiene protocols in the line of duty. It was demonstrated that when the monitoring mechanism was removed hygiene protocols were increasingly disregarded. In this case disregarding the health protocols would be clear unethical behaviour. When the monitoring mechanism was installed, the health workers complied more with the hygiene protocols thus proving that monitoring reduces unethical behaviour.

Table 9: Monitoring

#	Name of journal	Year of publication	AJG ranking	Author
1	Journal of business ethics	2019	3	Shum et al.

2	Journal of business ethics	2021	3	Mutschmann et al.
3	Journal of business ethics	2021	3	Bai et al.
4	Management science	2017	4	Staats et al.
5	Public Organization Review	2020	2	Schomaker
6	Management science	1979	4	Ouchi
7	American economic review	2002	4	Nagin et al.
8	Journal of applied psychology	1995	4	Aiello & Kolb
9	Academy of Management Review	2005	4	Inkpen & Tsang
10	Accounting, Auditing & Accountability Journal	2017	3	Sundin, H., & Brown

Shum et al. (2019) agrees with the argument that monitoring reduces unethical behaviour. Severe corporate scandals across the globe have led to enactment of laws in several countries to monitor operations in organisations in an attempt to reduce unethical behaviour (Mutschmann et al., 2021). Shum et al. (2019) declares that the scandal at Volkswagen whereby employees manipulated emission tests happened because the employees were not being monitored. The argument here is that had the Volkswagen employees been monitored, they would not have engaged in the unethical behaviour of tempering with the emission test results (Shum et al., 2019). It can be argued that employees engage in some of the unethical behaviours as a way to impress managers by increasing sales or meeting targets. In this case with monitoring in place, the manager would be able to reprimand the employees and continued unethical behaviour will be averted thus preventing reputational damage and the consequences related to unethical behaviour.

Monitoring is however not without disadvantages. Monitoring can be perceived as a signal of distrust by management which can result in employees reducing compliance thus promoting unethical behaviour (Staats et al., 2017). This is not to say monitoring must not be conducted as benefits outweigh the disadvantages of applying monitoring as an intervention to reducing unethical behaviour.

3.6.1. Monitoring tools

Auditing is one effective monitoring tool that can be used to reduce unethical behaviour (Mutschmann et al., 2021; Schomaker, 2020). Findings by Mutschmann et al. (2021) suggest that auditors outsourced from external sources are more efficient in reducing unethical behaviour particularly when managing individuals with dark personality traits such as Machiavellianism, narcissism, and psychopathy. It can be argued that individuals

with dark traits can manipulate internal auditors more easily thus rendering them less effective in monitoring them.

Bai et al. (2021) contends that social capital is yet another monitoring mechanism against unethical behaviour. Social capital is defined as “ the aggregate of resources embedded within, available through, and derived from, the network of relationships possessed by an individual or organization” (Inkpen & Tsang ,2005, p. 151). From the definition, it stands to reason that social capital allows the society with its shared moral values to work as a unit such that those transgressing the moral values can be identified and exposed. Social capital reduces unethical behaviour by imposing reputational costs on individuals who violate societal norms (Bai et al., 2021). These societal norms could include discouraging unethical behaviours in the workplace. However, it would be expected that social capital will reduce unethical behaviour in countries with high social capital such as the United States (Bai et al., 2021). It has been established that codes of conduct, ethical leadership, punishing transgressor and monitoring are approaches which can be applied to reduce unethical behaviour. What is common amongst these approaches is that they are mainly driven by the managers. As the next section will show, whistle blowing can be used to reduce unethical behaviour and can be initiated by the employee.

3.7. Whistleblowing

Elliston (1982), who examined the aspects of disclosing the wrongdoing by others while concealing one’s identity, did seminal work on whistleblowing. More work on whistleblowing was conducted by Micelli and Near (1985) who brought to light the importance of exposing wrongdoing. Jensen (1987) defined whistleblowing as an act of communication, which has the following characteristics: it is intentional, responsive, accusatory, public and support seeking. However a more widely used definition of whistleblowing in literature is ““the disclosure by organization members (former or current) of illegal, immoral, or illegitimate practices under the control of their employers, to persons or organizations that may be able to effect action” (Near & Micelli, 1985,p.4).

The definition by Jensen (1987) does not clearly put across that the act of wrongdoing is one that is communicated and the definition by Near and Micelli (1985) implies that a whistleblower can only be an employee of the organisation involved. This author can define whistle blowing as disclosing wrongdoing by an individual or organisation by an individual with privileged information, usually an employee of the same organisation.

This definition brings out the fact that the whistleblower exposes the wrongdoing by communicating. More importantly, this definition by the author does not limit the whistleblower to being an employee of the company involved. This is important because the author argues that a whistle blower does not necessarily have to be an employee of the organisation involved.

Whistleblowers are the individuals who expose the wrongdoing and are hailed as heroes by some (Culiberg & Mihelic, 2017), but others view them as malicious and disgruntled individuals fighting personal wars (Barnett, 1992). Research on whistleblowing expanded during the 1990s with Near and Miceli (1996) asserting that whistleblowing has three actors which are the wrongdoer, the whistleblower and the recipient of the report from the whistleblower.

Literature shows that studies on whistleblowing up to the turn of the century did not focus much on the impact the whistleblowing has on unethical behaviour. Cho and Song (2015) argued that whistleblowing reduces unethical behaviour. From these assertions by Cho and Song (2015), many other researchers such as those listed in Table 10 below agreed that whistle blowing reduces unethical behaviour. For one to blow the whistle, the intention to be a whistleblower has to exist first (Kaptein, 2022). Kaptein (2022) asserts that intention to externally whistleblow increases as observed unethical behaviour increases. This suggests a cycle whereby unethical behaviour increases leading to increased whistleblowing. After the whistleblowing, the unethical behaviour reduces and the cycle continues.

Table 10: Whistleblowing

#	Name of journal	Year of publication	AJG ranking	Author
1	Journal of business ethics	2018	3	Taylor and Curtis
2	Journal of business ethics	2019	3	Cheng et al.
3	Journal of business ethics	2022	3	Kaptein
4	Southern Economic Journal	2018	2	Feltovic and Hamaguchi
5	Journal of business ethics	1982	3	Elliston
6	Journal of business ethics	1987	3	Jensen
7	Journal of business ethics	2017	3	Culiberg & Mihelic
8	Journal of business ethics	1992	3	Barnett
9	Journal of management	1996	4	Near & Miceli
10	Public Personnel Management	2015	2	Cho & Song
11	Personnel psychology	1985	4	Micelli & Near
12	Journal of business ethics	2021	3	Zhou et al.

13	Public Personnel Management	2019	2	Ugaddan & park
14	Journal of business ethics	2018	3	Latan et al.
15	Journal of business ethics	2021	3	Latan et al.
16	Journal of business ethics	2018	3	Alleyne et al.
17	Public Personnel Management	2021	2	Potipiroon& Wongpreedee
18	Journal of business ethics	2020	3	Park et al.
19	Organization studies	2020	4	Kenney et al.
20	Journal of business ethics	2019	3	Smali & Arroyo
21	Journal of accounting research	2020	4	De Simone et al.
22	Journal of business ethics	2017	3	Watts & Buckley
23	Journal of business ethics	2019	3	Vandekerckhove & Phillips

Compared to the other interventions to reduce unethical behaviour studied in this research, whistleblowing is the most widely studied with 23 articles shown in Table 10 above. Today's world is rife with unethical behaviour and whistleblowers have exposed fraud, health threats and dangerous working environments (Kenny et al., 2020). Zhou et al. (2021) supports the claim that whistleblowing reduces unethical behaviour, however cautioned that there could be retaliation by the wrong doer. One important aspect that the literature is not really addressing is what happens after the whistleblower reports the wrong doing by others. One would argue that the whistleblower needs to be encouraged and protected. In this sense the whistleblower could be encouraged if prosecution or at least an investigation would be conducted against the wrongdoers. This author argues that if employees could observe prosecutions then they would be encouraged to report more unethical behaviours and thus reduce unethical behaviour even further.

Whistleblowing is an important tool for preventing and detecting unethical behaviour, but the whistle blower requires protection (Ugaddan& Park, 2019). Laws such as False Claims Act and Whistleblower Protection Enhancement in the United States seek to protect the whistleblower (Ugaddan& Park, 2019). With such laws in place, unethical behaviour is expected to reduce as the whistleblowers would feel they would be safe after blowing the whistle. It is debatable if the whistle blowers are given enough protection because as shown in table 11 below, the identities of some whistleblowers have been published. This raises the concern that if the identification of whistleblowers is published, they might be victimised and this would discourage the whistleblowers from coming forward. The argument would then be that if whistleblowers do not expose unethical behaviour, more unethical behaviour might be encouraged.

Table 11: Whistleblowers

Whistleblower	Company	Unethical behaviour	Author
Michael Woodford	Olympus	Money laundering	Vandekerckhove & Phillips
Sherron Watkins	Enron	Fraud	Smaili & Arroyo
Cynthia Cooper	Worldcom	Fraud	Smaili & Arroyo
Bradley Birkenfeld	UBS	Tax evasion	De Simone et al.
Edward Snowden	NSA	surveillance	Watts & Buckley
Frank camps	Ford	Selling defective cars	Watts & Buckley

Much literature has focused on two methods of conducting whistleblowing, which are internal and external whistleblowing. Internal whistleblowing is done using internal structures such as reporting unethical behaviour to a manager (Park et al., 2020; Potipiroon & Wongpreedee, 2021). External whistleblowing is done through reporting the unethical act to structures outside the organisation for example to a law enforcement agency or a news outlet (Latan et al., 2018; Alleyne et al., 2018). With the evolution of technology Latan et al. (2021) posit that reporting an unethical act online or virtually is another approach to expose wrongdoing. Latan et al. (2021) argues that whistleblowing virtually on platforms such as social media yields quicker results. From the assertion by Latan et al. (2021), one can argue that if virtual whistleblowing is efficient, it can be used widely and unethical behaviour can be reduced even more efficiently.

3.8. CIMO logic

The term context-intervention-mechanism-output (CIMO) logic was coined by Denyer et al. (2008) and mentioned that Management requires context, intervention, mechanism and outcome . Maesschalck (2021) integrated CIMO logic into managing unethical behaviour arguing that the study of managing unethical behaviour has been focusing on intervention and output only and that context and mechanism also need to be accorded more attention.

Several authors have applied CIMO logic to address their management problems. Watson et al. (2020) posits that CIMO logic approach improves managing business problems. CIMO logic ensures the reliability and validity of findings and recommendations of research (Makhashen et al., 2020). Lehtinen et al. (2022) argues that the CIMO logic offers a framework to find solutions, which will effectively address forms of unethical behaviour. Hence it can be argued that using CIMO-logic, effective recommendations on how to reduce UB can be developed. The components of CIMO logic are explained in Table 12 below.

Table 12: Components of CIMO logic

Component	Explanation
Context (C)	The surrounding (external and internal environment) factors and the nature of the human factors that influence behavioural change. They include features such as age, experience, competency, organizational politics and power, the nature of the technical system, organizational stability, uncertainty, and system interdependencies.
Intervention (I)	The interventions managers have at their disposal to influence behaviour. For example, leadership style, planning and control systems, training, and performance management.
Mechanism (M)	The mechanism that in a certain context is triggered by the intervention. For example, empowerment.
Output (O)	The outcome of the intervention in its various aspects

Adapted from Denyer et al. (2008)

For this study, the output would be reduced unethical behaviour. The CIMO-logic approach will bring to light the context in which the intervention is more effective. A catalogue can be developed to show which intervention applied in a certain context will be most effective in reducing unethical behaviour.

Table 13: CIMO logic

#	Name of journal	Year of publication	AJG ranking	Author
1	Organization studies	2008	4	Denyer et al. (2008)
2	Journal of business ethics	2021	3	Maesschalck (2021)
3	Journal of business research	2020	3	Watson et al. (2020)

4	Journal of Enterprise Information Management	2020	2	Makhashen et al., 2020
5	International Journal of Project Management	2022	2	Lehtinen et al. (2022)

Fewer articles suggesting that CIMO logic can be applied to reduce unethical behaviour were obtained. As shown in Table 13, five articles were obtained meaning 4.5% of the articles suggested CIMO logic as an intervention for managing unethical behaviour. The fewer articles could be indicative of how new the research on CIMO logic is.

3.9. Conclusion

The literature for this study has been obtained from top tier and peer reviewed journal articles. The literature has revealed that scholars have been studying unethical behaviour for decades and is still being significantly studied. It has been shown that unethical behaviour is an important topic of study as it can have a huge effect on the survival of organisations. Various interventions to reduce unethical behaviour have been identified of which establishing a code of conduct is the most widely applied. The literature has indicated that whistleblowing as an intervention is gaining much attention from scholars with the use of CIMO logic being one of the most recent interventions to be studied. With unethical behaviour still being observed in organisations, there is every indication that unethical behaviour will continue to be a topic of interest to researchers.

Chapter 4: Discussion of literature review

4.1. Introduction

In this chapter, the findings of the literature review will be discussed and critiqued. The discussion will have a particular focus on addressing the review questions. The first three sections of this chapter will address the three review questions. In the other section research gaps in the management of unethical behaviour will be identified. From the research gaps, research questions will be developed and these questions will form the basis of possible future studies.

4.2. How have organisations sought to reduce unethical behaviour?

Unethical behaviour in organisations has detrimental effects on the organisation (Wang et al., 2022; Fleischman et al., 2019) and it is important that unethical behaviour is studied (Lin et al., 2018) to gain more knowledge on how to manage it. It has been established that unethical behaviour cannot be eradicated but can be managed and reduced (Jannat et al., 2022; Belle & Cantarelli, 2017). This study has revealed that organisations have been applying various interventions to manage unethical behaviour since the 1960s. Table 5 indicates that twenty different interventions such as code of conduct, ethical leadership and whistleblowing appeared in the literature. This is certainly not an exhaustive list as this study was mostly limited to articles published between 2017 and 2022. However, for the purpose of understanding the current debates and trends on how to manage unethical behaviour, Table 5 is quite inclusive.

During the period under study, the number of articles published per year has generally remained the same as shown in Figure 4. Publications seemingly remain the same in terms of quantity as indicated by the trend line (in red). This could be an indication that the area of study is reaching saturation such that if new areas of study regarding unethical behaviour are not developed, a downward trend in the articles published will be observed. On the other hand one could argue that with unethical behaviour being on the rise (Newman et al., 2020), scholars will continue to study unethical behaviour until more effective interventions to reduce it are achieved.

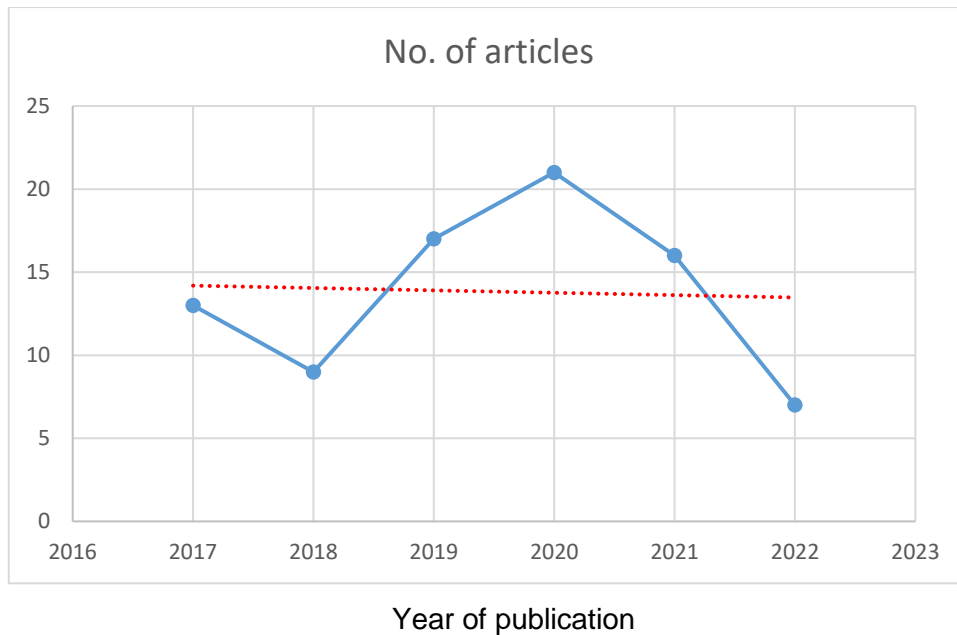


Figure 4: Trend of management of unethical behaviour articles over the years (2017-2022)

The construct of unethical behaviour is old with early studies by Hegarty & Sims (1978) indicating that unethical behaviour was already being studied in the 1970s. A wider period of study would have given a better reflection of the trend of frequency in the number of published items with respect to unethical behaviour.

Research on constructs occurs in a cycle comprising of nascent, intermediate and mature stages (Aladag et al., 2020; Danese et al., 2018). Table 13 below shows the stages of research on unethical behaviour.

Table 14: Research life cycle

Stage of research cycle	Characteristics	Examples in the unethical behaviour studies
Nascent	Characterised by qualitative data collected by interviews, observations and field documents analysed by thematic content. (Danese et al., 2018)	(Becker, 1968).
Intermediate	Aims to identify relationships between new and old constructs. Applied qualitative and quantitative data analysis. Testing propositions Aladag et al. ,2020)	Near & Miceli (1985) (Barnett, 1992)

Mature	Characterised by hypothesis testing, statistics and data is quantitative collected mainly with surveys (Danese et al., 2018)	Zheng et al.(2022) Kaptein (2022)
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Danese et al. 2018 presents nascent, intermediate and matured research as separate categories, Aladag et al. (2020) argues that they are a continuum. This author agrees with Aladag et al. (2020), because this research has shown overlaps between the categories. It was particularly difficult to find articles which could clearly be categorised as nascent. Some of the earliest articles used in this research such as Hegarty & Sims (1979) involved statistics whereby one would expect statistics to appear in mature research. Rettig (1966) used questionnaire and statistics in one of the seminal articles of my research and Arvey & Ivancevich (1980) used propositions in yet another seminal article in my study. As shown in Table 13, propositions and statistics are characteristics of mature research. This brings to light the argument that there are overlaps between categories.

A total of 43 different journals were used for this study (See appendix B). Figure 5 depicts the top five journals with the most articles used in this study. As shown in Figure 5 below, most of the articles related to managing unethical behaviour were published in the Journal of Business Ethics which accounted for 36% of the journal articles.

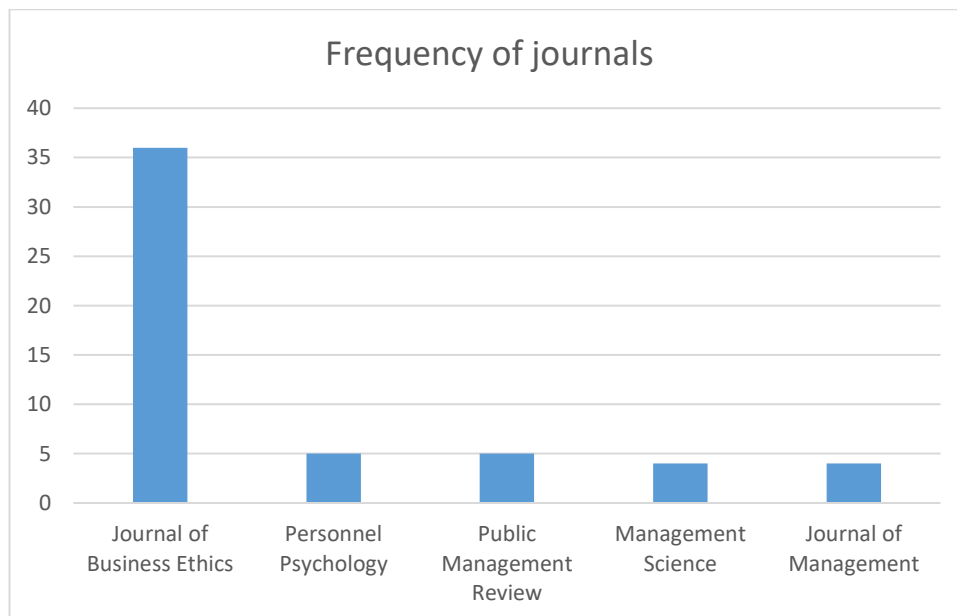


Figure 5: Distribution of leading journals on management of unethical behaviour

It is not surprising that most of the journal articles used in this study were obtained from Journal of Business ethics because the key search words for this study involved the issue of ethics in businesses. Considering that ethics are related to the psychology of humans, it stands to reason that many journal articles were obtained from the Personnel Psychology journal.

It is important to point out that most of the articles obtained were reporting on empirical studies conducted largely in the USA and Asia with no evidence of studies done in Africa. Figure 6 shows that 44% of the studies were done in the USA. This justifies the call by Barnard et al. (2017) to conduct more business studies in Africa. Possible explanation for more publications in the USA, Asia and Europe could be the availability of funding for research when compared to countries in Africa and South America.

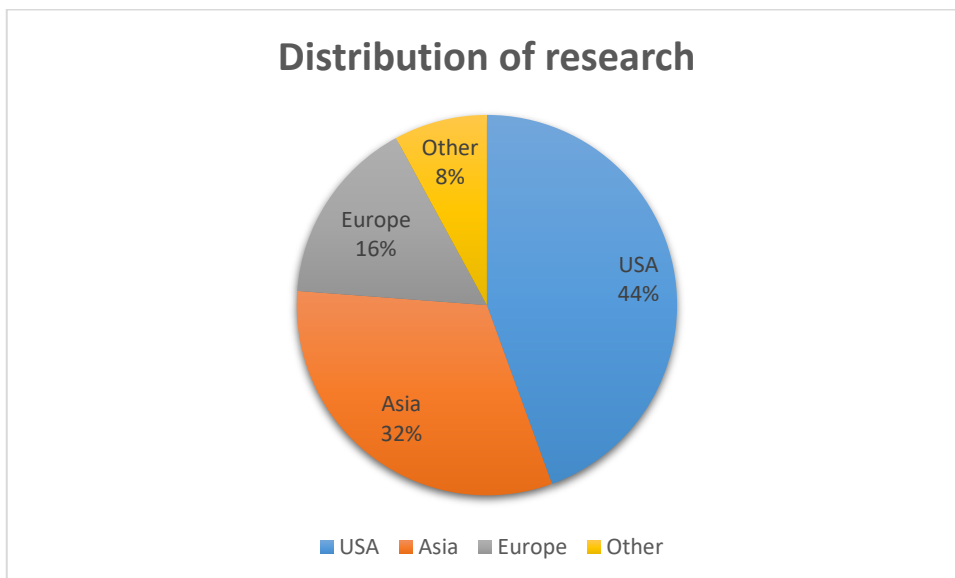


Figure 6: Distribution of management of unethical behaviour across continents

The lack of research in Africa implies that the findings of the studies may not be generalised to Africa since unethical behaviour is viewed in a certain context. This is not to say, studies on management of unethical behaviour have never been conducted in Africa. The inclusion and exclusion criteria for this study might have excluded some publications in the article search. This is one gap in the study whereby future studies can widen the inclusion criteria to include studies performed in Africa.

Researchers have agreed that the most commonly applied intervention to manage unethical behaviour is the use of code of conduct (Lin et al., 2018); Slaughter et al., 2020). In America over 80% of organisations use code of conduct to manage unethical

behaviour (Slaughter et al., 2020). It is plausible that code of conduct is the most common intervention because one could argue that most of the other interventions seem to be based on the organisation's code of conduct. For example punishment can only be applied after an employee has transgressed company rules and regulations which form the code of conduct. Additionally, whistleblowers can expose wrongdoers after they break the code of conduct. Furthermore, ethical leadership would be effective in an organisation where the leaders abide by the code of conduct.

Whether the most common intervention is the most effective is debatable. This is a gap in this study because this research did not establish the most effective intervention to manage unethical behaviour. The most studied interventions were established in this study and will be discussed in the next section.

4.3. What are the most studied interventions applied to manage unethical behaviour in the past five years?

Table 4 highlights the interventions that have been studied to manage unethical behaviour and Figure 7 below shows the five most frequently studied interventions. It is important to highlight that there is a difference between the most studied and the most applied interventions. The most studied is not the most used intervention to reduce unethical behaviour.

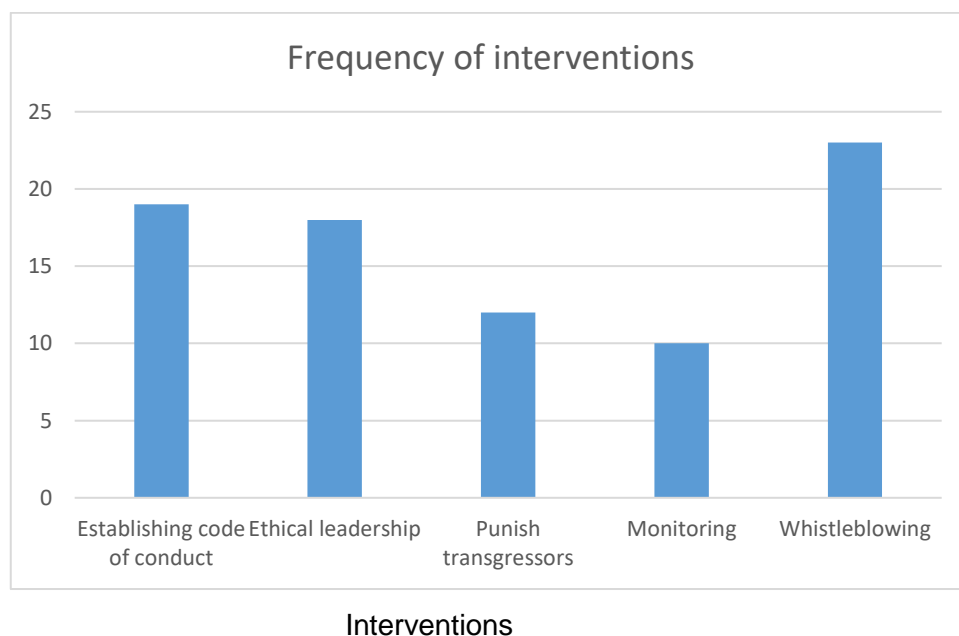


Figure 7: Distribution of the most widely used interventions to reduce unethical behaviour

As this study reveals, whistleblowing is the most studied but code of conduct is the most applied intervention by organisations. Furthermore, having distinguished most studied

and most applied, the author argues that there is also the most efficient intervention to reduce unethical behaviour. This study did not however establish which intervention would be most efficient. Future researchers could further investigate how CIMO logic could be applied to determine the most efficient intervention to reduce unethical behaviour

During the period of review, whistleblowing has been the most frequently studied intervention to manage unethical behaviour accounting for 23 out of the 109 articles. It would be interesting to find out if whistleblowing has always been the most frequently studied intervention to manage unethical behaviour. This is a gap that future researchers could study. One can argue that historically, there were fewer studies on whistleblowing since the literature shows seminal work on whistleblowing done by Elliston (1982). This was done much later than work on code of conduct done by Hegarty and Sims (1979). As such it can be argued that scholars were still growing appetite to study whistleblowing as an intervention to manage unethical behaviour until the 1980s.

Establishing a code of conduct and ethical leadership had 19 and 18 articles respectively. During the period of study these two approaches have had similar attention from scholars. Punishment and monitoring account for 12 and ten articles respectively. The differences in the frequencies of articles can be explained by the differences in the stages of literature development of each article. For example, study on code of conduct is mature hence attracting decreasing attention from scholars and study on whistleblowing is still growing hence would attract more research. CIMO logic has fewer publications probably due to the fact that it is a fairly new area of research whose seminal work was started by Denyer et al. (2008)

4.4. Theories explaining behaviour

The literature has shown that the behaviour of individuals can be explained by theories. The social identity theory whose early work was done by Tajfel et al. (1971) and the social learning theories coined by Bandura in the 1960s (Manz & Sims, 1980) traditionally explained social human behaviour. In my opinion, these two theories evolved into the social cognitive theory coined by Bandura in 1986. The social cognitive theory suggests that cognitive processes determine human behaviour (Zhao & Zhou, 2020). In other words, human behaviour is determined after some thinking, reasoning and remembering past experiences and imitating others.

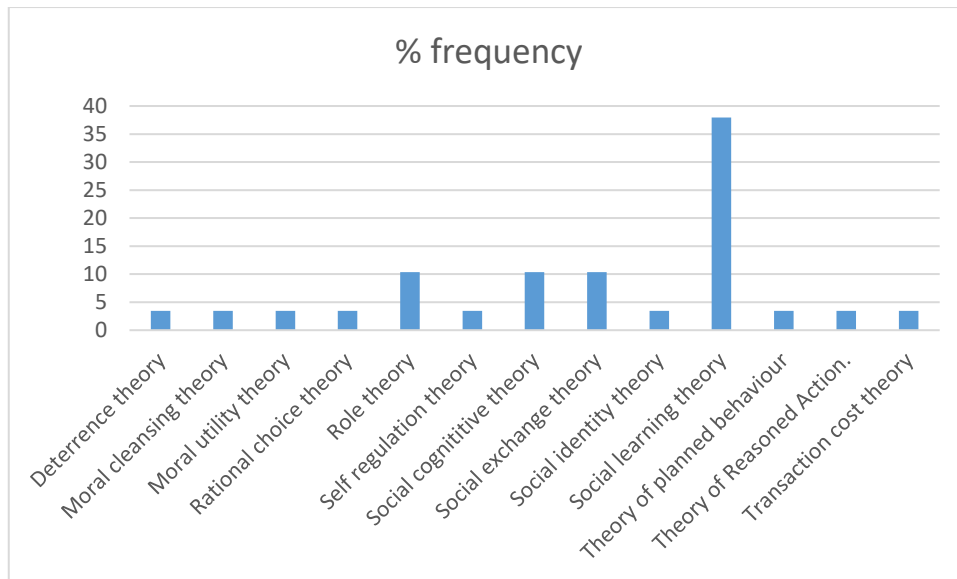


Figure 8: Frequencies of theory used to explain unethical behaviour

As depicted in Figure 8 above social learning theory accounts for close to 40% of the theories used to explain unethical behaviour. This means that more individuals copy the behaviour of those around them suggesting that much of the unethical behaviour is copied from the colleagues around. Considering that establishing a code of conduct is the most widely used intervention, it means the code of conduct will guide the individual to behave appropriately. As more individuals abide by the code of conduct that behaviour is copied by others thus leading to reduced unethical behaviour. It is also observed from Figure 8 that the role theory, social cognitive theory and social exchange theory contribute 10% each to the theories used by scholars to explain unethical behaviour.

4.5. Machiavellianism

Apart from idealism and relativism (Ko et al., 2019) mentioned in section 3.4, numerous authors argue that Machiavellianism is another human trait that makes it difficult to manage unethical behaviour (e.g., Lin et al. 2018; Castille et al. 2018; Cheng et al 2019 ;Ruiz-Palomino & Banon-Gomis 2017; Mutschmann 2021). Machiavellianism is one's propensity to use unethical means to achieve one's goals (Monaghan et al., 2018). It would appear that Machiavellianism is an important factor in determining the success of the applied intervention to manage unethical behaviour. Those high in Machiavellianism are more likely to engage in unethical behaviour (Jones & Mueller, 2022). One can argue that the hiring process can include psychometric tests which can help to determine an individual's Machiavellianism and can also be used to determine an individual's level of idealism and relativism. This can assist management to hire individuals who will respond more favourably to efforts directed at reducing unethical behaviour.

4.6. Contribution of study

This study has answered calls by (Bonner et al., 2017; Lin et al., 2018; Jannat et al., 2022) to research on managing unethical behaviour. This research has contributed to the body of knowledge about managing unethical behaviour by identifying the different interventions to reduce unethical behaviour. Furthermore, it has been demonstrated that unethical behaviour is an important aspect of management which if not managed can lead to the collapse of an organisation. It has also been shown that in the past five years, whistleblowing has been the most studied intervention to manage unethical behaviour. It has also been shown that unethical behaviour cannot be stopped completely but can be reduced. The knowledge that unethical behaviour continues to exist in the workplace challenges the scholar to continue studying and finding better interventions to reduce unethical behaviour.

Practically, the organisations can now be aware that there are various ways they can implement to reduce unethical behaviour. Managers can be aware that managing unethical behaviour is not only limited to code of conduct and punishment but other interventions such as religion and giving subordinates optimism can also reduce unethical behaviour. Essentially, managers can apply the different interventions to manage unethical behaviour and this could give the organisation longevity. Considering that the methodology followed in this research is documented, other researchers can repeat the study. Apart from the contributions, the study has identified areas of possible future studies.

4.7. What are the suggestions for future research?

This study had limitations. Although searches for information was done on reputable databases such as Scopus, Business Source Complete and Google, future studies can also include Web of Science database. More knowledge can be acquired from the Web of Science database to enrich the quality of the study. The study was also limited to articles published between 2017 and 2022 and this meant that comprehensive trends could not be established for the different interventions. Future research can widen the period of study to get clearer trends on how the interventions are developing. Table 14 below highlights the gaps and areas of possible future studies.

Table 15: Gaps and future research

Gap	Future research
Did not use Web of Science	Web of science database to be included in the future
Lack of empirical studies on unethical behaviour from Africa	More studies on unethical behaviour in Africa
Studies do not indicate which one of the interventions is the most effective in managing unethical behaviour	Conduct a study comparing the effectiveness of the various interventions to manage unethical behaviour. Possible apply CIMO logic
This study did not show trends over a longer period	Future studies could study trends of interventions to manage unethical behaviour for a period wider than 2017-2022
This study did not show if interventions affect men and woman differently	Future studies could assess how differently the interventions would affect men and women both as managers and as subordinates.
The study did not review all the interventions to managing unethical behaviour	More interventions such as mentoring and manipulating attention could be studied.

There is overwhelming evidence that studies in Africa on managing unethical behaviour do not make it into top tier journals. Indeed, Barnard et al. (2017) argue that studies in Africa on management are less visible. Future studies could consider research on managing unethical behaviour in the African context. This study managed to establish that code of conduct is the most common intervention to manage unethical behaviour (Slaughter et al., 2020) but did not show which intervention is the most effective in reducing unethical behaviour. Future studies could establish which intervention most effectively reduces unethical behaviour. This research showed that whistleblowing is the most studied intervention in the period between 2017 and 2022. It would be interesting to investigate the trends over a longer period to establish which intervention is studied more over a given period of time and possibly explain the differences.

There is no study to show if ethical leadership affects women and men differently in reducing unethical behaviour (Young et al., 2021). It has been proven that men are more unethical than women (Atif et al.2021; Zaal et al., 2019; Bossuyt & Kenhove, 2018) but it would be interesting to investigate how ethical leadership of the genders impact the reduction of unethical behaviour. Taylor & Curtis (2018) contend that no research has

investigated mentoring as an intervention. Future studies could investigate the effect that mentoring could be used to manage and reduce unethical behaviour. One could argue that individuals being mentored would imitate the behaviour of the mentor such that if the mentor exhibits unethical behaviour the mentored person could also practice unethical behaviour. Manipulating attention is a promising intervention to reduce unethical behaviour (Leib et al., 2019). Scholars could also further investigate how the manipulation of employee attention by managers affects unethical behaviour.

The research was effective because the review questions were addressed. The study made contributions to theory, practice and methodology. The methodology followed was recorded which means it is replicable which is one of the characteristics of a structured literature review. The majority of journal articles used are from top tier journals thus ensuring the quality of the information obtained. Gaps in the research were identified and these gave rise to suggestions on future research. However, the research could have been more effective had more information been obtained from the Web of Science Journal. The Web of Science Journal is of high quality and articles from it would have improved the quality of information sourced.

Some information was recorded manually on Microsoft Excel and some was processed using Atlas ti. The efficiency of processing the information would have been improved by using only Atlas ti. In other words a complete migration from Microsoft Excel to Atlas ti would greatly improve data analysis and processing. Furthermore, it is preferred that sampling is conducted by two reviewers to ensure quality of sample (Snyder,2019). The sampling for this study was conducted by one researcher and this might have to some extent compromised the quality of sampling and consequently the data obtained. Two samplers could have performed the sampling and then combined the data obtained to minimise the impact of human traits such as bias.

4.8. Conclusion

The contribution to theory and practice has been discussed in this chapter with the major contribution being to the body of knowledge on management of unethical behaviour. Gaps have been identified which can be addressed by future research. These gaps give rise to research questions which are highlighted in the next chapter.

Chapter 5: Formulation of Research Questions

5.1. Introduction

This study was a structured literature review of reducing unethical behaviour that identified and analysed 110 articles predominantly published from 2017 to 2022 in top tier journals. The consistent opinions by scholars that unethical behaviour needs to be studied further to find ways to manage it formed the basis for this study. As a contribution, this study provides a clear reflection of the trends in the managing of unethical behaviour literature by comparing the content of the articles. A structured literature review of existing literature indicates that organisations apply different interventions to manage unethical behaviour. Chief amongst the most studied interventions are establishing code of conduct, ethical leadership, punishing transgressors, monitoring and whistle blowing. Establishing a code of conduct is the most common intervention applied by organisations to manage unethical behaviour (Slaughter et al., 2020), but whistleblowing is the most widely studied intervention in the past five years.

Whilst the literature points to the fact that there are many different interventions to manage unethical behaviour, it can be argued that there is a common thread amongst these interventions. One can argue that the interventions are based on the principle that individuals would want to avoid the consequences of behaving unethically. In other words an organisation puts in place rules and regulations to guide expected behaviour, and those who transgress these regulations will face penalties. It is with this background that this author argues that punishment is the most effective intervention to reduce unethical behaviour. It is quite clear to the author that without punishment all the other interventions will not be very effective in reducing unethical behaviour.

5.2. Gaps and Research Questions

Gaps in the field have been identified as shown in Table 14 above. For example, none of the 110 articles studied had Africa as a context. Most of the literature indicates that empirical studies were conducted in the US, UK or Asia. The difference in culture and norms would make it worthwhile to investigate how unethical behaviour is managed in Africa. In the literature studies, the researchers were not coming out clearly indicating the most effective intervention to reduce unethical behaviour. It was clear that establishing a code of conduct is the most commonly applied intervention to manage unethical behaviour but it is debatable if it is effective in managing unethical behaviour.

Since this author has argued that punishment can improve the effectiveness of the other interventions to manage unethical behaviour, researchers in the future can investigate the moderating effect of punishment on the various interventions to reduce unethical behaviour. For example, an empirical study could investigate the moderating effect of punishment on the relationship between ethical leadership and unethical behaviour. This literature review has shown that as ethical leadership increases, unethical behaviour decreases. However, we are not sure of how punishment will affect this relationship. Generally ethical leadership depends on followers imitating the behaviour of the leader without necessarily involving punishment.

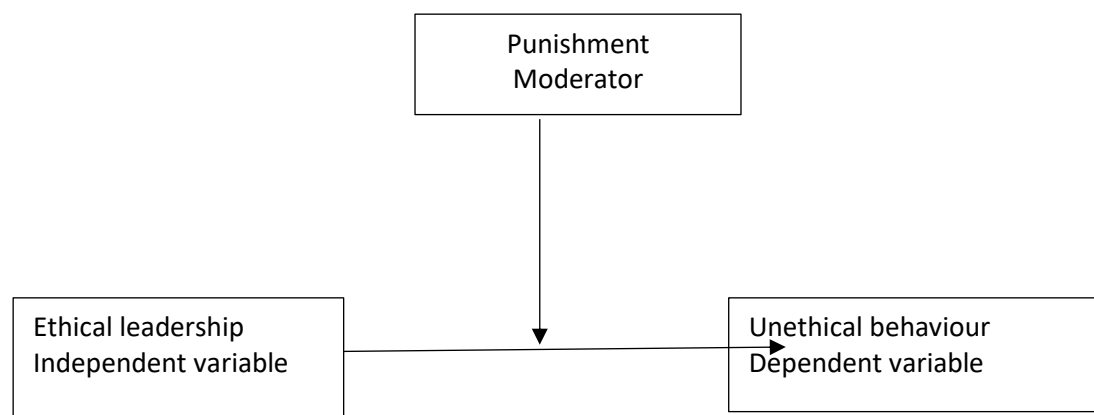


Figure 9: Conceptual model (Source: Author)

Deriving from the conceptual model in Figure 9 above, a research question and hypothesis can be developed

Research question: What effect does punishment have on the relationship between ethical leadership and unethical behaviour?

Hypothesis: Punishment will moderate the relationship between ethical leadership and unethical behaviour yielding a negative relationship.

A study to answer such a research question will contribute to the body of knowledge regarding management of unethical behaviour. It will help us to better understand the extent of the effect of punishment on the relationship between ethical leadership and unethical behaviour. Practitioners would know if they can use punishment to regulate the impact ethical leadership has on reducing unethical behaviour.

Which intervention should an organisation apply to reduce unethical behaviour? This is perhaps a question that can be answered by CIMO logic. Literature revealed that unethical behaviour can be managed using CIMO logic Maesschalck (2021). It would be

interesting to investigate the contexts and the mechanisms applied when interventions are used to reduce unethical behaviour. in this case the research questions would be;
 Research question: What are the contexts in which interventions effectively reduce unethical behaviour?

Research question: What mechanism is triggered for an intervention to effectively reduce unethical behaviour?

Furthermore, a study can be conducted to match a context to the corresponding intervention and mechanism. In other words, a catalogue matching corresponding context, innovation, mechanism and output can be developed (Maesschalck, 2021). The output in this case is reduction in unethical behaviour. Both scholars and practitioners can then refer to this catalogue to determine how best to manage particular unethical behaviour in certain contexts.

Research questions can be developed from the gaps and possible future studies highlighted in Table 14 above. The possible research questions are developed in Table 15 below.

Table 16: Future Research Question

Future research	Research question
More studies on unethical behaviour in Africa	What are the current interventions applied to reduce unethical behaviour in the African context?
Conduct a study comparing the effectiveness of the various interventions to manage unethical behaviour	Which intervention is most effective in reducing unethical behaviour?
Future studies could study trends of interventions to manage unethical behaviour for a period wider than 2017-2022	What are the trends of interventions to managing unethical behaviour?
Future studies could assess how differently the interventions would affect men and women both as managers and as subordinates.	Are men and women affected differently by interventions to reduce unethical behaviour?
More interventions such as mentoring and manipulating attention could be studied.	Can mentoring and manipulating attention reduce unethical behaviour?

To conclude, this structured literature review has both strengths and limitations. The most notable strength is that the study followed a clear and rigorous literature review

procedure which used information obtained from high quality journals. On the other hand, the use of journal articles that satisfied a stringent selection criteria was a certain limitation. Some information about reducing unethical behaviour in books or journals which are not ranked in the Academic Journal Guide was not included in this study. Furthermore, suggestions for future studies stemmed from the analysed literature. This limited the author to come up with future research studies stemming from the analysed literature.

5.3. Conclusion

Research on unethical behaviour has been conducted for several decades but continues to be studied as unethical behaviour continues to be on the rise in organisations. The devastating effects of unethical behaviour on organisations makes research into interventions to reduce unethical behaviour critical. Several interventions to reduce unethical behaviour have been identified chief amongst them being establishing code of conduct, ethical leadership, monitoring, whistle blowing, punishing transgressors and whistleblowing. There is not much evidence of studies being conducted in Africa on interventions to reduce unethical behaviour. This is a gap that researchers can address in future studies. Future studies can also research on determining the most efficient intervention to reduce unethical behaviour. Current research does not indicate the most efficient intervention to reduce unethical behaviour. CIMO logic can be used in the future to determine the most efficient interventions to reduce unethical behaviour in various contexts.

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Appendix A

Data collection

Name of journal	Vol of journal	AJG ranking	Author	Findings
Journal of business ethics	2022	3	Jannat et al.	Control elements such as monitoring, code of ethics help to reduce
Academy of Management Journal	2021	4	Kundru	Punish transgressors to discourage UB
Academy of Management Journal	2017	4	Desai and Kouchaki	Use of moral symbols dissuades others around you from engaging UB
Accounting Forum	2020	3	Boahen and Mamatzakis	Religion can reduce UB
China Economic Review	2017	2	Xu et al.	Religion can reduce UB
European journal of management	2017	3	Ruiz-Palomino and Banon-Gomis	Hiring individuals with less Machiavellianism
Human resource management	2018	4	Tzini et al.	Consequential reflection (punishment). An individual has an option to behave ethically or unethically and has an opportunity to think of the consequences before making the decision.
Industrial marketing management	2017	3	Schwepker and. Good	leader-member exchange (LMX) leadership style can lower UB
International Journal of Hospitality Management	2021	3	Yan et al	Punishment for unethical behaviour reduces unethical behaviour
International Journal of Production Economics	2022	3	Zhang et al	Relationship transparency. Individuals will reduce unethical behaviour if they feel those around them are transparent
International Public Management Journal	2020	3	Ripoll and Ballart	Public Service Motivation (PSM) reduces unethical behaviour
International Review of Administrative Science	2020	3	Bashir and Hassan	Ethical leadership reduces UB
International Review of Administrative Sciences	2019	3	Bashir and Hassan	Ethical leadership can reduce UB
Journal of business ethics	2022	3	Rees et al.	Code of ethics reduces UB
Journal of Accounting Education	2020	2	Golden and Kohlbeck	Adopt code of professional conduct
Journal of Applied Psychology	2020	4	Liu et al.	Moral ownership and ethical leadership reduce UB

Journal of business ethics	of	2020	3	Fathalla et al.	Religion reduces UB
Journal of business ethics	of	2019	3	Brink et al.	Penalties related to breach of code of conduct are effective. Code of conduct without penalties are ineffective
Journal of business ethics	of	2018	3	Lin et al.	Code of ethics reduces UB
Journal of business ethics	of	2018	3	Lin et al.	Placing increased institutional importance on ethical behaviour reduces UB
Journal of business ethics	of	2017	3	Bolander et al.	Customer oriented reminder. Customer first
Journal of business ethics	of	2017	3	Reinstein and Taylor	Fences: formal or informal rules for expected behaviour. No sanctioned formal punishment
Journal of business ethics	of	2018	3	Castille et al.	Hire candidate with low Machiavellianism through psychological and personality tests. Machiavellianism drives individuals into engaging in UB
Journal of business ethics	of	2017	3	Lee et al.	Ethical leadership reduces UB
Journal of business ethics	of	2018	3	Taylor and Curtis	Whistleblowing reduces UB
Journal of business ethics	of	2022	3	Wang et al.	Hire employees who value morality
Journal of business ethics	of	2020	3	Reilly et al.	Code of ethics and ethical leadership reduce UB
Journal of business ethics	of	2019	3	Tseng	Ethical codes can reduce UB
Journal of business ethics	of	2019	3	Shum et al.	Identify and monitor followers Behaviours
Journal of business ethics	of	2019	3	Schwepker	Earning employee trust reduces UB
Journal of business ethics	of	2019	3	Cheng et al.	Whistleblowing and ethical leadership reduces UB
Journal of business ethics	of	2022	3	Kaptein	Whistle blowing will reduce UB
Journal of business ethics	of	2022	3	Jannat et al.	Punishment and monitoring have a negative relationship with UB
Journal of business ethics	of	2021	3	Mutschmann et al.	Outsource internal audits, will reduce bias hence reduce UB
Journal of business ethics	of	2021	3	Bai et al.	Monitoring through social capital. Individuals can monitor each other
Journal of business ethics	of	2020	3	Hassan et al.	General ethical guideline are more effective than specific ethical guideline in reducing UB
Journal of business research	of	2019	3	Cheng et al.	Responsible leadership can reduce UB. Social learning theory. Individuals learn behaviours by observing behaviours of other.
Journal of Economic Psychology	of	2020	2	Mulder et al.	Specific rules (general rules are less effective in reducing UB)

Journal of Management	2017	4	Greenbaum et al.	Avoid situation that provide cues for engaging UB
Journal of Management	2019	4	Paterson and Huang	Ethical leadership reduces UB
Journal of Management Inquiry	2019	3	Houdek	Remove temptations (things that tempt individual to engage in UB)
Journal of Occupational and Organizational Psychology	2020	4	Slaughter et al.	Strong enforcement of code of conduct is more effective
Journal of purchasing and supply management	2019	3	Schmidt and Wagner	Block-chain reduces UB. Once information is shared amongst employees, it will be difficult to manipulate
Journal of Purchasing and Supply Management	2019	3	Ko et al.	Ethical leadership can reduce unethical behaviour through social learning
Journal of Sustainable Tourism	2021	3	Luu, T.T.	socially responsible human resource practices (SRHR practices)
Journal of the Association for Information Systems	2021	4	Trinkle et al.	Sanctions and awareness message of punishment
Leadership Quarterly	2019	4	Shao	leader anger expression in response to moral transgressions
MANAGEMENT SCIENCE	2017	4	Wang and Murnighan	Small monetary incentive reduces UB
Management science	2021	4	List and Momeni	Use of Corporate Social Responsibility increases UB. Limit CSR to reduce UB
Management science	2017	4	Staats et al.	Monitoring reduces UB.
Organization Science	2022	4	Burbano and Chiles	Ethics code can reduce UB
Organizational Behavior and Human Decision Processes	2020	4	Hardin et al.	Displaying family photos can reduce unethical behaviour
Organizational Behavior and Human Decision Processes	2021	4	Ayal et al.	Increase severity of punishment, increase chances to catching transgressors reduces UB
Personnel Psychology	2020	4	Kuenzi et al.	Code of ethics , Punishment, rewards , ethical organisational climate
Personnel Psychology	2021	4	Thiel et al.	Reducing unethical behaviour is a challenge since it is contagious. Some employees (while some don't) will copy the unethical behaviour of others through a social learning process (Bandura & Walters, 1977). I suggest that punishment will deter
Personnel Psychology	2020	4	Kuenzi et al.	Ethical leadership reduces UB
Psychological Science	2020	4	Sheetal et al.	Optimism reduces UB
Public Administration and Development	2020	2	Hossain et al.	Spirituality can be used to reduce UB
Public integrity	2020	2	Khaltar and Moon	Performance management as an accountability enhancing system reduces UB

Public Management Review	2021	4	Young et al.	Ethical leadership reduces UB
Public Management Review	2021	4	Kim	ethical leadership
Public Organization Review	2020	2	Schomaker	Audits based on performance, whistle blower programs, job rotations can reduce UB
Research in Organizational Behavior	2018	3	Hirsh et al.	Punishment reduces UB
Southern Economic Journal	2018	2	Feltovic and Hamaguchi	Whistle blowing can reduce UB. Safety concerns for blower

Appendix B

Journal articles

#	Journal title	Article count	%
1	Academy of Management Journal	2	2
2	Academy of Management Review	2	2
3	Accounting, Auditing & Accountability Journal	1	1
4	Accounting Forum	1	1
5	American economic review	1	1
6	China Economic Review	1	1
7	European journal of management	1	1
8	Human resource management	1	1
9	Industrial marketing management	1	1
10	International Journal of Hospitality Management	1	1
11	International Journal of Production Economics	1	1
12	International Journal of Project Management	1	1
13	International Public Management Journal	1	1
14	International Review of Administrative Science	2	2
15	Journal of Accounting Education	1	1
16	Journal of accounting research	1	1
17	Journal of Applied Psychology	3	3
18	Journal of business ethics	40	36
19	Journal of business research	3	3
20	Journal of Economic Psychology	1	1
21	Journal of Enterprise Information Management	1	1
22	Journal of Management	4	4
23	Journal of Management Inquiry	1	1
24	Journal of marketing research	1	1
25	Journal of Occupational and Organizational Psychology	1	1
26	Journal of Political Economy	1	1
27	Journal of purchasing and supply management	2	2
28	Journal of Sustainable Tourism	1	1
29	Journal of the Association for Information Systems	1	1
30	Leadership Quarterly	2	2
31	Management science	4	4
32	Organization Science	1	1
33	Organization studies	2	2
34	Organizational Behavior and Human Decision Processes	3	3
35	Personnel Psychology	5	5
36	Psychological Science	1	1
37	Public Administration and Development	1	1
38	Public integrity	1	1
39	Public Management Review	5	5
40	Public Organization Review	1	1

41	Public Personnel Management	3	3
42	Research in Organizational Behavior	1	1
43	Southern Economic Journal	1	1
	Total	110	100