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ORGANIZATIONAL PSYCHOLOGY

Editorial

We present our journal's new edition Issue #1, 2021.

In the **Research in organizational psychology** heading, you will find four interdisciplinary articles. General methodological problems are discussed in the article "*Methodological evidence of studying organizational social capital*" by *Ludmila Pochebut, Vera Chiker, Nataly Volkova, and Svetlana Gurieva*. International team of authors (*Valentina Barabanshchikova et al.*) presented the article "*Features of coping strategies for russian and japanese drivers during traffic congestion*". Professions with special working conditions are discussed in the article "*Psychological classification of professions in the fly-in fly-out work organization at industrial enterprises*" by *Yana Korneeva and Natalya Simonova* from Arkhangelsk (Northern Russia). The link between well-being and success is discussed in the article by *Larisa Karapetyan* "*Emotional and personal well-being as a predictor of workers' subjective successfulness*".

The topic of well-being is also covered in the **Organizational psychology in practice** section, namely in the article by *Antonina Lisovskaya et al.* "*Key approaches to understanding an employee's wellbeing: from theory to practice*". The real practice of personnel management of an educational institution is presented in the article "*Experience of the formation of the reserve for promotion to a managerial position in a medical university*" by authors: *Victor Lazarenko, Alesya Kuznetsova, Natalya Meshherina, and Natalia Sorokina*.

The **Reviews** rubric in this issue is presented by an article by St. Petersburg psychologists-practitioners: *Natalya Borovikova and Ekaterina Belousko* "*Situational judgment tests: developing approaches to understanding case assessment*".

Under the heading **First steps** you will find an article by the author from China "*Unethical pro-organizational behavior: A review of existing literature*" (in English) written by *Sajjad Hosain*.

In the **Organizational psychology in dialogues and discussions** rubric posted an article "*Who studies management in Russia: personality traits of students of «Master of Business Administration» programs*" written by another group of authors from St. Petersburg: *Elena Zavyalova, Svetlana Posokhova, Antonina Lisovskaya, and Dmitry Sokolov*.

The **Conferences** rubric is presented by the announcement "XXII April International Academic Conference on problems of economic and social development".

Please, enjoy the reading!



Methodological evidence of studying organizational social capital

Ludmila G. POCHEBUT

Vera A. CHIKER

St. Petersburg State University, St. Petersburg, Russian Federation

Natalia V. VOLKOVA

HSE University (HSE – Saint-Petersburg), St. Petersburg, Russian Federation

Svetlana D. GURIEVA

St. Petersburg State University, St. Petersburg, Russian Federation

Abstract. The current paper continues a run of articles prepared by the authors concerning the theory and methodology of studying organizational social capital. *Purpose.* The purpose of the article is to methodically study this complex social phenomenon. *Approach.* The logic of methodological research is a consistent transition from the general to the private: consideration of the general methodological problems of research; the description of the basic scientific paradigms of social psychology; the analysis of methodological approaches to the study of the social capital of the organization; the definition of social space, which consists of different types of capital; with the obsession with the concept of "social capital" is laid down in the term P. Bourdieu "habitus" as a system of social dispositions. The research methodology was analyzed under two scientific paradigms, namely, American and Western-European ones. In the latter paradigm, the methodological way of understanding is about studying a subjective experiencing sense of actions and relationships with people. Three methodological approaches are considered for studying organizational social capital, namely, economic, sociological and social-psychological ones. *Findings.* Conclusions of the current methodological study established the following. 1. In modern organizational psychology, the contradictions between theoretical and empirical psychology are commonly spread in studying organizational social capital. 2. From the methodological standpoint, studying social capital is more meaningful under understanding paradigm. 3. The term «habitus» developed by P. Bourdieu can logically describe dispositions of social capital such as trust, commitment of organizational goals and values, social relationships and creating company reputation. *Originality.* Originality is the strong scientific evidence of the content and structure of social organizational capital.

Keywords: organizational social capital, methodological evidence, paths and paradigms of research, habitus.

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Features of Coping Strategies for Russian and Japanese Drivers during Traffic Congestion

Valentina V. BARABANSHCHIKOVA

Faniya R. SULTANOVA

Artem I. KOVALEV

Lomonosov Moscow State University, Moscow, Russian Federation

Kiichiro HATOYAMA

Nagaoka University of Technology, Nagaoka, Japan

Dmitry M. BOYARINOV

Lyudmila M. GUBAIDULINA

Lomonosov Moscow State University, Moscow, Russian Federation

Abstract. *Purpose.* This article examines the problem of psychological characteristics of Russian and Japanese drivers, depending on coping strategies. The most optimal coping strategies can reduce the risk of accidents for both professional drivers and motorists during traffic jams. The purpose of the study is to find optimal coping strategies for improving the functional states of drivers during traffic congestion. *Study design.* In this study, various ways of spending time are coping strategies that allow you to cope with stress and other negative functional states during traffic congestion. The study consisted of three stages. Each stage involved participants completing a package of techniques consisting of a biographical questionnaire and psychodiagnostic methods. (I) The experimental study aimed to examine the coping strategies of Japanese drivers during traffic congestion. 22 drivers participated in the experiment. Four ways of spending time were used as coping strategies. (II) Online survey. 242 drivers were involved in an online survey aimed at identifying data about drivers in traffic congestions and their psychological characteristics. (III) The experimental study of the functional states of Russian drivers during traffic jams, where 24 people (12 drivers and 12 non-drivers) took part. During this stage was carried out registration of eye movements using the eye tracker SMI RED 120. 6 ways of spending time were used as coping strategies. *Findings.* It was found that the least effective coping strategy during traffic jams is «doing nothing» for Japanese and Russian drivers. Listening to music proved to be the most optimal coping strategy during traffic jams for Japanese drivers. Solving a quiz was the most effective coping strategy for Russian drivers in this study. *Value of the results.* The data obtained can be used to create guidelines for optimizing the functional states of drivers during traffic congestion, including professional drivers.

Keywords: functional states; traffic congestion; driver's coping; oculography; eye tracking; eye movements.

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Psychological classification of professions in the fly-in-fly-out work organization at industrial enterprises

Yana KORNEEVA

Natalia SIMONOVA

Northern (Arctic) Federal University named after M. V. Lomonosov, Arkhangelsk, Russian Federation

Abstract. The wide representation of industries that use the fly-in-fly-out method of labor organization makes it necessary to adapt the existing technologies of medical and psychological support for personnel. It seems expedient to analyze the features of the activity and organization of labor of the entire variety of professions that are in demand when working on a fly-in-fly-out basis, and to develop a classification of professions for the further work of psychological support for each of the professional groups. **Purpose.** The purpose of the study is to create a psychological classification of professions in demand in the fly-in-fly-out work organization. **Study design.** The research materials were collected through five scientific expeditions to various industrial facilities using a fly-in-fly-out work organization: oil and gas production on land and at sea, a diamond mining enterprise and during the construction of a large industrial facility. In all studied industries, 133 different professions were analyzed. With the help of professiography using the “formula of professions” E. A. Klimov as modified by V. V. Pchelinova, all selected professions were differentiated according to ten generalized characteristics. Further, descriptive statistics, multidimensional scaling, cluster analysis by the “k-means method” and multidimensional discriminant (step-by-step method) analyzes were applied step by step. **Findings.** As a result, a psychological classification of professions in demand in the fly-in-fly-out work organization was developed, consisting of four key professional groups: work on optimization; performing labor (workers); administrative and managerial work and work on the maintenance of technical equipment and the management of universal equipment. **Practice implementation.** The development of programs for psychological support of personnel can be compiled for each generalized professional group, taking into account its specifics (adaptation, development, psycho-correction of unfavorable conditions, etc.).

Keywords: psychological classification of professions, fly-in-fly-out work, oil and gas production, diamond production, construction, labor psychology, professional writing.

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Emotional and personal well-being as a predictor of workers' subjective successfulness

Larisa V. KARAPETYAN

Ural Federal University named after the first President of Russia B. N. Yeltsin, Ekaterinburg, Russian Federation

Abstract. *Relevance.* The activity of employee in production is not the only sphere of their life, which also includes family life, leisure, care for their own physical well-being, etc. For successful implementation in any of these areas, it is important in what psycho-emotional state the specialist is in. *Purpose.* The goal is to study the success of professional groups of employees in various spheres of life and identify its conditionality with the state of emotional and personal well-being. *Methodology.* The sample of the main stage of the study was made up of representatives of seven professional categories, such as employees of the Ministry of internal Affairs, physicians, psychologists, teachers, service workers, engineers, and industrial workers. A total of 1,348 people. To study success, respondents were asked to evaluate its severity on a 10-point scale, where 1 point - "I don't feel successful", 7 points - "I am absolutely successful" in the areas of life identified during the preliminary study (professional, family, cognitive sphere, etc.). Emotional and personal well-being was studied using the SEPWB method (Karapetyan, 2018). *Findings.* Specialists of professional categories evaluate their success in different ways: the most successful are employees of the Ministry of internal Affairs and physicians, the least successful are employees of industrial enterprises and representatives of the service sector. Most workers have a positive view of their emotional and personal well-being. The highest level of it was found in employees of the Ministry of internal Affairs and doctors. It is proved that emotional and personal well-being affects the subjective successfulness in various spheres of life of individual groups of workers. The professional subjective successfulness of physicians is stable in relation to the factor of their emotional and personal well-being / distress. *The value of the results* lies in the possibility of their application in the psychological support of specialists from various organizations, industries and departments in order to plan measures to optimize the emotional and personal well-being of personnel.

Keywords: well-being, emotional and personal well-being, SEPWB-method, subjective successfulness, employee, spheres of life.

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Key approaches to understanding an employee's well-being: from theory to practice

Antonina LISOVSKAIA

Sofia KOSHELEVA

Dmitry SOKOLOV

Alexandr DENISOV

Saint-Petersburg State University, St.-Peresburg, Russian Federation

Abstract. *Purpose.* The article provides an overview of theoretical approaches to the definition of employee well-being, discusses the problem of lack of a common understanding of the concept of corporate well-being in professional and academic literature. *Findings.* The theoretical contribution is to comparatively analyze existing approaches to the phenomenon of "well-being" and to refine its structural components and definitions. Implications for practice. The lack of unity of terminology makes it difficult to understand the meaning of the term and the phenomenon of "well-being" and to build policies in the management of staff's well-being. Narrow context of the study and accentuated psychology does not imply a holistic approach to managing the well-being of employees in practice, it makes it difficult to understand the link between the well-being of employees and the characteristics of management, business of the company, the features of the human resource management. The authors propose the following interpretation of the well-being: the well-being of the employee/staff is a condition in which the employee successfully realizes his own potential, works productively and contributes to the development of the company and society as a whole; the basic components of well-being are physical well-being (physical and mental health), social well-being (inclusion in society), financial well-being. *Value of the results.* This work can serve as a primary basis for developing management programs for employee well-being in companies that take into account international and local experience in identifying the most significant aspects of corporate well-being.

Keywords: employee well-being, subjective and objective well-being, structure of well-being.

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Experience of the formation of the reserve for promotion to a managerial position in a medical university

Viktor LAZARENKO

Alesya KUZNETSOVA

Nataliya MESHHERINA

Nataliya SOROKINA

Kursk State Medical University, Kursk, Russian Federation

Abstract. The article presents the results of the level of formation of managerial competencies of the personnel reserve of a medical university (on the example of the Kursk State Medical University of the Ministry of Health of Russia). *Purpose.* The aim is a comprehensive assessment of personal qualities and the level of formation of managerial competencies of the personnel reserve of medical universities with the further formation of an individual trajectory for the development of deficient competencies. *Procedure.* The assessment procedure included two stages. The first is the psycho-diagnostic stage using standardized survey methods. The diagnostics focused on the motivational, emotional, cognitive and communication areas. The second stage is the assessment of the competencies of the participants in solving practice-oriented situational tasks, tasks for measuring the level of proficiency in methods of analysis of problems, planning and organization, focus on results, the level of stress resistance. *Results.* With a favorable personal profile, performances for the demonstration of managerial functions, identified at the psycho-diagnostic stage at the second stage of identifying the deficit of their manifestation. In other words, the participants' self-assessment of their qualities of higher-level skills. The deficit of a number of managerial competencies has been established, which manifests itself at a low level of knowledge of the basics of strategic management. *The value of the results.* In the course of the research, the main models of managerial competencies were studied, a model adapted to the specifics of a medical university was proposed. On the basis of the identified tendencies, recommendations are proposed for the development of programs for the development of managerial competencies of the reserve for promotion to a managerial position.

Keywords: reserve for promotion to a managerial position, managerial competencies, personnel management.

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Situational judgment tests: developing approaches to understanding case assessment

Natalia BOROVKOVA

Ekaterina BELOUSKO

Consulting group BITOBE, St. Petersburg, Russian Federation

Abstract. Purpose. The purpose of the article is to analyze and summarize the main directions in the study of situational judgment tests. The relevance is primarily due to the fact that the theoretical basis of situational judgment tests is not fully disclosed in Russian discourse. Along with this, in the last few years in the foreign literature there has been a rethinking of situational judgment tests in how they are developed and what areas of knowledge allow diagnosing. **Findings.** The views on tests of situational judgments from the point of view of their dependence or independence from the context are presented. This made it possible to better understand the theoretical basis on which situational judgment tests are developed, and to single out two main approaches — traditional and constructive. Construct-based situational judgment tests, in comparison with traditional ones, have a solid theoretical basis and are more universal and adaptable for different professions. The key characteristics of situational judgment tests are described: the format of the tasks, the type of instruction and the format of the answer. The areas of application of the tests are determined and the main features of the quality parameters of situational judgment tests are analyzed: internal structure, reliability, validity, susceptibility to falsification and learning effects. **The value of the results.** The value of the article lies in the analytical review of existing approaches to the interpretation of situational judgment tests, which provide a deeper understanding of the diagnostic tool and can become the basis for future research in domestic science. Situational judgment tests are one of the most underrated methods of personnel diagnostics in Russia. The wide possibilities of their application for various management tasks and the variety of test task formats open up prospects for changing the practice of personnel assessment in domestic organizations. Situational judgment tests can be a tool that, on the one hand, provides informed data for decision-making by managers, and on the other hand, it enjoys the confidence of employees and arouses their interest.

Key words: situational judgment tests, case tests, context-dependent knowledge, context-independent knowledge.

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Unethical pro-organizational behavior: A review of existing literature

Sajjad HOSAIN

Sichuan University, Sichuan, China

Abstract. *Purpose.* This review paper aims at systematically identifying the unethical pro-organizational behavior (UPB) based on published literature available. The paper has discussed the general issues such as concept, motives, examples, influencing factors and consequences of UPB. *Methodology.* The author has made an extensive literature survey reviewing 53 papers collected from different databases such as Web of Science and Scopus published from 2010 to April, 2020. As per literature, there are a number of reasons for employees to be engaged in UPBs. However, although the motives behind such behavioral tendencies are multiple, the ultimate consequence of UPB is the severe damage of organizational reputation and trust of stakeholders. *Findings.* As per literature, there are a number of reasons for employees to be engaged in UPBs. However, although the motives behind such behavioral tendencies are multiple, the ultimate consequence of UPB is the severe damage of organizational reputation and trust of stakeholders. *Implications for practice.* This paper is expected to guide further theoretical and empirical investigations regarding this recent and wide-discussed phenomenon. Additionally, top executives can have some clues regarding the underlying factors influencing such behavior and take essential measures to de-motivate such intentions. *Value of the results.* Unethical pro-organizational behavior is a widely discussed issue at present at the behavioral academicians and policymakers are trying to discourage such behavioral actions at any cost. However, there is still a lack of proper and adequate research regarding this. The author is confident that this review paper based on 53 existing papers can be a baseline for novel investigations in terms of theory and practice.

Keywords: unethical pro-organizational behavior, organization, employee, morality, underlying factors.

Introduction

The present business organizations are increasingly experiencing fight for survival and competition for profit. As a result, employees of many organizations, profit or even non-profit orientations, are being involved in a few unique behavioral actions popularly termed as “Unethical pro-organizational behavior (UPB)” particularly from the last two decades (Hosain, 2019). As for multiple examples, we can highlight the most discussed similar behavioral tendencies such as Sanlu milk disorder (Duo et al., 2018) exposing consumers to melamine-tainted dairy goods, Volkswagen outrage (Castille et al., 2016) of toxic emissions, Catholic churches’ child abuse outrage (Castille et al., 2016), Barings bank disgrace in the UK (Shaw, Liao, 2018) and Chinese hotpot scandal (Chen, Liang, 2017) of using the customers’ food wastes. It is important to note that although such behavioral intentions are unfair and unethical from general viewpoints, the outcomes go to the favor of concerned organizations for

the time being or short term length. As a matter of fact, those employees involved in UPBs claim that they actually serve their organizations by engaging into such acts (Umphress et al., 2010).

The concept of UPB as a novel behavioral dimension was first introduced to academia by E. E. Umphress, J. B. Bingham and M. S. Mitchell, where they termed such actions likely to uphold the successful procedure of the organization or top level management (e.g., leaders, CEOs) and violating the foundation social standards, norms, prevailing laws or principles of appropriate code of conducts (Umphress, Bingham, Mitchell, 2010; Umphress, Bingham, 2011). Therefore, while the core interest of a deviant workplace behavior is targeted against the organization, the basic intention of an UPB is to benefit the organization at the cost of general stakeholders' or public interests. A popular and most frequently used UPB is the hiding of real negativity of products in order to boost sales that ultimately add profit to the organization.

However, such UPBs can produce a number of negative consequences once such facts are revealed publicly. As UPBs have close interaction on a societal level, such actions can possibly generate disastrous consequences on organizational status towards its external stakeholders even though anticipated to make short term gain for the concerned organization (Umphress, Bingham, 2011; Vadera, Pratt, 2013). It should be admitted that the stakeholders outside the organization (e.g. customers and shareholders) are as significant as internal ones to whom the organization has the similar accountability by keeping the corporate reputation and utmost ethical standard (Hosain, 2019). Once such ethical standards and corporate social responsibilities are denied through the engagement in UPBs, the acceptability of an organization can be severely damaged that may lead to even winding up. A typical example of such an incident is the Enron scandal in the US that ultimately went bankrupt as a result of adopting dubious accounting practices (Britannica.com).

As a fairly unique dimension of employee behavior, UPBs have succeeded to attract sufficient attention from the scholars as we can see extensive ongoing efforts to reveal such behavioral intentions. However, the contents of such efforts (published and ongoing researches) are scattered and there is a need of logical organization and systematic integration of such outcomes. This review paper aims at exploring the existing published literature available, with a brief highlight of published sources, concepts and results. For due purpose, the author identified 53 papers published online from 2010 to April, 2020 from different databases such as Web of Science and Scopus. The contents and findings of those papers have been summarized in order to write this review paper.

A brief overview of UPBs: Concept, motives, examples, influencing factors and consequences

UPB: A brief concept

As mentioned earlier in this paper, the idea of UPB was initially introduced by E. E. Umphress, J. B. Bingham and M. S. Mitchell in 2010, indicating to the unethical, unfair and anti-social behavioral tendencies deliberately committed by some employees violating the norms, usual responsibilities and ethical standards while benefitting some of the stakeholders of an organization (Umphress et al., 2010). Such a definition brings forward two key components of UPBs. First, such a behavior is negative in terms of all ethical, moral and social standards. Second, those behaviors are intended to benefit a few stakeholders of an organization mostly internal (e.g. Board of Directors, top management). However, those who engage in such intentions are often short-sighted and ultimately damage the reputation of and trust on an organization that cannot be recovered in most cases.

Motives of UPBs

A really interesting question that is still under investigation and subject to mass scale research is what motivates the employees in engaging UPBs. This area of research is still scarce and due to

the complicated psychological nature of human mind that is attached to such behavioral intentions. However, one most discussed motive the researchers have already discovered is to benefit the respective organization in terms of profit. Quite a few research efforts have been conducted to spot the driving factors behind UPBs including Machiavellianism (Castille et al., 2016), organizational identification (Chen et al., 2016), psychological entitlement (Lee et al., 2017), inter-personal level factors including transformational leadership (Effelsberg et al., 2014), ethical leadership (Miao et al., 2013) and employee-organizational relationship (Wang et al., 2018). However, the notable motives of UPBs collected from published sources have been summarized and highlighted in table 1.

Table1. Motives behind UPBs

Author(s)	Motive(s)
Umphress, Bingham, Mitchell, 2010	Strong reciprocity beliefs with an expectation of a future reward from organization
Umphress, Bingham, 2011	Positive social exchange
Matherne, Litchfield, 2012	Affective commitment towards organization
Miao, Newman, Yu, Xu, 2013	Low to moderate ethical leadership
Graham, Ziegert, Capitano, 2015	Inspirational and charismatic transformational leadership
Shu, 2015	Organizational identification and co-workers' moral justification
Thau, Derfler-Rozin, Pitesa, Mitchell, Pillutla, 2015	Higher need for inclusion but higher risk of exclusion from the group or organization
Castille, Buckner, Thoroughgood, 2016	Dark trait of "Machiavellianism" and the perception that ethical standards matter less than organizational performance
Umphress, Bingham, 2011; Chen, Chen, Sheldon, 2016	Organizational identification and recognition
Ebrahimi, Yurtkoru, 2017	Higher affective commitment towards organization
Lee, Schwarz, Newman, Legood, 2017	Psychological entitlement
Shaw, Liao, 2018	Positive leadership influence
Duo, Chen, Lu, Li, Wang, 2018	Job satisfaction and organizational belongingness
Xu, Lv, 2018	High performance working systems
Bryant, Merritt, 2019	Higher leader-employee interpersonal relationship

Source: Literature survey

Table 2. Examples of UPBs

Author(s)	Examples of UPB
Cialdini, Petrova, Goldstein, 2004	Fabricating or exaggerating the accomplishments of their employing company to boost its reputation or to maintain its competitive advantage over a rival company
Gino, Pierce, 2009; Umphress, Bingham, Mitchell, 2010; Umphress, Bingham, 2011	Destructing incriminating files to protect an organization's reputation
Gino, Pierce, 2009; Umphress, Bingham, Mitchell, 2010; Umphress, Bingham, 2011	Disclosing false or exaggerated information to the public
Balko, 2011	Helping the colleagues, groups or organization to over-perform through unethical or illegal action
Palazzolo, 2011	Not properly reporting to the authorities regarding inappropriate actions of the supervisors or leader
Hoyt, Price, Poatsy, 2013	Internalized expectations of realizing collective goals associated
Treviño, den Nieuwenboer, Kish-Gephart, 2014	Alluring the employers of the competitors
Treviño, den Nieuwenboer, Kish-Gephart, 2014	Deceiving customers through misinformation
Treviño, den Nieuwenboer, Kish-Gephart, 2014, Ying, 2017	Forging or misrepresenting financial and social performance data
Kalshoven, van Dijk, Boon, 2016	Overlooking the ethical implications of their (employees') behaviors and the benefits of external stakeholders.
Xu, Lv, 2018	Employees hiding negative information about their company or products from customers for the interests of company

Source: Hosain, 2019.

However, the scholars are still investigating the factors motivating UPBs and such investigations are really have paramount importance in reducing or curving such behaviors.

A few examples of UPB

A number of examples of UPBs have been identified and noted in different published works. This paper has adopted some summarized results highlighted by Hosain (2019) in table 2.

Table 3 Factors affecting UPBs

Level	Factors	Author(s)
Individual level	Positive reciprocity beliefs	Umphress, Bingham, Mitchel, 2010; Umphress, Bingham, 2011
	Moral development of individuals	Umphress, Bingham, Mitchel, 2010; Umphress, Bingham, 2011
	Personal disposition toward ethical/unethical behavior	David, Marc, Jochen, 2014
	Recognition and approval from the organization	Thau, Derfler-Rozin, Pitesa, Mitchell, Pillutla, 2015; Zhang, 2016
	Moral identity	Wu, Shen, Sun, 2016
	High performance expectation	Chen, Liang, 2017
	Moral disengagement	Zhao, Zhou, 2017
	Psychological ownership	Xu, Lv, 2018
	Level of ego orientation of employees through the impact of its moral disengagement	Liu, 2018
	High performance pressure	Li, Wang, Zhu, Zhan, 2018
Organizational level	Perceived job insecurity	Jiang, 2018
	Organizational identity	Umphress, Bingham, Mitchel, 2010
	Organizational support	Alexandra, 2012
	Commitment towards organization	Matherne, Litchfield, 2012
	Organizational culture	Herchen, 2015
Social level	Organizational ethical climate	Zhang, Jiang, Zhao, 2017
	Human resource management practices	Luo, Xu, 2017
	Perceived social exchange relationship	Blau, 1964; Umphress, Bingham, 2011
Leadership / Supervisor level	Perceived social exchange and organizational identity	Umphress, Bingham, 2011
	Leaders'/supervisors' moral norms	Aquino, Reed, 2002
	Identification with leader/supervisor	Miao, Newman, Yu, Xu, 2013
	Leaders' moral identity internalization level	Mulder, Aquino, 2013
	Transformational leadership	David, Marc, Jochen, 2014
	Leaders' influence on employees' ethical cognition and behavior	David, Marc, Jochen, 2014; Kalshoven, Van, Dijk, Boon, 2016
	Influence of leadership style	Graham, Ziegert, Capitano, 2015
	Chronic regulatory focus	Li, 2016
	Ethical leadership	Kalshoven, Van, Dijk, Boon, 2016
	Servant leadership	Wu, Shao, Sun, Li, 2017
Leadership / Supervisor level	Leader-subordinate exchange and differential leadership	Lin, Cheng, 2016; 2017
	Organizational embodiment	Wang, Ying, 2018
	Psychological empowerment	Xu, Wang, Fan, 2018
	Superior-subordinate relationship	Zhong, Wang, Luo, Song, 2018
	Paternalistic leadership	Li, Li, Xu, Wu, 2019

Source: Literature survey.

UPBs: The influencing factors

Different studies have exposed that UPBs are affected by numerous factors at different levels (individual, organization, leadership and society) and those factors at different levels have a

significant impact on it. As a matter of fact, such factors were introduced as the moderators and/or mediators by the researchers in their empirical investigations (Zhang, Xiao, 2020). In order to reveal which factors affect UPBs and the influence of such factors on it, this paper has summarized the pertinent literature available. Table 3 lists the factors influencing UPBs at different four levels of their mechanisms of action.

UPBs: Unintended consequences

Although, UPBs are directed towards short term gains, such tendencies and actions might bring severe consequences for any organization. First of all, the external stakeholders such as customers and suppliers are affected due to hiding or misrepresentation of information and being uninformed about the real facts. As a result, once such fabrications or hidings are unmasked, they (those who are affected) loss their trust on the respective organizations that might reduce the consumption of company products or services. Second, UPBs might create a kind of unhealthy competition among the employees in order to gain recognition from the top management with such unethical actions. Finally, UPBs can demolish the organization by dropping the organizational reputation sharply and even lead them towards legal sue or bankruptcy once such actions are revealed. The ultimate consequence may even turn to winding up. However, based on literature, this paper has listed the following consequences of UPBs:

- 1) obliteration of organizational image to the industry and societal levels;
- 2) upsetting interpersonal relationship through creating competition for UPBs;
- 3) sacrificing competitive advantage to the competitions once UPBs are reported;
- 4) facing legal actions by the civil activist groups and the Government;
- 5) reduction in sales volume as a result of negative image;
- 6) winding up of the organization due to bankruptcy or unfavorable court order.

Discouraging unethical practices

UPBs should be discouraged at any cost in order to save the organizations from final destruction. In this regard, the top management such as supervisors / leaders should take the leading roles in discouraging such practices and encourage healthy and fair competition inside and outside the organization. Organizations should formulate and implement their policies and practices in such a manner that punish UPBs conducted by the employees and reward the fair, competitive actions undertaken by the employees.

Regarding supervisors or leaders, employees are required to be motivated, trained and appreciated for not engaging in UPBs. Those leaders can arrange informal training sessions or meetings time to time to discuss such issues or agendas with proper follow ups. However, every supervisor has an important role in this case to observe the activities and actions performed by the employees under him / her.

All of the above measures suggested, if taken properly, can de-motivate the unethical intentions of both top level managers and general employees regarding UPBs. However, preventing and discouraging UPBs it is a tricky and time consuming process and only the combined efforts supported by ethical and moral beliefs can curb such behavioral practices.

Theoretical and practical implications

The paper has summarized almost all the essential components of UPBs based on published sources of literature. Although, there are several attempts to identify and examine different

influencing factors (e.g. variables, mediators and moderators) through empirical quantitative investigations, theoretical attempts to identify and analyze UPBs are still scarce in academia (Liu, Qiu, 2015). Therefore, it is expected that a rich, informative theoretical paper can fill such gap to a substantial extent that will act as the baseline for further theoretical and empirical investigations.

On the other hand, the managers or policymakers can get enough ideas regarding the negative role of UPBs for their respective organizations. Further, they might get sufficient clues or identifiers from such a paper so as to avoid or discourage UPBs in their organizations.

Limitations and further scope

This is a very theoretical paper that discusses the basic details of UPBs. Further studies should be conducted on this precise area of organizational psychology since the identification and reduction of UPBs is vital from not only ethical standpoint, but also to protect the organizations from ultimate demolition.

Rationally, such behaviors are required to be studied from different angles, cultures and management perspectives. Therefore, elevating the theoretical study of UPBs and additionally illuminating the consequences are the priority concerns of the current study.

Conclusion

Presently, ethics, corporate social responsibility and sustainable competitive advantage are the three most widely discussed issues in management academia. As a fairly recent issue in ethical perspective, the importance to identify and work on UPBs is not only limited to individual and organizational scopes, but also to greater societal aspects considering its far-reaching effects.

As a matter of fact, it cannot be denied that an organization itself and the leaders (supervisors) can promote (or discourage) such behavioral actions to a large extent through honest, transparent and open policies as well as their leadership influence. A more rigorous, cooperative and sustainable organizational culture with a strong ethical leadership practice and organizational influence can only reduce UPBs. Organizations can arrange ethical training for the general employees in order to dishearten such behaviors. To be in general, UPBs can be reduced to a greater extent through organizational intentions and actions.

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Who studies management in Russia: personality traits of students of «Master of Business Administration» programs

Elena K. ZAVYALOVA

Svetlana T. POSOKHOVA

Antonina Y. LISOVSKAYA

Dmitri N. SOKOLOV

St. Petersburg State University, St. Petersburg, Russian Federation

Abstract. *Purpose.* The purpose of this study is to identify and analyze the personality features of students enrolled in additional Executive Master of Business Administration (EMBA) programs. The work is a part of a multifaceted study dedicated to identifying and analyzing the psychological factors of realization and social success of people who decide to receive additional education in adulthood. The modern concept of lifelong education is being implemented in practice however the psychological and economic aspects of teaching adults have not been sufficiently studied before. *Study design.* The study involved 418 people who completed a two-year EMBA program at the Graduate School of Management of St. Petersburg State University (138 women and 280 men aged 28 to 40, representatives of different regions of Russia). The learning process on the EMBA / MBA programs is resource-intensive, requiring mental, time and financial costs. *Method.* The methodological basis of the research is the personality-activity approach. The personality questionnaire of R. Cattell (16PF), the questionnaire of I. Myers — K. Briggs (MBTI), the questionnaire of M. Belbin was used as empirical methods. Descriptive statistics and exploratory factor analysis were used as tools for mathematical and statistical analysis. *Findings.* It was found that EMBA listeners are characterized by high intellectual and communicative capabilities, moderate emotional stability and moderate self-control (16PF). The logical-sensory rational type of extrovert (ESTJ), the logical-sensory rational type of introvert (ISTJ), the logical-intuitive rational type of extrovert (ENTJ) and the logical-intuitive rational type of introvert (INTJ) predominate. In choosing the team roles of students, the most effective methods of work for the effective organization of people and work processes (the roles of the "Shaper" and "Practice-organizer"). The integral components of personal potential include extroversion, executive responsibility, social sensitivity, analytical and systematic thinking, insufficient self-organization, egocentric leadership, manifested in the factor structure of the corresponding psychological indicators. *Value of the results.* The results of the study are of interest for disclosing personal professional functions and opportunities for professional development of adults in the context of lifelong education, as well as for developing criteria for selecting students and developing additional training programs.

Keywords: Life-long learning, additional education, postgraduate education, Executive Master of Business Administration, MBA, EMBA, personality traits, psychological factors.

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