

CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD



**The Cascading Effect of Organizational
Identification through Psychological
Entitlement: Testing Sequential
Mediation for Positive and Negative
Outcomes**

by

Muhammad Irshad

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**The Cascading Effect of Organizational
Identification through Psychological
Entitlement: Testing Sequential Mediation for
Positive and Negative Outcomes**

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*To the Loving Memories of My Father Ameer Muhammad Khan
(Late) and My Loving Mother*



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List of Publications

It is certified that the following publication(s) has been made out of the research work that has been carried out for this thesis:

1. Irshad, M., & Bashir, S. (2020). The Dark Side of Organizational Identification: A Multi-Study Investigation of Negative Outcomes. *Frontiers in Psychology*, Vol, 11(1), pp 1-15.

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Abstract

Organizational identification has always been portrayed as an important factor responsible for a wide range of positive employee and organizational outcomes. However, researchers have recently started to realize that it might also cause negative employee outcomes, which must be explored to better understand this construct. Given this gap, current study investigates that organizational identification promotes positive and negative employee deviant behaviors (i) unethical pro-organizational behavior and (ii) pro-social rule breaking. This study further proposed that the relationship between organizational identification and employee outcomes is serially mediated by externally motivated organizational citizenship behavior, psychological entitlement, and status striving, respectively. This study also investigated the moderating role of high-quality leader member exchange and social dominance orientation as boundary conditions. Data for the current study were collected through adopted questionnaires from employees and their peers (N=509) working in public and private sector organizations of Pakistan. The current study has used SPSS, AMOS, and Process Macros by Hayes and additionally smart PLS for data analysis. The serial mediation model results showed that externally motivated OCB, psychological entitlement, and status striving serially mediates the relationship between organizational identification and unethical pro-organizational behavior. However, they do not serially mediate between organizational identification and pro-social rule breaking. Further, the results also support the moderation of LMX and social dominance orientation. The results of the current study are in line with the central proposition of identity theory and social identity theory. These results offer a wide range of theoretical implications also offers important implications for practitioners.

Keywords: Organizational Identification; Unethical Pro-organizational Behavior; Pro-social Rule Breaking; Externally Motivated Organizational Citizenship Behavior; Psychological Entitlement; Status Striving; High-Quality Leader Member Exchange; Social Dominance Orientation; Social Identity Theory.

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Abbreviations

CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
DF	Degree of Freedom
EFA	Exploratory Factor Analysis
EMCOB	Externally Motivated Organizational Citizenship Behavior
IFI	Incremental Fit Index
IMOCB	Internally Motivated Organizational Citizenship Behavior
LMX	Leader Member Exchange
OCB	Organizational Citizenship Behavior
OI	Organizational Identification
PSRB	Pro-social Rule Breaking
PE	Psychological Entitlement
RMSEA	Root Mean Square Error of Approximation
SS	Status Striving
SDO	Social Dominance Orientation
TLI	Tucker-Lewis Index
UPOB	Unethical Pro Organizational Behavior

Chapter 1

Introduction

This chapter comprises a brief description about background of the study, theoretical and contextual gap analysis, problem statement, research questions, research objectives, theoretical and practical significance and supporting theories (i.e., identity theory and social identity theory).

1.1 Background of the Study

Over the past few decades, organizational identification (OI) has gained ample attention from the researchers in the management sciences literature. Since its initial conceptualization by Ashforth and Mael (1989), OI has been defined almost in a similar sense across different organizational behavior disciplines like organizational change, strategic management, and leadership studies (Ashforth, 2016). Mael and Ashforth (1992) defined OI as "perceived oneness with the organization." OI refers to the understanding of individuals about the similarity with their groups. The roots of OI can be traced in different theories such as identity theory, social identity theory, self-categorization theory (Abbasi, Shabbir, Abbas, & Tahir, 2020; Hogg & Terry, 2000; Tajfel, Turner, Austin, & Worchel, 1979; Turner & Reynolds, 2011). The OI links oneself to any particular organization, group, team, or profession (Ashforth, Harrison, & Corley, 2008; Porck et al., 2020).

Since its inception, OI has been considered a source of positive employee outcomes (Tarakci, Ateş, Floyd, Ahn, & Wooldridge, 2018). Several positive outcomes are

linked with OI, such as job involvement, job satisfaction (Jeanson & Michinov, 2020), affective commitment (Feather & Rauter, 2004; Zagenczyk, Purvis, Cruz, Thoroughgood, & Sawyer, 2020), in-role performance (Burke & Reitzes, 1981; Carmeli, Gilat, & Waldman, 2007), organizational change (Avey, Wernsing, & Luthans, 2008; Zappalà, Toscano, & Licciardello, 2019) and organizational citizenship behavior (Evans & Davis, 2014; Tufan & Wendt, 2020). However, this conceptualization of OI seems too tightfisted (Kreiner & Ashforth, 2004). Researchers have recently begun to realize that OI might not be as beneficial for organizations as it seems because it might cultivate negative emotions and behaviors among employees (Naseer, Bouckenooghe, Syed, Khan, & Qazi, 2020). This dark side of OI warrants further inquiry, as repeatedly called for by different organizational behavior researchers (for references, see Ashforth, 2016; Conroy et al., 2017; Galvin, Lange, & Ashforth, 2015; Irshad & Bashir, 2020; Pattnaik & Tripathy, 2020). In this regard, some researchers have made their efforts. For instance, Ashforth and Anand (2003) suggest that OI can act as a source of normalizing corruption in the organization. Umphress, Bingham, and Mitchell (2010) found that OI promotes employees' unethical behavior in the company's name. Naseer et al. (2020) have stated that OI promotes self-serving and organizational-serving negative behaviors in employees. Dukerich, Kramer, Parks, and Whetton (1998) also highlighted adverse outcomes of OI.

However, these studies are insufficient to balance the literature on the dark and bright side of OI. Few studies like Galvin, Lange, and Ashforth (2015) have introduced narcissist OI and differentiated it from conventional OI and over-identification. This stream of research on OI suggested that it results in grandiose and self-superiority. Some recent calls like Ashforth (2016) encourage studies to explore the adverse and unexplored outcomes of conventional OI. Some other scholars have also called for more studies on different organizational and individual level outcomes of OI (Conroy, Henle, Shore, & Stelman, 2017). Furthermore, existing literature on the dark side of OI suggests that the adverse outcomes of OI are subject to underlying mechanisms and boundary conditions, which still need to be tested to fully understand the factors that cause employees to exhibit negative attitudes and behaviors as a result of high OI (Ashforth, 2016; Chen, Chen, &

Sheldon, 2016; Naseer et al., 2020). In light of these limitations and inconsistencies, the current study aims to test an underlying mechanism and boundary condition through which OI leads to adverse outcomes like self-serving, deviant, and unethical employee behaviors (Mackey, McAllister, Ellen III, & Carson, 2019). The current study has proposed psychological entitlement as an explanatory mechanism to the adverse outcomes of OI. Psychological entitlement refers to "individual's perception based on the expectation that they should be treated preferably irrespective of their actual contribution to the organization" (Campbell, Bonacci, Shelton, Exline, & Bushman, 2004). Entitled employees expect more than their input to the organization (Huseman, Hatfield, & Miles, 1987). O'Leary-Kelly, Rosen, and Hochwarter (2017) and, Liu, and Zhou, (2020) also found that studies on entitlement are scarce.

The present study is primarily based on these two significant gaps in the literature. Firstly, apart from positive outcomes, negative outcomes of conventional identification are also evident. The literature on these adverse outcomes is still in infancy. It needs to expand more to balance the literature on both the dark and bright side of OI for practitioners and researchers to explore and understand the optimal level of OI by overcoming its negative consequences. Secondly, entitlement is the workplace created phenomena rather than a stable individual characteristic. Understanding the state perspective will open avenues for intervention to dampen the adverse outcomes of entitled perceptions. By taking these two significant purposes, the present study addresses several theoretical gaps that need to be explored as discussed by previous studies (e.g., Ashforth, 2016; Conroy et al., 2017; Galvin, Lange, & Ashforth, 2015; Irshad & Bashir, 2020; O'Leary-Kelly et al., 2017; Pattnaik & Tripathy, 2020; Riketta, 2005).

1.2 Gap Analyses

1.2.1 Dark Side of the Organizational Identification

Most of the organizations want its members to show high OI and commitment to the organization. Positively identified members of the organization see themselves

and their organization as one, having no difference between their interest and the organization's interest (Amernic & Craig, 2010; Ashforth & Mael, 1989). This definition of OI postulates that employees high at OI consider themselves as part of the whole and develop oneness with the organization. From this perspective, it is overtly reflected that organizations always enjoy the benefits of positively identified members. Previous literature has also overwhelmingly focused on the positive and desirable outcomes of OI by articulating that individual high at OI will work for the betterment of their organization. However, the definition of OI is paradoxical; it may have negative consequences, which are mostly overlooked in past literature.

Galvin, Lange, and Ashforth (2015) have tried to answer the paradoxical view of OI by proposing different OI types. One type of OI discussed in past literature is over-identification. Individuals touch the extreme level of identification with their organization by totally surrendering their own identity to organizational identity. They describe it as the harmful and dark side because individuals have to sacrifice his/her well-being at the cost of organizational benefits (Ashforth, Harrison, & Corley, 2008; Dukerich, Kramer, Parks, & Whetton, 1998). Over-identification is considered harmful because the individual internalizes organizational objectives and goals to the extent that they surpass the boundaries of morality and ethical standards while working for the organization, which is again harmful for the organization in the long-term (Guo, Qiu, & Gan, 2020; Umphress & Bingham, 2011). On the other hand, some researchers have also worked on Narcissist OI, the complete opposite concept of over-identification. In such identification, an individual sees an organizational identity to subsume to his/her own identity due to their inflated self. Narcissistically identified individuals see themselves as central to organizational identity by considering their identity as central and organizational identity secondary (Galvin, Lange, & Ashforth). Such individuals don't define themselves in terms of their organization but count their organization according to their identity (Galvin, Lange, & Ashforth, 2015; Gonzales-Miranda, 2020).

However, limited literature is available on the adverse outcomes of conventional OI is the focus of the current study. Conventional OI is considered the midpoint between over-identification and narcissist identification. It is the convergence of

organizational and individual identity such that no identity is dominating the equation (Albert & Whetten, 1985; Dutton, Dukerich, & Harquail, 1994). Conventional OI is based on the individual perception that organizational identity is central and his/her identity is secondary so that his own identity doesn't diminish and it prevails as well (Ashforth, Harrison, & Corley, 2008; Galvin, Lange, & Ashforth, 2015). Over-identification and narcissist identification are declared dark sides of OI, while conventional identification is a blend of over-identification and narcissist identification. It is still considered positive by looking at its bright side only while ignoring its other side.

OI is widely studied with both positive attitudinal and behavioral outcomes like reducing turnover intentions of employees (Conroy, Becker, & Menges, 2017), increasing the level of satisfaction of employees at the job (Hwang, & Jang, 2020), increased organizational citizenship behavior of employees (Liu, Loi, & Lam, 2011; Teng, Lu, Huang, & Fang, 2020). At the same time, the negative side of OI was overlooked entirely in past literature despite the efforts of some researchers like Dukerich, Kramer, Parks, and Whetton (1998) and Ashforth and Anand (2003). Emerging literature is now focusing on the adverse outcomes of OI, and some efforts have been made in this regard. Umphress, Bingham, and Mitchell (2010), in their study, found that OI predicts unethical behavior in employees. Li, Fan, and Zhao (2015) also concluded that OI is one of the main reasons for work-family conflict. Polzer (2004) gives rise to the new debate by identifying that OI reduces cooperation among coworkers. Furthermore, Van Dijk and van Dick (2009), Zapala, Toscano, and Licciardello (2019) found that highly identified members try to maintain the status quo and resist changes in the organization.

After reporting on the adverse outcomes of OI by different researchers, there is sufficient evidence to build a case for the adverse outcomes of OI. The phenomenon of OI is not as bright and simple as it seems to be or as it is documented in previous literature. Kreiner and Ashforth (2004) and Li, Fan, and Zhao, (2015), explained ambivalent identification as the type of OI that is a combination of both identification and dis-identification. Hence, it gives a clue that it can have both positive and negative consequences. Moreover, they described neutral identification when the individuals neither express identification nor dis-identification with

their organization. Hence, while studying neutral identification and ambivalent and dis-identification, these authors articulated that it is difficult to draw a line between different types of identification and calls for more research on exploring the dark side of OI. Galvin, Lange, and Ashforth (2015) have made an effort to explore the dark side of OI. Still, their results are inconclusive because they considered narcissist and over-identification as negative sides of OI and didn't respond to call for investigating the adverse outcomes of conventional OI. They also suggest conducting studies on further detecting and distinguishing the dark side of OI. Ashforth (2016) wrote an invited essay and called researchers to make strenuous efforts in correcting the mistakes made in the past while studying exclusively the positive side of OI only. This call was made particularly for analyzing the concept of OI and exploring its dark sides. Conroy et al. (2017) also wrote a review article on OI and made it clear that OI has adverse outcomes along with its positive ones, and the negative side needs the attention of researchers for further investigation. Recent efforts of distinguished researchers in the field of identification literature highlight the need to conduct studies on the adverse outcomes of OI. Naseer et al. (2020) and Umphress, Bingham, and Mitchell (2010) are evident of OI's dark side and have explicitly suggested finding out more negative OI outcomes. In the light of previous literature recommendations, review articles, invited essays, and calls for research; we can formulate the first and most important gap of our study;

Thus addressing the first gap of this study is to examine the negative outcomes of OI like psychological entitlement and unethical pro-organizational behaviors through different explanatory mechanisms.

1.2.2 Psychological Entitlement as an Outcome of Organizational Identification

In this era of completion, individuals, groups, society, organizations, and even countries compete for resources (Samuelson, 2003; Skipworth, 2020). Campbell et al. (2004) and Brant and Castro (2019) states that research on psychological entitlement is much needed due to the entrance of many entitled millennial into the workforce. Studies on entitlement at all levels are required to understand and

properly handle the issues regarding the fair allocation of resources. Psychological entitlement is defined as an individual's persistent perceptions about deserving treatment in all conditions (Twenge & Campbell, 2009). Initially, entitlement was studied as one of the components of narcissist personalities, and it was also measured through the scale of a narcissist personality inventory. But Campbell et al. (2004) studied psychological entitlement as a unique construct, which streamlined the literature in a new direction, and now it's studied and measured as a separate individual characteristic.

Trzesniewski, Donnellan, and Robins (2008) stated that generations from the last two decades are more psychologically entitled and have a greater sense of self-grandiosity. Campbell et al. (2004) also found the perceptions of entitlement more in new generations. Psychological entitlement is the individual continuous pattern of perceptions about more significant reward gain and better treatment irrespective of actual deservingness, capabilities, qualities, and job performance (Zitek, & Jordan, 2020; Harvey & Martinko, 2009). Such feelings and perceptions of employees at the workplace are quite lethal for organizational functioning because each and every person in the organization expects fairness and justice. At the same time, entitled employees seek better treatment than others, promoting injustice and unfairness throughout the organization (Zitek, & Jordan, 2020).

Due to that undesirable nature of entitled perceptions, researchers have identified different adverse outcomes of psychological entitlement like reduced subjective well-being (De Cuyper, Van der Heijden, & De Witte, 2011), lack of job satisfaction and increased level of conflict with supervisor (Harvey & Martinko, 2009, Neville, & Fisk, 2019), and unethical pro organizational behavior (UPOB; Lee, Schwarz, Newman, & Legood, 2019), etc. Priesemuth and Taylor (2016) have also reported that psychologically entitled employees need more and more. They are often found in depressive moods and have more chances of psychological contract breach.

Psychological entitlement has not been treated well in the literature despite its importance for its members. Though some researchers have reported their efforts by developing a reliable and valid measure for entitlement, e.g., Żemojtel-Piotrowska et al. (2017) have compared the sense of psychological entitlement across twenty-eight countries. Nonetheless, overall studies on psychological entitlement are rare.

Those who have studied psychological entitlement in their studies have also considered it a stable individual characteristic and used it as an independent and moderating variable. Still, literature on state perspective of psychological entitlement is rising. Some researchers have studied psychological entitlement as a workplace-created phenomenon, such as Yam, Klotz, He, and Reynolds (2017) found psychological entitlement as an outcome of the combined effect of both internally and externally motivated OCB.

O'Leary-Kelly, Rosen, and Hochwarter (2017), in their study, explicitly revealed that literature on psychological entitlement is scarce, and among these rare studies, entitlement has been considered as a stable individual characteristic; however, entitled perceptions are more workplace created rather than of stable tendency of individuals. They articulated that the perception of deservingness and self-importance are based on the practices and events in the work environment. O'Leary-Kelly et al. (2017) call for empirical studies on psychological entitlement because they considered it an area of concern for both managers and scholars. Furthermore, Harvey and Dasborough (2015) also invited researchers to conduct more studies on psychological entitlement due to its high workplace prevalence. It seems quite interesting and valuable to conduct studies on psychological entitlement as workplace created phenomena in the light of the literature mentioned above.

Therefore, the present study's second gap addresses that psychological entitlement is the outcome of high OI through externally motivated OCB.

1.2.3 Positive and Negative Outcomes of Psychological Entitlement

The prevalence of psychologically entitled individuals is everywhere; at home, schools, society, and organizations (O'Leary-Kelly et al., 2017). Like some students feel more deserving than others in terms of grades and treatment received from teachers. Individuals in our surroundings can be found with perceptions of better treatment than others without any special reason (Simon, Roberts, Lewis,

van Gelderen, & Bisson, 2019). Employees who feel more deserving of respect, trust, rewards, and treatment irrespective of personal capabilities, skills, knowledge, and performance are considered psychologically entitled in the organization (Fisk, 2010). Apart from its importance from day-to-day life to work-life, a small amount of literature has explored entitlement phenomena (O’Leary-Kelly et al., 2017).

Alsop (2008) also stated that entitlement is a pressing concern for the organization because employees expect more rewards on average performance and have a low tolerance for negative feedback. Apart from its importance, psychological entitlement has not adequately received researchers’ attention. Harvey and Dasborough (2015) considered it a failure of scholars in finding a solution to practitioners about the problems of entitled employees in the organization. They also stated that psychological entitlement is different from entitlement, like economic entitlement, equity entitlement, and legitimate entitlement. Entitlement is considered a stable individual characteristic with high self-perception and deservingness in all situations irrespective of any special skills, capability, and actual performance (Harvey & Harris, 2010).

Initially, Psychological entitlement was studied as a necessary part of grandiose narcissism, having a favorable sense of self and deservingness perceptions (Westerman, Bergman, Bergman, & Daly, 2012). Campbell et al. (2004) stated that psychological entitlement is an independent construct besides being related to grandiose narcissism like exploitation and deceitfulness. They also present a separate scale for psychological entitlement. However, psychological entitlement was studied as a stable individual perception or component of grandiose narcissism in previous literature; it was considered undesirable for the organization (Hart, Tortoriello, & Richardson, 2019).

Harvey and Harris (2010) found that entitlement leads to a high level of frustration, which results in workplace aggression. Entitled employees also showed retaliation and deviant workplace behavior (Harvey, Harris, Gillis, & Martinko, 2014). However, a rare number of studies have focused on positive aspects of psychological entitlement like pro-organizational behavior and a high level of self-esteem (Lee,

Schwarz, Newman, & Legood, 2015; Żemojtel Piotrowska, Piotrowski, & Clinton, 2016). But the question is not its desirability and undesirability; the main factor is its high prevalence in millennials, which comprises the majority of the workforce.

Several studies have highlighted the maladaptive side of entitlement (Harvey & Martinko, 2009). Highly entitled employees have unrealistic and a false expectation which is why their expectations are not mostly fulfilled which result in aggression or stress (Campbell et al., 2004; Grubbs & Exline, 2016). Due to their higher expectations, entitled individuals quickly get offended, which is why, most of the time, they have complaints of mistreatment (Harvey et al., 2014). Sometimes, entitled individuals perceive those instructions as unfair, which are acceptable by others due to which they do not comply with those instructions (Alnaimi, & Rjoub, 2019; Harvey, & Harris, 2010; Yam et al., 2017).

Entitled individuals think that they deserve praise and preferential treatment as compared to others. One way of showing the world that they deserve to be treated better is engaging in PSRB as these practices can help entitled individual to enhance their public image and self-regards among organization member and customers (Polyakova, & Sarial Abi, 2017; Yam et al., 2017). Studies show that the organizations appreciate PSRB as it offers them several benefits (Klotz et al., 2018; Organ, 2018). Similarly, those employees who engage in this constructive deviance behavior can be recognized and appreciated by the organization, precisely what entitled individuals want (Lee et al., 2019).

Therefore it is necessary to find out some positive aspects of psychological entitlement along with negative outcomes. Brant and Castro (2019) stated that millennial entitled individuals are flooding the workplace, and HRM scholars must address their perceptions by re-considering psychological entitlement in a balanced way to remove the associated stigma of a pure negative construct with entitlement. The present study addresses Harvey and Dasborough (2015) call for investigating the concept of psychological entitlement more; and the concerns of Brant and Castro (2019) in finding the positive side of psychological entitlement. Hence the following gap is identified;

This study proposes that psychological entitlement is not solely a negative phenomenon but can result both in positive and negative outcomes as well, such as pro-social rule breaking, status string and Unethical Pro Oragnaiztaional behaviors.

1.2.4 The Dark Side of OCB

After introducing positive psychology by Seligman and Csikszentmihalyi (2000), management scholars have contributed well to positive OB, positive scholarship, and positive psychology. The extensive body of literature in such a short time period is reported due to the fruitful outcomes of these positive constructs to the organizations and employee (Gable & Haidt, 2005). Organizational behavior scholars have also played and yet played their part in the advancement of literature in positive psychology (Luthans, 2002; Wright & Quick, 2009). Different human traits, states, and capabilities were studied, which helped promote positive behavior in the workplace. Among these positive behaviors, organizational citizenship behavior (OCB) was overwhelmingly found in the literature. It was considered a positive behavior that favors both the organization and its members (Luthans & Youssef, 2007).

OCB is considered to be the willingness of employees to engage in certain extra organizational activities. These tasks and activities are not formally included in the job description of employees (Organ, 1997). Organ, Podsakoff, and MacKenzie (2006) further elaborate on OCB by stating that it includes all those discretionary efforts made by employees in the organization to help others, work for extra hours, present ideas for organizational efficiency, and taking additional task apart from their actual in-role performance. The emergence of OCB was far before Positive psychology, and the positive outcomes of OCB can't be denied. Many researchers have contributed by articulating different positive outcomes of OCB both at the individual and organizational level (Cooper, Coyle, MacDougall, & Bagdasarov, 2018; Organ, Podsakoff & MacKenzie, 2006; Podsakoff, Whiting, Podsakoff, & Blume, 2009).

Although the positive side of OCB is well articulated in past literature, limited studies have focused on OCB's adverse outcomes. Bolino, Turnley, and Niehoff (2004) raise the question of the consideration of OCB as a pure positive construct. They state that the motive behind OCB may not always be positively intended it can be used for self-serving motives, or escape from the mundane task, even negative forces like an imbalance in normal life. They also state that OCB is cutting down organizational performance when it is of low quality, and it can also lead to role conflict, health issues of employees, and work-family conflict. Some other researchers have also raised questions on the positive side of OCB and call for a more balanced approach of OCB (e.g., Cooper et al., 2018; Koopman, Lanaj, & Scott, 2016; Spector, 2013).

Bolino, Klotz, Turnley, and Harvey (2013) call for exploring the dark side of OCB. Fineman (2006) has also suggested exploring the adverse outcomes of OCB to balance the equation with the positive side of OCB. Bergeron (2007) also found that endorsing OCB shifts the attention of employees from their organizational role. Koopman, Lanaj, and Scott (2016) also articulate the dark side of OCB by describing the cost of helping behavior. Bolino and Klotz (2015) suggested studying the negative and dark side OCB. Extensive engagement in OCB drains out employee energy, and they feel fatigued, which is termed as citizenship fatigue by Bolino, Hsiung, Harvey, and LePine (2015).

Initially, OCB was based on employees' discretion, but now contemporary organizations compel their employees to engage in OCB (He, Peng, Zhao, & Estay, 2019). This demanded OCB is not based on external motivation rather than internal motivation and is known as externally motivated OCB (Finkelstein, 2011). Based on the previous calls, recommendations, and future direction, the present study focuses on exploring the dark side of OCB from identity theory, which highlights the contextual factors and mechanisms that promote OCB, which can be used for personal and pro-social motives.

The present study addresses the gap that OCB will lead to inflated self-perception and can be used for self-serving motives such as psychological entitlement, which is OCB's undesirable outcome.

1.2.5 Combined Role of LMX and Organizational Identification as a Predictor of Externally Motivated OCB

Leader-member exchange (LMX) theory is considered one of the prime theories in defining the dyadic leader and follower dyadic relationship (Erdogan & Liden, 2002). LMX explains the quality of the relationship between supervisor and employees, which predicts a wide range of organizational outcomes (Urbach, & Fay, 2020). According to LMX, the leader develops trusting, friendly and high-quality relationship with some of their followers based on contextual factors, performance, personalities and age group, etc. (In-group), whereas they also have weak ties with the other members (Out-group) (Martin, Guillaume, Thomas, Lee, & Epitropaki, 2016). After the initial introduction of LMX in vertical dyadic linkage theory by Dansereau, Graen, and Haga (1975), LMX theory has ruled over the studies of explaining the dyadic relationship in organizations.

A large number of positive outcomes of LMX were reported in past literature, and there is no doubt about the fruitful outcomes of high-quality LMX for the organization. LMX was studied based on building a trustful relationship between leader and followers and developing a loyal workforce, resulting in better performance (Teng, Lu, Huang, & Fang, 2020). LMX has been studied as a predictor of favorable attitudinal outcomes like job satisfaction and organizational commitment (Martin, Thomas, Legood, & Dello Russo, 2018). In some studies, LMX has been compared with a similar construct, such as supervisor liking of some subordinates (Greenbaum, Mawritz, Bonner, Webster, & Kim, 2018). But during its initial conceptualization, Graen and Uhl-Bien (1995) have made it clear that LMX is based on the working relationship between leader and followers.

The importance of LMX has been proved for organizational scholars and practitioners by predicting positive organizational outcomes. But the emerging trend of balancing the positive and negative of different constructs have raised some questions upon overemphasis on the positive outcomes of LMX (Jawahar, Schreurs, & Mohammed, 2018; Lyons, Moorman, & Mercado, 2019). The negative effects of LMX for out-group members are quite understandable. Pelletier (2012) found that

out-group members think their leader behavior is toxic. But the adverse outcomes of LMX for in-group members also exist in the work environment but hard to find in the previous literature.

Matta and Van Dyne (2015) have called for exploring the adverse outcomes of LMX in certain conditions. Seo, Nahrgang, Carter, and Hom (2018) found that LMX is the predictor of collective turnover. Lyons, Moorman, and Mercado (2019) also found that high LMX members less likely to report their leader's abusive supervision. High-quality LMX promotes extra-role behavior among employees due to fostering a good relationship with the supervisor (Bowler, Paul, & Halbeslebel, 2019). High-quality LMX creates implicit pressure for employees to engage in citizenship behavior (Farmer, Van Dyne, & Kamdar, 2015). Huang, Wang, and Xie (2014) also stated that LMX quality and OI are potential predictors of citizenship behavior. Recent studies have identified LMX as an essential moderator between OI and employee outcomes and have called for further research on its role as a boundary condition (Liu, Loi, & Lam, 2011; Teng, Lu, Huang, & Fang, 2020; Zhao, Liu, Li, & Yu, 2019). It is suggested that they also have to do something extra to meet their leader's expectations. Such expectations lead to extra-role performance and EMOCB, which is not necessarily based on employees' autonomous motivation. Hence, we suggest that in-group members high in OI engage in both internally and externally motivated OCB to meet the double criteria of OI and LMX.

Based on the above, this study addresses another gap in the extant literature, which links proposed LMX as a boundary condition on the relationship of OI and externally motivated OCB.

1.2.6 Explanatory Mechanisms between Organizational Identification and Unethical Pro-Organizational Behavior

Unethical practices and behaviors are commonly reported in the organization by researchers and practitioners. Such unethical practices are harming the organizational functioning and its member's well-being (Graham et al., 2020, Herchen,

2015). In recent times, literature has emerged in favor of such unethical behaviors in the organization's name (Coşkun & Ülgen, 2017). The most commonly reported pro-organizational and unethical practices are termed as UPOB by Umphress, Bingham, and Mitchell, (2010). Later, Umphress, Bingham, and Mitchell's (2010) contribution to the literature on UPOB has opened avenues for research on such behavior (Martin, Kish-Gephart, & Detert, 2014). The definition of UPOB behavior is clear from its name. It has two components; the unethical part includes all those behaviors against norms, values, and tradition of organization and society. The pro-organizational aspect is voluntary and undertaken in good faith of the organization. Therefore, Umphress and Bingham's (2011) definition has made it clear that UPOB is violating societal norms and are exhibited willingly to benefit the organization.

Umphress, Bingham, and Mitchell's (2010) reported that OI is a prominent factor in enhancing the chances of individual engagement in UPOB. After that, a stream of research has focused on analyzing how OI can result in UPOB (Chen, Chen, & Sheldon, 2016; Graham et al., 2020). Ashforth and Mael (1989) stated that when the employees become positively identified members of their respective organizations, it increases their in-role and extra-role performance. But highly identified members consider organizational goals superior to anything else, and they help the organization pursue their goals at the cost of societal or any other organizational goals (Umphress & Bingham, 2011).

Coşkun and Ülgen (2017) have reported that 23 studies have tested OI's relationship, psychological ownership, and commitment to UPOB. In all those studies, different pathways, like from OI to UPOB, are identified. But most of the studies have relied on the single mediating mechanism, and the construct of UPOB needs further exploration in terms of antecedents for overcoming its dysfunctional nature. Chen, Chen, and Sheldon (2016) have also recommended a comprehensive typology for UPOB for understanding its potential predictors.

In the above discussion, the present study addresses the gap by proposing a sequential path between OI and UPOB through externally motivated OCB, psychological entitlement, and status striving.

1.2.7 Explanatory Mechanisms for Positive Outcomes of Psychological Entitlement

Spector and Fox (2005) differentiated UPOB from other negative behaviors because it is undertaken willingly for serving organizational goals. Hence, pro-organizational behavior is somewhat positive from an organizational perspective in relation to other types of ethically corrupt behaviors. Along with this, another type of behavior which is also considered deviance but of constructive nature referred to as pro-social rule breaking (PSRB) has got the generous attention of researchers (Brief & Motowidlo, 1986; Dahling, Chau, Mayer, & Gregory, 2012). Opposed to agency theory that employees act in a self-interested style, PSRB is employee willingness to engage in such behavior which is somehow against formal rules but in favor of organizational stakeholders. PSRB includes helping colleagues complete their tasks, providing more customer care than required, trying their best for task completion, and representing their organization in a good manner in public (Brief & Motowidlo, 1986; Weißmüller, De Waele, & van Witteloostuijn, 2020).

It was discussed in Gap 3, that PSRB is proposed as positive outcomes of psychological entitlement. Lee et al. (2019) stated that psychologically entitled employees would be more likely to engage in rule-breaking behavior because they perceive that they have the right to do it. De Cremer, van Dijk and Folmer (2009) have also stated that entitled individuals have specific cognitive mechanisms that justify their unethical behavior. Employees who have a high sense of psychological entitlement have high self-esteem, and they are much concerned about it; that's why they are also found in some social activities that help serve their inflated self (Veetkazhi, Kamalanabhan, Malhotra, Arora, & Mueller, 2020; Rose & Anastasio, 2014). It is clear from the above discussion that both pro-organizational behavior and PSRB both types of behavior need employee willingness because these are not mentioned in the employee's formal job description. Entitled employees are much willing to engage in such practices that can enhance their public image and to be considered top-rated in the organization (Lee et al., 2019). Brown and Starkey (2000) and, Sønsterud, Feragen, Kirmess, Halvorsen, and Ward, (2020), have also stated that an employee undertakes pro-organizational behavior to defend their

ego, and it can be used to achieve personal goals. Lee et al. (2019) have proposed status striving as a possible mediator of entitled employees to engage in constructive deviance.

Based on previous literature and Lee et al.'s (2017) recommendation, the present study intends to fill the gap by proposing status striving as a possible explanatory mechanism for entitled employees to engage in pro-organizational behavior and PSRB.

1.2.8 Role of Social Dominance Orientation as the Inculcation of Personality in Identity Theory

A social dominance orientation is an individuals' attitude towards a preference for structured hierarchies and status differences among social groups (Palese, & Schmid Mast, 2020; Pratto, Sidanius, Stallworth, & Malle, 1994). Such individuals prefer the status quo position. When they are mostly found in the top of organizational hierarchies, they promote such policies that favor hierarchies and inequality between groups and promote recognition, competition, and diversity among different workgroups (Guimond et al., 2013). Duckitt (2001) theorized that social dominance orientation is a stable individual characteristic that remains unchangeable over time, and it is a strong predictor of prejudice in society. Employees having a strong social dominance orientation tend to believe in the unequal distribution of power and resources in an organization. Some researchers have also argued that social dominance orientation is shaped and changed by societal pressures like scarcity of resources, cut-throat competition, etc. (Guimond, Dambrun, Michinove, & Duarte, 2003). Pratto, Sidanius, and Levin (2006) have stated that the intensity of social dominance orientation is dependent on the life experiences and education of employees.

Previous literature hasn't considered psychological entitlement along with social orientation on other organizational constructs. But if we see both these concepts critically, they look like a brother in the arm. Psychologically entitled employees prefer themselves over others in the organization and perceive to be treated better (Bai, Tan, Zhang, & Yang, 2019; Campbell et al., 2004). Social dominance-oriented

individuals also tend to maintain power over themselves and want to maintain their superiority. In the present study, psychological entitlement is taken as work created phenomena and social dominance orientation as a stable individual characteristic. Hence, it is interesting to see the combined effect of both trait and state on status striving because both strive to maintain their existing hierarchical position.

Based on the above discussion, the present study addresses the literature gap to study the combined effect of psychological entitlement and social dominance orientation on individuals' status striving.

1.3 Problem Statement

Previously practitioners and researchers have understood OI for positive outcomes and psychological entitlement for negative outcomes. The emerging literature suggests that this approach towards either negativity or positivity has led to the over-attentiveness of studies on the positivity of OI and negativity of entitlement. A balanced approach for both positive and negative aspects of OI and psychological entitlement is more desirable to control the previously ignored adverse outcomes of OI and get benefited from the positive of psychological entitlement. The present study addresses this problem by studying a different perspective by examining the possible adverse outcomes of OI and positive outcomes of psychological entitlement.

Further, only few studies have investigated the state perspective of psychological entitlement which limits the understanding about this important concept. This serious omission has biased the literature towards a stable tendency of entitled perception and practitioners are left clueless to deal with entitled individuals. Additionally, due to the limited literature on psychological entitlement throughout the world, researchers call for more and more research on this construct to explore its positive and negative outcomes. The present study proposes that entitlement can result from high OI through externally motivated OCB. It can lead to positive outcomes for organizations, customers, and coworkers in UPOB and PSRB through an explanatory mechanism of status striving.

1.4 Research Questions of the Study

The present study is seeking to answer the following questions.

Research Question: 1

Is organizational identification related to the unethical pro organizational behavior of employees?

Research Question: 2

Is organizational identification related to the pro-social rule breaking of employees?

Research Question: 3

Does an organizational identification lead to psychological entitlement, and does psychological entitlement mediate the relationship of organizational identification with unethical pro organizational behavior and pro-social rule breaking of employees?

Research Question: 4

Does externally motivated OCB mediate the relationship between organizational identification and psychological entitlement?

Research Question: 5

Is psychological entitlement related to unethical pro organizational behavior and pro-social rule breaking of employees?

Research Question: 6

Does status striving mediate the relationship of psychological entitlement with unethical pro organizational behavior and pro-social rule breaking of employees?

Research Question: 7

Does the high-quality LMX moderate the relationship between organizational identification and externally motivated OCB?

Research Question: 8

Does the social dominance orientation of employees moderate the relationship between psychological entitlement and status striving?

1.5 Research Objectives of the Study

The present study is aimed to investigate an array of relationships among different well-established constructs from a different lens. The generic objective of the present study is to establish that what we usually perceive as good or bad should not be overemphasized because there is always another side of the coin.

OI is considered a positive construct, and psychological entitlement is documented negatively in the past literature, and it's not dubious. But overemphasizing on positive or negative of any construct is not a balanced approach. The objective of the present study is to establish this notion. The present study is conducted for the achievement of the following specific objectives:

Research Objective: 1

To study both positive and negative outcomes of OI, such as a psychological entitlement, UPOB, and PSRB of employees.

Research Objective: 2

To study both positive and negative outcomes of psychological entitlement, such as UPOB and PSRB.

Research Objective: 3

To examine the mediating role of psychological entitlement for the outcomes of OI.

Research Objective: 4

To test the sequential mediation model for OI and its outcomes.

Research Objective: 5

To study the conditional effect of LMX on OI and externally motivated OCB relation and moderating role of social dominance orientation on the relationship of psychological entitlement and status striving.

1.6 Significance of the Study

The current study was intended to contribute to theory and practice; the details for both have been explained as follows:

1.6.1 Theoretical Significance

The concept of identity is embedded in homes, schools, organizations, and societies. The identity approach is ubiquitous across multiple disciplines like political science, education, history, and social science literature (Stryker & Burke, 2000; Zacher, Esser, Bohlmann, & Rudolph, 2019). The identity of organizational members is often studied under the label of OI, which has got sustainable attention from management scholars since its emergence. The popularity of OI is due to its wide variety of desirable organizational outcomes (Conroy, Becker, & Menges, 2017). According to some recent studies, the overemphasis on positive outcomes of OI has biased the management researchers. Studies on both bright and dark sides are desirable. The positive outcomes of OI are indisputable but the negative side of OI has not got sufficient attention from researchers.

Some researchers have reported their concern on the overwhelming amount of literature on the positive side of OI and have called to shed light on the dark side of OI (Conroy et al., 2017; Kreiner, & Ashforth, 2004). Different calls and invited essays are presented to balance the literature on both sides of OI (Ashforth, 2016; Ashforth & Anand, 2003; Galvin, Lange, & Ashforth, 2015; Umphress, Bingham, & Mitchell, 2010). The present study contributes in multiple ways to the literature by proposing UPOB and psychological entitlement as a possible outcome of OI. The present study also explains the linkage mechanism between OI and its dark outcomes.

Furthermore, psychological entitlement is a ubiquitous concept but hasn't got researchers' attention. Initially, it was studied as a component of grandiose narcissism, but later Campbell et al. (2004) stated entitlement as a separate construct having some characteristics of narcissism. They found that sense of entitlement is not limited to low-level managers and employees, but CEOs and especially young

employees are coming to the workplace with a high sense of entitlement (Samuelson, 2003). After that study of Campbell and his colleagues, it was supposed that entitlement literature would attract the researchers' attention, but contrary to the expectations, it was not appropriately theorized. That's why Harvey and Dabornough (2015) make an explicit call in the *Journal of organizational behavior* to study entitlement in the workplace. O'Leary-Kelly, Rosen, and Hochwarter (2017) state that studies on entitlement are not consistent with the significance of the organization's concepts. They further state that previous studies have considered entitlement as a consistent pattern of individual perception, limiting the sight to study the entitlement at the workplace because entitled are workplace created perceptions (Harvey & Harris, 2010).

In line with the above discussion, the present study will contribute to the literature of entitlement by testing its different antecedents and outcomes. The antecedents of entitlement are based on workplace identity and demanded extra-role behavior from an employee. The present study will provide insights to the literature by focusing on the negative outcomes of OI, which is a positive construct on the surface, and gray outcomes of psychological entitlement, which is mostly discussed as an undesirable individual characteristic.

Organizational citizenship behavior has also been considered a positive workplace behavior and is often promoted at the workplace. But overemphasizing extra-role behavior undermines employees' in-role behavior, which should be a primary concern for organizations. Researchers have discussed the benefits of OCB but developing OCB demanding culture can also result in adverse outcomes (Bergerson, 2007; Koopman, Lanaj, & Scott, 2016; Shu, Chiang, & Lu, 2018). The present study is attempting to address the controlled motivation side of OCB, i.e., externally motivated OCB.

1.6.2 Practical Significance

The present study intends to generate a number of insights for organizations. It is discussed in identity theory that every person has some form of identity everywhere. The identity of organizational members has been studied under the

heading of OI. Organizations are also concerned about the development of OI of employees due to their widely discussed favorable outcomes. However, since some researchers have identified that OI may have detrimental effects, the present study will help the organizational managers understand and manage all those negative outcomes of OI. This study's findings are anticipated to provide insights to organizations about determining the optimal level of OI to reap the benefits of employees' identification with their respective organizations.

Additionally, Twenge and Campbell (2009) found that young employees have a strong perception of deservingness and entitlement. Twenge, Konrath, Foster, Campbell, and Bushman (2008) also concluded that young students and millennials are more entitled to feeling superior than the old generation. Managing the expectations of an entitled workforce is a common problem of all organizations. The present study will help the practitioners to understand and reduce those practices which promote entitled feelings. Understandably, complete elimination of entitled feeling is inevitable for the practitioners. Still, it is possible to get some positive outcomes from their entitled workforce, which is one of the current study aims.

Last but not least, the present study addresses different theoretical and contextual gaps to establish that nothing is entirely good or bad, but there is light in the dark and every cloud has a silver line. That depends on the manager to extract positive outcomes from negative situations and events and warn them not to emphasize the desirable outcomes of any phenomena. By introducing the negative side of OI, this study will help organizations understand the phenomena that could lead to adverse outcomes. Consequently, it will help organizations respond in constructive ways towards such practices and devise ways to reduce the adverse practices in the organization.

1.7 Supporting Theory

The present study is based on a sequential mediation model. However, multiple theoretical perspectives have been used to explain the different links presented

in this model. However, the current research model is based on the overarching framework of Identity Theory. Identity theory also serves as a foundation for several theories like social identity theory, social comparison theory, and social categorization theory. Identity theory is one of the popular frameworks used in the studies of OI.

Social comparison theory and equity sensitivity theory are mostly utilized to support psychological entitlement studies (Huseman, Hatfield, & Miles, 1987). Past researchers have applied social exchange theory and LMX theory to support the studies of OCB and LMX (Gong, Chang, & Cheung, 2010; Walumbwa, Cropanzano, & Goldman, 2011). Nonetheless, the most suitable theory on which the current framework is based that explains all of the present model's relationships is the identity theory (Burke & Stets, 2009). The identity theory explains the external as well as internal factors to describe OI.

1.7.1 Identity Theory

The roots of Identity theory can be traced back to Mead's (1934) work, who stated that society substantially impacts developing self and shapes individual behavior. Stryker and Burke (2000) identified three different strands of research of identity theory in social psychology. "According to Stryker and Burke," Some researchers refer identity to the culture of people in which they live and don't clarify the difference identity and ethnicity (Calhoun, 1994). Others use the term identity as a common identity and social categorization of individuals, reflecting from social identity theory (Tajfel, 1982). Finally, they also endorse the work of those which refers identity to individuals shaped, based on self-given meaning and expectation of different roles they usually play in modern society.

In line with the last conceptualization of identity theory, Stryker and Burke (2000) conclude that research on identity theory has been presented in two different but related streams. One stream focuses on explaining that social structure is linked to identity. While the other stream focuses on the internal mechanism that verifies individual identity (Stryker, & Burke, 2000). These two streams are considered

the main crux of identity theory. The conceptualization of identity theory and identity verification through specific behavior can be better explained through these two streams.

External Social Structure and the Structure of Self

The research on identity can be traced back to a hundred years, but the term identity theory was first coined by Stryker in a meeting back in 1966. His work was published in 1968. The literature on identity theory can be divided into two main streams (Stryker & Burke, 2000). The first stream of research focused on the external social structure, which shapes or structures individuals' internal self. This stream of work was in line with Mead's (1934) study, which explains that individuals' social behaviors are their role choice behaviors, but individuals have multiple roles. Several expectations are linked to each role, presenting multiple choices of behaviors (Stryker, 1980). Therefore, it was presented that the self reflects society, and the self is not a single role choice but is multifaceted and made of different parts. Hence, it was concluded that personal identity is not stable and single. Each person has multiple identities and roles. With each role, they have a set of expectations that were labeled as internalized role expectations. Markus (1977) stated that a person's identity shuffles from situation to situation and from event to event because it is dependent on self-derived meaning from experiences. The identity that is more salient than others will decide the role choice behavior based on their particular identity expectations. Serpe (1987) concluded that identity salience is also not stable; it varies with time and situational changes.

Internal Mechanism

The second stream of research reflects the work of Burke and his colleagues. The changes of identity salience across time and situations raise some serious questions. In response to these questions, different behaviors tied with individual identities were studied based on individual derived meanings from their role in the social structure. Burke and Reitzes (1981) stated that the relationship between identities and behaviors is based on their roles' ordinary meaning. Burke (1991) proposes a four-component model for identity theory. i) Identity standard; it is the combination of meaning derived by individuals from their identity role in a situation.

ii) Perceived meaning by an individual in a situation and its match with identity standard. iii) The comparative parameters that compare the perceived meaning added by the individual and identity standard. iv) Individual behavior, which results from the difference between the perceived meaning and identity standard. Burke (1991) stated that individual behavior is continuously evolving due to a close match between identity standard and perceived situational meaning, and he termed that process as self-verification. Frank (1988) and Stryker (1987) incorporated emotions and affect in identity theory. Emotions and effects are part of the self-verification process. They affect individual experiences of the situation and draw meaning and the exhibition of behavior. Molm and Cook (1995) brought resources by widening the scope of identity theory with exchange theory. Burke (1997) stated that the person's expectations vary with the role, access, and usage of resources, earning and living, etc. An Individual's internal mechanisms and behaviors are the efforts to sustain the social structure, which have shaped the individual's salient identity (Burke & Gray, 1999; Burke & Stets, 1999; Burke & Reitzes, 1981).

Combining the Two

By putting these two streams together, the first one focuses on the social structure as a source of identity and relationship of one identity with another; and the other stream focuses on the internal cognitive schemas, which are known as the verification process by matching the perceived meaning and identity standards through a set of behaviors. The identity theory has mainly focused on role identities. The role is externally shaped by societal relationships and expectations linked to them, while identity is internally based on self-derived meanings from different situations and experiences (Stryker & Burke, 2000).

Identity theory helps the present study as an overarching framework better than other theories. The present study is based on serial mediation, and all of its mechanisms can be explained better through identity theory. OI and LMX are individual role identities that are based on different situations or social structures. Externally motivated OCB is some behavior imposed by social structure on the individuals because the individual is threatened to engage in such behavior; otherwise, he will suffer. OI, externally motivated OCB, and LMX collectively increases

individual expectations and shape a more salient and desirable individual identity in psychological entitlement. As discussed, individual effects and emotions, resources, and social structure have an impact on deciding the salient identity of the individual. After that, the self-verification process discussed by Burke and his colleagues start. Individual identity in the form of psychological entitlement and individual personality in the form of social dominance orientation may collectively affect individual behavior like UPOB and PSRB through an effect and emotional mechanism of status striving. The first part of OI, LMX, and externally motivated OCB can be characterized as a social structure and behavior endorsed by norms that create a more salient identity like Psychological entitlement. While the others part, like psychological entitlement and individual social dominance orientations, status striving, UPOB and PSRB can be characterized as a self-verification process to sustain the social structure.

1.7.2 Social Identity Theory

One of the supreme contributions to identity literature is the social identity theory presented by Henri Tajfel. Social identity is a person's perception of self (who they are) based on their membership with a particular group. Tajfel et al. (1979) that people belong to a different group (e.g., religion, social class, family, sports teams etc.) and this group membership is considered an important source of pride and self-esteem. Groups provide them a sense of identity that is a sense of representation by a group in the social world. This group identity led to the "us" versus "them" concept through a process of social categorization. Tajfel et al. (1979) stated that dividing self and others into groups and categories is a normal cognitive process of grouping things tighter based on the differences and similarities. This gives birth to concepts of in-group and out-group. The central theorem of social identity theory is that in-group members try to find out the negative characteristics of out-group members for enhancing their self-image in comparison to out-group. Most people categorize in a similar fashion by seeing their group as different from other groups and consider in-group similarities more than they are. Different stages of social identity theory are;

(i) Social Categorization

The very first stage of social identity theory is social categorization. People categorize objects into groups for better understanding and identification. Similarly, people categorize themselves and others to understand the social environment better. Categorization bound people to act in ways that are acceptable in the category in which they fall. Group belongingness is also a part of categorization as people behave according to the group they belong to. This happens when an individual is clear about his/her belonging to a specific group. However, it's also possible that an individual can be a member of several groups at a time.

(ii) Social Identification

After categorization and belongingness with a specific group, people approve and adopt the identity of this group. Consequently, they start to act similar to actions attributed to the specific group for developing conformity with the group's norms and values. Conformity refers to "yielding to group pressures" (Crutchfield, 1955). In developing conformity, the individual changes his/her values, beliefs, and behaviors to develop a good fit with a group. It is also known as surrender to group pressure or majority influence. The group membership also contributes to their members' emotional significance and enhances their self-esteem due to bonding with the group. Convincingly, it can be argued that social identification with a particular group results in boasting individual self-image and self-esteem.

(iii) Social Comparison

The last stage of social identity is social comparison. Once people categorize themselves with a particular group based on belongingness and then have adopted the identity of this group, and then they are inclined to compare their group with other groups. In this process, the in-group (us) needs to be superior and favorable to maintain self-esteem than other groups (them). This brings rivalry between groups due to their competition for superiority, and the in-group members engage in all those activities which can promote their group.

Support for the Current Study

In the present study, individuals tend to categorize themselves with their organization i.e., OI. They also categorize themselves in the in-group or out-group of

their leader (Leader member exchange). OI and leader member exchange are two groups, with whom individual categorizes themselves based on similarities and shared identities. After categorization, individuals adopt identities such as highly identified and in-group of leaders. For developing conformity and a good fit with the group, individuals are influenced by the demands of group pressure (group culture) that can be both internally motivated and externally motivated OCB. Like, Kelman (1958) identifies that conformity can be in the form of compliance (this happens because individual expect a favorable reaction in reciprocation for their actions from their group or person), internalization (it refers to the acceptance of inducing behavior by an individual because he thinks its intrinsically rewarding), identification (it's the contents of induced behavior acceptance because it helps in maintaining the membership with the group) and ingratiation (it individual conformity for getting favor or praise). In the current study, individuals try to engage in both internally and externally motivated OCB to develop conformity through compliance, internalization, and identification. Social identity also posits that conformity and identification with a particular group boast the members' self-image and self-esteem and consider themselves superior to others, i.e., psychological entitlement and social dominance orientation. Psychologically entitled individuals tend to believe that they deserve special treatment compared to others due to their high identification with their organization and leaders (Naseer et al., 2020). To maintain self-esteem, individuals engage in some behavior that can add to their sense of inflated self (i.e., status striving). In the last stage of social identity theory, individuals compare their group with others and try to promote their group to make them favorable. For this purpose, individuals go the extra mile to promote their organization even at the cost breaking rule and violate ethical principles (i.e., UPOB and PSRB).

Chapter 2

Literature Review

In this chapter detail definition and background of all variables of the study is discussed. Further, detailed literature review for both negative and positive outcomes of organizational identification is presented. Literature on serial mediation for the outcomes of organizational identification through externally motivated OCB, psychological entitlement and status striving is also discussed. This chapter also describes the moderating role of leader member exchange and social dominance orientation. Overall, this chapter provides literature for direct effects, indirect effects (simple and sequential mediation) and moderating effects.

2.1 Definition of Variables of the Study

2.1.1 Organizational Identification

“OI refers to the perceived oneness of organizational members with their organization in terms of their values, norms and choices (Ashforth & Mael, 1989)”. Humans have tags of identities, and these identifies can be professional, organizational, social, cultural, and religious identity, etc. (Bilali, Iqbal, & Çelik, 2018 ; Burke & Stets, 2009). Among all those identities, OI has got great attention from researchers and practitioners due to its pervasive significance for the organizations (Carper, 2017). However, compared to other variables relevant to work context like motivation, satisfaction, and ability, the OI paradox has captured researchers’

little attention in terms of published studies (Conroy et al., 2017). The construct name “OI” was first introduced by the American statistical association in 1939. Before this, Mead (1934) defined identity as loyalty towards a particular group, unit, division, department, country, and others. Moksness (2014) added that OI refers to the loyalty start with one organization and later transform the larger domain. Foote (1951) defines OI as an individual’s inclination to identify himself with other group members. While March and Simon’s (1958) comprehensive and formalized OI model is considered more influential until now.

After the 1960s, the literature on OI starts to prosper, but limited studies are found in these two decades on the construct of OI, like the work of Hall and his colleagues (1970; 1972). Rotondi (1970) studies OI with personality, creativity, needs and develops by identifying its current issues and development (Rotondi, 1975). The literature on OI has gained momentum in the 1980s. Some of the influential work was done in different fields like organizational behavior, social psychology, sociology, and others. Albert and Whetten (1985) linked OI to social identity theory, and the later work of Ashforth and Mael (1989) have got the bounteous attention of researchers. They portrayed OI as a contextual implication in the organization of social identity theory. Ricketta (2005) reported 80 articles on OI in different journals, and most of them are reported after 1998. Albert, Ashforth, and Dutton (2000) call for a special issue on OI. Studies on OI can be found in various disciplines in relation to a large number of other variables.

Vora and Kostova (2007) discuss the concept of dual identification, which is an individual sense of coherence and identification with multiple organizations, departments, groups, or teams. However, most of the studies on the OI have focused on the organization as a whole. Ashforth, Johnson Hogg and Terry (2001) stated that whenever individuals have multiple identities, then one of the identities is more salient, and sometimes multiple identities are salient. Such simultaneous identities overlap because it is difficult to differentiate them cognitively when the context is relevant. Such dual identities are also considered significant in multinational corporations because both local and multi-national identities are helpful for the success of multinational corporations (Vora, Kostova, & Roth, 2007). Individuals high on OI voluntarily internalize the practices, values, and norms of that

organization and work for the collective motive to bring success to the organizations. OI is also a potential indicator for individual job performance (Ashforth & Mael, 1989).

Numerous definitions of OI have been presented so far, and most of them have consensus about the cognitive aspect of OI. OI is considered the cognitive coherence between the organization and its members, the perceived feeling of belongingness with the organization, or defining himself in terms of that belongingness (Ashforth & Mael, 1989). O'Reilly and Chatman (1986) define OI as the employee's affective state that motivates them because of emotional attraction and gratifying relationship with the organization. Haslam and Platow's (2001) definition combines the affective and cognitive parts by taking social identity theory as an underpinning framework.

Patchen (1970) also comprehensively added to the definition in its emerging phase; Patchen's definition has several parts i) perceptions of organizational members about shared characteristics with their organization, ii) Solidarity feeling with their organization, and iii) the perception of support from the organization. The basic foundation of OI is based upon member perception about the similarity of their interest, goals, and objectives with the organizations. The solidarity component of Patchen's definition added the sense of belongingness of employees with their organization. The last component is about the loyalty and complete trust of members in organizational rules and regulations. OI has been defined in terms of cognitive, emotional, moral, or affective constructs (Shamir & Kark, 2004). The definition based on social identity theory considers all these perspectives (Ashforth & Mael, 1989). OI can be broadly defined by considering cognitive and emotional standpoint. Riketta (2005), after conducting a meta-analysis on OI, summarized OI's definition such that, Irrespective of varieties in the definition of OI, the central notion of all these are linked to individual membership based on his self-concept, either cognitively, emotionally, or both.

Based on the above comprehensive definition, OI is somehow sharing some of its aspects with other organizational behavior variables, like employee involvement, engagement, and satisfaction. However, due to its much similarity with affective

organizational commitment, some researcher has confused the term OI with organizational commitment and used it interchangeably, while others have considered OI as one of the aspects of organizational commitment with a particular organization (Ashforth, Harrison, & Corley, 2008; Mael & Tetrick, 1992). Allen and Meyer's (1990) define affective organizational commitment based on feelings of organizational members' emotional attachment with their organization, identification with the organization, and active involvement in the organization. Edwards and Pececi (2007) believe that OI is the extreme form of organizational commitment with the organization (Edwards, 2005). There is somehow considerable overlap between OI and organizational commitment, but OI is considered the good connections of organizational members with their organizations in the organizational context. In the case of high OI, individual ties their fate with the success and failure of the group. Ashforth and Mael (1989) have stated that individual cognitive perception of their oneness and coherence with their group is because of their attitude's affective and behavioral components. They added that OI is a cognitive construct not necessarily linked to some sort of attitude or behavior. The distinction between these two overlying constructs in one way or another is not clear. Still, the scale widely used to operationalize OI is different from Mael and Tetrick's organizational commitment (1992). Some other scholars also found strong discriminant validity among these two constructs (Van Knippenberg & Sleebos, 2001). Riketta (2005), in his meta-analysis, also found that OI and organizational commitment are two distinct constructs.

2.1.1.1 Different Forms of Identification

OI is based on the foundation of individuals seeing him/herself in terms of their social identity with a particular organization (Ellemers, Haslam, Platow, & van Knippenberg, 2003). OI refers to an individual full or at least partial definition of self in terms of organization. OI revolves around the concept of self, differentiating it from other variables, like organizational commitment and person-organization fit. It is the feeling of identification and oneness while other variables are based on fit or commitment towards the organization. In recent times, the concept of OI has moved beyond the conventional construct, and now it encompasses some other

forms of identification with the organization as well (DiSanza & Bullis, 1999). It is because that OI is a cognitive construct based on only individual perceived feeling and balancing self-versus-organization. Due to these ambiguities and intriguing queries, Kreiner and Ashforth (2004) suggest moving toward a more expanded OI model. Furthermore, Galvin, Lange, and Ashforth (2015) differentiate several forms of OI. Other types of identification so far discussed in the literature are as follows;

2.1.1.1.1 Dis-Identification

“Organizational Dis-identification refers to a mismatch between the individual’s attributes and principles with the organization’s values and norms (Elsbach & Bhattacharya, 2001; Woodcock, Hernandez, Estrada, & Schultz, 2012)”. Some scholars working in this area have presented dis-identification as another type of OI (Ashforth et al., 2001; DiSanza & Bullis, 1999; Ning, & Zhaoyi, 2017; Rani, Arain, Kumar, & Shaikh, 2018). In such cases, the individual does not agree or comply with organizational policies due to specific attributes or morality grounds. In contrast to OI, the dis-identified individual actively withdraws his/her all forms of connection from the organization. Dis-identification is the denial and voluntary separations from the organizational culture, mission, and vision. It is the extreme condition where an employee doesn’t want to reveal the organization he/she is working or had worked for (Lai, Chan, & Lam, 2013).

Kreiner and Ashforth (2004) stated that dis-identification is not the opposite of identification. Dis-identification is a separate construct and unique psychological state of employees (Bhattacharya & Elsbach, 2002; Pratt, 2001). Dis-identification seems negative and undesirable for organizations, but it is the case when there is a severe clash between individual and organization values. Both the retention and turnover of dis-identified members are harmful because turnover is costly and managing dis-identified members is also difficult (Chang, Kuo, Su, & Taylor, 2013; Kreiner & Ashforth, 2004). In most cases, the employers wish the turnover of dis-identified members. Dis-identification, on the surface, leads to turnover intention, but due to some sort of obligation, like low employment opportunities, family problems, or continuous commitment can also result in continuity of job

for dis-identified members (Pratt, 2000). Therefore, it is proposed to see the positive outcomes of dis-identified members like whistleblowing, creativity, prohibitive voice behavior, and innovative work behavior during their stay in the organization (Lai, Chan, & Lam, 2013).

2.1.1.1.2 Ambivalent Identification

“The ambivalent identification refers to state organizational members simultaneously identifies him/her with some attributes of the organization and at the same time also dis-identify him/herself from other attributes, aspects, or policies of the organization (Bhatt & Berens, 2018)”. Due to environmental uncertainty and complexity, organizations are continually evolving by changing their values, norms, culture, mission, and vision (Lewis, 2019). In these constantly changing conditions of organizations, employees sometimes feel identified, and other times dis-identified with the organization, such a hesitant form of identification is called ambivalent identification (Hayashi, 2014). The ambivalence condition is somehow present in all interpersonal relationships (Thompson & Holmes, 1996). Meyerson and Scully (1995) have studied similar constructs with the label “tempered radicals”, which refers to the identification and commitment of individual with their organization and supporting some other cause that is against the ideology of the organization.

The positive side of ambivalence identification is encouraged and desirable, while the dis-identification part is considered undesirable and discouraged (Galvin, Lange, & Ashforth, 2015; Kreiner & Ashforth, 2004). The positive aspect of such identification results in ineffective job performance and organizational citizenship behavior, while the harmful component ‘dis-identification’ also has some fruitful outcomes like constructive conflict, constructive criticism, improvement of internal systems, and also identifying the poor area that needs managerial attention (Ashforth, Rogers, Pratt, & Pradies, 2014; Rothman, Pratt, Rees, & Vogus, 2017; Schad, Lewis, Raisch, & Smith, 2016). However, the ambivalent condition is stressful for the individual due to a lack of clarity about his/her position in the organization in terms of emotion and cognition (Meyerson & Scully, 1995).

2.1.1.1.3 Over-Identification

“Over-identification refers to the total internalization of organizational image and individuals surrender his/her identity to the organizational identity and consider themselves a manifestation of the organization (Miao, Eva, Newman, & Schwarz, 2019)”. In that case, an individual ultimately sees his/herself in light of his/her organizational identity (Dukerich Janet, Kramer, Parks, & Whetton, 1998). The organizational identity completely subsumes individual identity, and the identity of self is completely diminished (Brown, 2017). Over-identification is found dysfunctional because of the submission of self-interest and wellbeing for the sake of organization and organizational stakeholders that directs the individual to act blindly in the pursuit of organizational interest (Avanzi, van Dick, Fraccaroli, & Sarchielli, 2012; Conroy et al., 2017).

Over-identification is presented as the extreme form of conventional identification (Avanzi et al., 2012), but Galvin, Lange, and Ashforth (2015) articulate it differently by stating that it is the domination of organizational identity over individual identity. Ashforth, Harrison, and Corley (2008) stated that completely surrendering individual identity will negatively affect outcomes. Hence, the potential problems associated with over-identification cannot be ignored. Previous studies have found that high identification leads to extra-role behavior and high involvement (van Dick & Haslam, 2012). Based on Meijman and Mulder’s (1998) effort recovery model, the health problems with extra effort cannot be ignored in the long run due to over-identification. Avanzi et al. (2012) consider over-identification as a stressor having a curvilinear relationship with employee wellbeing. Haslam (2004) has also highlighted that high identification cannot be used as a buffer to exhaustion, but it can also lead to stress due to excessive cognitive demands. Moreover, Burke (2001) stated that over-identification creates workaholics, which is not desirable while discussing organizations’ values as a guiding principle for the behavior of organizational members.

2.1.1.1.4 Narcissistic Organizational Identification

“Narcissist identification refers to the state when individual identity is dominant and organizational identity is submissive and such individuals define organization in terms of themselves (Fuller, Galvin, & Ashforth, 2017)”. Over-identification

refers to the extreme internalization of organizational values, while narcissist identification is based on the extreme externalization of organizational values and identity. It refers to the complete submission of organizational identity to individual identity (Galvin, Lange, & Ashforth, 2015). They consider their identity more important than organizational identity. Such identification is dangerous because those individuals threaten the organization and its stakeholder interest for self-interest. Narcissist identification is not only different from conventional identification, but it is also different from dis-identification, which is the complete separation of individual identity from organizational identity (Elsbach & Bhattacharya, 2001). However, in the case of narcissist identification, the individual has a sense of coherence and oneness with organization, having no conflict of self with the organizational identity.

Narcissist identification is an individual sense of self by considering himself central to the organizational functioning (Miscenko & Day, 2016). It is the shade of individual identity over organizational identity and representing the organization in terms of self (Xiao, Liu, Zhou, & Chen, 2018). Such cases are common in top-level management who are better positioned to represent the organization in the external environment (Cragun, Olsen, & Wright, 2019; Fuller, Galvin, & Ashforth, 2017). The possible behavior can be in the form of self-serving biases, escalation of commitment, and other selfish behavior. Organizations discourage such identities because it is dangerous for the organization's identity, and such individuals can't take the sensible decision due to inflated self (Xiao et al., 2018).

2.1.1.1.5 Conventional/Neutral Identification

“OI refers to the degree of organizational member's involvement and coherence to the level that employees even surrender their own identity to organization and define themselves in terms of their organizational identity (Ashforth & Mael, 1989)”. In other words, it is the extent to which employees consider organizational identity as their own identity (Ashforth, Harrison, & Corley, 2008). OI was first introduced several decades back by March and Simon (1958). However, minimal studies have been explicitly done on this construct for two decades after its initial inception (Brown, 1969; Rotondi, 1975). Porter, Steers, Mowday, and Boulian (1974) define OI as a part of affective commitment. OI had long been used as alternatively with

affective commitment (Griffin, Bateman, Cooper, & Robertson, 1986). In the late 90's organizational behavioral researchers and later followed by social psychology scholars, rediscovered this OI as a crucial concept of workplace dynamics (Ashforth & Mael, 1989). This led to an increase in research interest towards OI; thus, a large number of studies have been published on OI as a crucial part of workplace interactions, and this journey still goes (Ricketta, 2005). Organizational behavior researchers and social psychologists have examined OI as an essential aspect of social identity, having many consequences for organizations (Tavares, van Knippenberg, & van Dick, 2016). OI was rediscovered as an essential construct that resulted in social categorization, social identification, and social comparison theory in organizational settings (Van Knippenberg, Van Knippenberg, Monden, & de Lima, 2002). Since then, the research on OI has gained momentum with a large number of studies being conducted to explore its antecedents and consequences at the individual and organizational level (Allen & Rogers, 2018; Cole & Bruch, 2006; Lee, Park, & Koo, 2015; Ng, 2015; Vardaman, Zhang & Liu, 2016).

The present study is focused on the outcomes of neutral/conventional OI. Those employees who identify themselves with their organization take ownership of the success and the failure of their organization due to shared identity (Cole & Bruch, 2006). The self-worth of the employees feeling OI depends on their organization's worth as they tend to believe that they share their identity with their organization. This perception of oneness in terms of goals, values, and identity often leads to a positive impact on employee cognitions, attitudes, and behaviors (Ashforth, Harrison & Corley, 2008; Blader, Patil & Packer, 2017; He & Brown, 2013).

OI is the outcome of the process of social comparison, in which the employees compare their identity with their organization, and if they feel that there is congruence between their values and that of their organization; then they tend to start identifying themselves with their organization (Loi, Chan, & Lam, 2014; Tajfel, 1982). These employees feel pride in considering themselves members of the in-group to the extent that they consider their organization the best compared to other organizations (Ashforth & Mael, 1989). OI also satisfies their need for self-worth by enabling them to understand who they are. Due to this alignment of

values and goals, employees tend to feel worthy and successful as a result of organizational success. On the other hand, organizational failure causes a decrease in their self-esteem (Besharov, 2014). This is why employees who identify themselves with their organization often indulge in behaviors that can help their organization increase their self-worth.

The roots of OI can be traced back to social identity theory, which posits that every individual is engaged in the social comparison, which helps them in identifying the group they belong to, based on the values and goals of the group (Jones, & Volpe, 2011). This theory suggests that individuals tend to identify with those groups whose goals and values are integrated with individual values this membership results in emotional attachment with the group (Ashforth & Mael, 1989). Social identity theory believes that membership in a particular group signifies the portion of an individual's self-concept, which is why people engage in pro-group activities as it enhances their self-worth due to a shared identity. OI has mostly been examined through the lens of social identity theory (Boen, Vanbeselaere, & Cool, 2006). This view of identification has led to several studies that have highlighted the positive side of OI. This positive approach towards OI talks about the benefits it offers to the employees and organizations (Lee, Park, & Koo, 2015).

2.1.2 Externally Motivated Organizational Citizenship Behavior (OCB)

More than three decades of research has been dedicated to the antecedents and consequences of OCB (Organ, Podsakoff, & MacKenzie, 2006; Parke, Tangirala, & Hussain, 2020). OCB is defined as a discretionary extra-role behavior that helps in the organization's efficient functioning but is not rewarded like in-role behavior (Organ, 1997). However, "externally motivated OCB refers to all those extra role behaviors which are performed due to external motivation (i.e. avoiding punishment or getting rewards) rather than internal motivation (Bolino et al., 2015)". The extant literature available on OCB has portrayed it as positive behavior, resulting in an abundance of studies on its positive employee and organizational outcomes (Klotz, Bolino, Song & Stornelli, 2018). This optimistic view of OCB

is based on its original conceptualization. It is termed discretionary behavior involving all those activities that are not part of the regular job tasks but based on employee discretion (Podsakoff et al., 2009). However, researchers have realized that sometimes employees do not indulge in OCB out of their free will; instead, they are required to do so. In other words, OCB is not a discretionary behavior in all scenarios because organizations sometimes expect their employees to indulge in these behaviors in this era of competition (Banwo & Du, 2020; Bolino et al., 2015; Bolino, Klotz, Turnley & Harvey, 2013) or because organizations willingly reward employees for displaying these behaviors (Bolino & Grant, 2016).

Keeping in view this perspective, Organ (1997) and others Bolino et al. (2015) re-defined OCB by proposing that organizational citizenship involves all those extra-role behaviors which may not necessarily be discretionary. Still, they are contextual due to fruitful for the organization. Due to OCB's revised conceptualization, researchers have realized that the employee act of citizenship behavior is not done out of the free will. Instead, they do so because of their perception that they must engage in these extra-role behaviors due to citizenship pressure (Bolino, Klotz, Turnley, & Harvey, 2013). OCB's external perceptive claims that some employee performs OCB because they "have" to do so; otherwise, they will be punished or excluded (Yam et al., 2017). Going further, some researchers suggest that the majority of the organizations pressurize employees to display citizenship behavior more frequently (Bolino, Turnley, Gilstrap & Suazo, 2010). It is also believed that some employee volunteer for those behaviors which are not part of their job to avoid punishments (Liu, Zhao, & Sheard, 2017; Salamon & Deutsch, 2006). A growing number of studies have highlighted that most employees now consider OCB as job demand and part of their daily job activities (Lennard, & Van Dyne, 2018; Somech, & Bogler, 2019).

In conclusion, employees do not participate in citizenship acts every time because they want to; instead, they think that they have to (Bolino, Klotz, Turnley, & Harvey, 2013) mainly because of the pressure from external forces such as a supervisor or the context of the organization (Alkan & Turgut, 2015; Organ, Podsakoff, & MacKenzie, 2005). According to the studies conducted on the motivational side of behaviors such as OCB, this suggests that employees engage in motivational

behaviors due to internal factors or external factors (Gagne & Deci, 2005). The internal factors may include all those intrinsically exciting and external factors, including situational or contextual factors such as fulfilling the target set by the supervisor or the organization (Gagne & Deci, 2005). The current study has taken externally motivated OCB, which is defined as the extra-role behavior done due to external pressure and extrinsic factors (Bolino, Harvey, & Bachrach, 2012; Gagne & Deci, 2005). Although externally driven and internally driven OCB work independently, researchers believe that externally motivated OCB is more prevalent (Bolino, Klotz, Turnley & Harvey, 2013; Yam et al., 2017). It might be the part of organizational culture or indirectly and informally expected by the supervisor (Bolino, Harvey, & Bachrach, 2012; Bolino et al., 2010).

As citizenship behavior is secondary to regular job tasks, employees are more likely to show adverse outcomes when forced to engage in externally driven OCB (Bolino et al., 2010). For instance, Gagne and Deci (2005) suggested that employees tend to lose interest in displaying OCB if their organization forces them to engage in these behaviors. In another study, it was found that the internally motivated OCB leads to positive outcomes (Finkelstein, 2011; Grant, Nurmohamed, Ashford, & Dekas, 2011). Due to lack of motivation a number of employees negative outcomes of externally motivated OCB are reported by different researchers (e.g see, Bolino, Klotz, Turnley & Harvey, 2013; Deci, Koestner, & Ryan, 1999; Finkelstein, 2011; Yam et al., 2017).

It is concluded that, contrary to the widespread perception that OCB is volunteer behavior, there has been an increase in the studies which suggest that employee may show resistance against the external forces which pressurize them to engage in OCB (Bolino, Klotz, Turnley & Harvey, 2013; Pooja, De Clercq, & Belausteguigoitia, 2016). This is mainly because they are forced to display these behaviors. Some researchers further claim that employees start begrudging those who force them to engage in OCB (Podsakoff, Morrison, & Martinez, 2018; Rodell & Lynch, 2016). When organization pressurizes employees to engage in citizenship behavior, then employee starts to believe that they are doing more than what is written in their job description, so they are qualified to get more than what they are currently getting from the organization (Yam et al., 2017).

2.1.3 Psychological Entitlement

“Psychological entitlement refers to an employee state in which they perceive themselves worthy of special treatment relative to their peers when they have not even earned it (Fisk, 2010; Grubbs & Exline, 2016)”. The prevalence of psychological entitlement at the workplace has been enhanced in the last two decades; however, it failed to get the attention it deserves from society and research scholars until now (Campbell et al., 2004). According to a multicultural study, psychological entitlement is prevalent in all the cultures up to a varying degree, emphasizing the need to study it further (Żemojtel-Piotrowska et al., 2017). A repeated claim that the number of entitled individuals is rising, particularly millennial entering the workforce, calls for more research on its antecedents and consequences (Harvey & Dasborough, 2015; Zitek & Jordan, 2020). Organizations need to get a better understanding of psychologically entitled individuals to get maximum output from them.

The extant literature available on psychological entitlement indicates that it stimulates employee cognitions (Tritt, Ryder, Ring, & Pincus, 2010), emotions (Grubbs, Exline, & Campbell, 2013), and behaviors (Brown, Budzek, & Tamborski, 2009; Qian, Yilin, Yongxin, & Zongkui, 2020). Some of the adverse outcomes of psychological entitlement include conflict, frustration, politics at work, feeling dissatisfaction, selfish attitude, and hostile behavior toward others (Campbell et al., 2004; Harvey & Harris, 2010; Harvey & Martinko, 2009; Moeller, Crocker, & Bushman, 2009). For a long time, researchers have been treating psychological entitlement as a stable tendency. However, substantial empirical evidence suggests that it is a state (Campbell et al., 2004; O’Leary-Kelly, Rosen, & Hochwarter, 2017). The provokers of the conceptualization of psychological entitlement as a state believe that different contextual or situational factors may lead to an employee state in which they start to believe that they deserve more than others (O’Leary-Kelly, Rosen, & Hochwarter, 2017; Zitek, Jordan, Monin & Leach, 2010).

Despite several conceptual overlaps, psychological entitlement is theoretically different from other similar constructs, particularly self-serving bias and narcissism (Campbell et al., 2004). Self-serving bias is defined as a cognitive distortion in

which the individual is prone to attribute positive things to him and negative things to external factors to boost his self-esteem (Campbell & Sedikides, 1999). Although self-serving bias and entitlement both involve giving positive attributes to the self and considering the self as special but entitled individuals, they do not attribute adverse events to external factors (Babcock & Loewenstein, 1997). The majority of the studies have found no or very little association between self-serving bias and entitlement (Tamborski, Brown, & Chowning, 2012; Zitek & Jordan, 2019). Some researchers believe that the self-serving bias acts as an underlying mechanism through which entitlement leads to various outcomes (Harvey et al., 2014).

Similarly, narcissism is defined as excessive praise and admiration for oneself, has long been considered correlated with psychological entitlement; however recent studies have proved conceptual distinctiveness between the two (Krizan & Herlache, 2018; Miller, 2020). The love for self is dominant aspect of narcissism and psychological entitlement both to the extent that the individual considers oneself worthy of appreciation and reward (Rose & Anastasio, 2014). However, the empirical evidence suggests that narcissists only talk about themselves but the entitled talk about themselves in relation to others (Rose & Anastasio, 2014).

The abundance of studies has highlighted the maladaptive side of entitlement (Harvey & Martinko, 2009). Highly entitled employees have unrealistic and a false expectation which is why their expectations are not mostly fulfilled which result in aggression or stress (Campbell et al., 2004; Grubbs & Exline, 2016). There has been a growing interest in the notion that different situations can elicit entitled behavior among employees opening new avenues for research (Piff, 2014; Zitek & Vincent, 2015). For instance, one study revealed that OI acts as a situational factor, which leads to an increase in psychological entitlement among employees (Naseer et al., 2020).

Some researchers believe that those who are used to getting special treatment from people in their surroundings are more likely to become entitled (Fisk & Neville, 2011). Due to their higher expectations, entitled individuals quickly get offended, which is why, most of the time, they have complaints of mistreatment (Harvey et al., 2014). Sometimes, entitled individuals perceive those instructions

as unfair, which are acceptable by others due to which they do not comply with those instructions (Alnaimi, & Rjoub, 2019; Harvey, & Harris, 2010; Yam et al., 2017).

Entitled individuals have this distorted self-image in their minds based on which they deserve to get the best always as compared to others irrespective of their efforts (Harvey & Harris, 2010). This is why; these individuals get angry at God and others when they do not get their expectations (Grubbs, Exline & Campbell, 2013). As opposed to the mainstream research conducted on the dark side of psychological entitlement, researchers are starting to realize that it offers positive outcomes (Naseer et al., 2020).

2.1.4 Status Striving

“Status-striving refers to all those activities and status pursuits carried out to achieve the desired status in society (Anderson & Kilduff, 2009)”. Status refers to a socially accepted hierarchy in which a certain amount of social rewards are provided at every level, i.e., lesser rewards offered at the bottom level and more rewards given to people at the top positions (Hays & Bendersky, 2015; Magee & Galinsky, 2008; Schaller, Neuberg, Griskevicius, & Kenrick, 2010). Low ranked individuals have lesser autonomy and power, and they have to report to higher-ranked individuals (Henrich & Gil-White, 2001). Status pursuits have always been a fundamental motive of all humans as status brings many benefits; this is why it is perceived to have evolutionary roots with a wide variety of outcomes at all levels (Anderson & Kilduff, 2009; Magee & Galinsky, 2008; Pai, 2020; Piff, Kraus, & Keltner, 2018; Weiss & Morrison, 2019).

Contrary to the widespread assumption that human wants material benefits more than anything else, researchers have begun to realize that status is also a fundamental need of humans due to the respect and prestige associated with it (Kim & Pettit, 2019). Due to its acceptance as an essential human motive, everyone expects others to engage in status striving activities (Cialdini & Goldstein, 2004). Status striving has emerged as a universal and fundamental phenomenon equally applicable in all cultures (Kim & Pettit, 2019).

Status-striving is not a onetime activity; instead, it is a daily effort done by every individual to reach the top of the social ladder; for instance, youngsters strive to show themselves as cool kids to get better rank in their group, and employees tend to perform their best to achieve higher status in the organization (Burtăverde, de Raad, & Zanfirescu, 2018; Cheng, Tracy, & Henrich, 2010). One of the several reasons people strive for status is the admiration and respect of society (Magee & Galinsky, 2008). Studies have shown that those individuals who manage to achieve higher social status are found in good health, and their overall well-being is also enhanced by their status (Adler, Epel, Castellazzo, & Ickovics, 2000; Anderson, Kraus, Galinsky, & Keltner, 2012). This status boosts the self-esteem of the individuals (Gregg, Sedikides, & Pegler, 2018).

Barling, Cheung and Kelloway (1996) proposed motivational goals that most individuals pursue; one of them is status, and the other two are achievement and communion goals. High status striving individuals attempt to control their external environment and influence others through dominating efforts, assertiveness, and decisiveness. In past research conducted by Abele (2003), it was found that the characteristics mentioned above of status-striving play an essential role in the promotion of career success.

There are individual differences in orientation to status striving (Ng & Lucianetti, 2016). People with a higher orientation on status striving are more likely to seek power over others (Marszal, Wisniewska & Siembab, 2012). Status-striving is related to different job behavior (Halbesleben & Bowler, 2007); such that employee with high status striving was more likely to engage in voice behavior to seek power and dominance over others (Ng & Lucianetti, 2016). Simultaneously, one of the previous studies conducted by Chiabru and Carpenter (2013) found that work initiatives are the outcome of status striving.

In an organizational context, employees with higher status striving motives are more conscious about their social status (Kim & Pettit, 2015). Some early studies have also found a relationship of employee personality with status striving, such as having extroverts have status striving motives (Anderson, John, Keltner, & Kring, 2001).

2.1.5 Unethical Pro-Organizational Behavior

“UPOB includes all actions carried out with an intention for promotion of effective functioning of the workplace and its people, and in doing so; one may go against the generally accepted norms, laws, and ways of doing things (Chen, Chen, & Sheldon, 2016; Umphress & Bingham, 2011; Vardi & Weitz 2003)”. UPOB is opening new avenues for business ethics research by questioning the ethical status of various positive behaviors, those behaviors which are mostly perceived desirable. It is the behavior against the accepted moral standards of society (Chen, Chen, & Sheldon, 2016; Tsiavia, 2016). UPOB is more discretionary as the supervisor does not direct it, nor is it part of the formal job requirements (Umphress, & Bingham, 2011). In UPOB, the focus of employee is to provide benefit to the workplace, which distinguishes it from other unethical practices at the workplace (eg, deviant workplace behavior) where the primary intention is to lose or harm the organization and its members (Spector & Fox 2005).

Umphress and Bingham (2011) further clarify the concept by making it different from other forms of deviance. A person intentionally violates organizational norms to harm administrative machinery’s function (Bennett & Robinson, 2000; Robinson & Bennett 1995). But, the UPOB is intended to provide benefits to the organizations (Umphress & Bingham, 2011). Similarly, certain behaviors and activities involving certain mistakes, or errors that are not performed with the intention to benefit the organization would also not constitute UPOB (Asare & Wright 1995). It may also happen that sometimes an individual may engage in certain UPOB to benefit the organization, but the result was not consistent with the intention.

Some of the common examples may include exaggerating information about organizational achievements, bragging about an organization’s repute, etc. (Cialdini & Goldstein, 2004), hiding information for saving an organization reputation and spreading inflated news about organization to promote its image, and hiding damaging information about their organization (Treviño, Den Nieuwenboer, & Kish-Gephart, 2014; Umphress & Bingham, 2011). UPOB is not confined to given extreme incidents. Instead, it also includes the activities like preferring an

incompetent colleague to another organization, lying or misrepresenting to customers about product quality, and hiding or withholding internal information of the company from the public (Miao, Newman, Yu, & Xu, 2013; Kalshoven, van Dijk, & Boon, 2016). According to the employee's perspective, the rationale behind employee engagement in these activities is to help the organization meet its goals (Chen, Chen, & Sheldon, 2016; Umphress & Bingham, 2011).

UPOB may become a threat for various stakeholders, including customers, investors and may also results in adverse outcomes for the organization in the form of lawsuits and reputational damage (Graham, Ziegert, & Capitano, 2015; Tian & Peterson, 2016). The organization sometimes develops certain norms that may tolerate the violation of moral standards if activities are beneficial for the effective functioning of the organization (Moore & Gino, 2013). Similarly, while observing others engage in UPOB also increases others' tendency to engage in these unethical behaviors (Zhang, He, & Sun, 2018).

2.1.6 Pro-Social Rule Breaking (PSRB)

"PSRB can be defined as an employee's intentional violation of the organizational rule to benefit the organization and oraganizational stakeholders (Morrison, 2006)". PSRB is different from other deviant workplace behavior, which is exhibited to harm the workplace or its members (Fox & Spector, 2005; Spector et al., 2006). Whereas PSRB does not encompass such intentions rather it is accompanied with the honorable intentions (Dahling et al., 2012; Spreitzer & Sonenshein, 2004). PSRB is a behavior that has two characteristics. One characteristic is against organizational rules, whereas the other is about positive and constructive intentions (Dahling et al., 2012). This definition makes it distinct from other deviant behaviors (Galperin, 2003). PSRB is breaking organizational rules intending to benefit the workplace (Morrison, 2006). An individual's engagement in such actions are mostly seen as positive (Dahling et al., 2012). PSRB was initially defined by Bried and Motowidlo (1986) as any behavior performed to promote the well-being of another individual, group, or organization. Thus the desire behind engagement in such acts is doing one's job in a better way. PSRB, as defined

by Spreitzer and Sonenshein (2003), is positive deviance or any behavior that is voluntary with constructive intention to give benefit or to enhance the effectiveness of the organization and its stakeholders. Some instances of behaviors which an employee may perform with a positive intention supporting PRSB is similar to whistleblowing (Miceli & Near, 1992), include voice behavior of organizational member by presenting promoting ideas and stopping unfair practices (Van Dyne & Lepine, 1998), taking charge (Morrison & Phelps, 1999) and personal initiative (Frese, Fay, Hilburger, Leng, & Tag, 1997), etc. Engagements in all of these behaviors are not required by an individual's formal job requirements and are known as extra-role behaviors.

Morrison (2006) postulated about PSRB a volitional rule breaking behavior, which is performed to benefit the organization and its stakeholders, and she recognized three types of PSRB. According to which first, these behaviors are commonly prevalent in organizations, which is the employee's performance of duties more efficiently. Secondly, to help other colleagues in job related activities. Thirdly, providing good customer service. PRSB is a relatively new concept and has not received much attention from researchers (Dahling et al., 2012; Mayer, Caldwell, Ford, Uhl-Bien, & Gresock, 2007). PSRB is characterized by the violation of rules and regulations administered by the organization and not the violation developed by the social class to which one belongs (Chen, Wang, Liu, Chen, Hu, & Yang, 2019). PRSB has been positively related to supervisor and subordinate relationship and employees are more likely to engage in customer oriented PSRB if they had better relationships with the supervisor (Morrison, 2006; Tu & Luo, 2020). Dahling et al., (2012) have identified various implications of PSRB for the organizations, including improved employees' efficiency, retention, and acquisition of customers, and building of social capital through help offered towards coworkers.

2.1.7 Leader Member Exchange (LMX)

“LMX quality refers to the quality of interpersonal relationships between an employee and his supervisor (Graen & Uhl-Bien, 1995)”. In the 1970s similar construct has been introduced by various other researchers as the social exchange

processes that are entrenched in the relationship of supervisor and subordinate (Dansereau, Graen, & Haga, 1975). The relationship can be elaborated on in three stages. Firstly, it includes initial testing characterized by evaluating motives, attitudes, and resources; secondly, creating reciprocal trust and loyalty; and third, developing reciprocal commitment to achieve organizational or departmental goals (Graen & Uhl-Bien, 1995).

Graen and Uhl-Bien (1995) proposed that that quality of this exchange relationship between supervisor and follower may significantly impact organizational outcomes, including physical or mental effort exerted by employee's level of support exchanged between leader and follower, etc. (Maslyn & Uhl-Bien, 2005). Supervisors with high-quality LMX depend excessively on their followers to act according to their expectations and encourage them to accept responsibility for various activities; in response, subordinates are more confident, encouraged, and supported by their supervisor (Zhou, & Schriesheim, 2009). Some other examples of outcomes may include putting extra effort into achieving organizational goals, going beyond transactional expectations, etc. (Cha, & Borchgrevink, 2018; Garg, & Dhar, 2016).

A meta-analysis conducted on LMX concludes that that high-quality LMX is related to decreased employee turnover intention, satisfaction, enhanced performance, improved satisfaction with supervisor, increased commitment, more role clarity, and enhanced competence (Buengeler, Piccolo, & Locklear, 2020; Dulebohn, Wu, & Liao, 2017; Martin et al., 2016). Previous research on quality leader member exchange has found that it has a pivotal role in employee performance; it enhances employee's obligation towards the organization by increasing employee's performance (Martin et al., 2016; Maslyn & Uhl-Bien, 2001).

LMX is different from previous theories on leadership because it mainly focuses on the relationship that exists between leader and follower, whereas most of the existing theories on leadership are more concerned about the personal character or traits of the leaders (Graen & Uhl-Bien, 1995; Lunenburg, 2010). At the same time, Graen and Uhl-Bien (1995) have further extended their finding of reciprocity of relationship between follower and leader and emphasized the importance of followers in leadership effectiveness. The nature of a leader's relationship with his

followers varies from person to person, thus leading towards the development of in-group and out-group (Lunenburg, 2010). Members in the in-group enjoy increased confidence and open communication with their supervisor, more autonomy, and an enhanced sense of responsibility (Lunenburg, 2010).

The development of a good and healthy relationship of leaders with their subordinates may result in transformative collaboration resulting in transformative behaviors for leaders and followers. Quality LMX has also been found with improved task performance, increased willingness to engage in extra-role behaviors, increased follower meaningfulness, and enhanced organizational citizenship behaviors (OCB: Teng, Lu, Huang, & Fang, 2020). High-quality LMX relationships are also associated and known as a precursor of organizational commitment, employee OCB, and altruistic behaviors (Bowler, Paul, & Halbesleben, 2019). When a leader has a low-quality relationship with followers, it may result in resentment among some of them, so leaders should be aware of the danger of follower alienation (Lunenburg, 2010). The trust of supervisors and building good relationships with their followers is due to the subordinate's effective performance (Wang, 2016). An employee's reaction to those supervisory request determines the level of trustworthiness and nature of loyalty among supervisor and subordinate (Byun, Dai, Lee, & Kang, 2017).

2.1.8 Social Dominance Orientation

“Social dominance orientation (SDO) refers to the individuals' orientation and preferences for the perfect existence of a hierarchical relationship and domination of one group of peoples over other groups lower in power and status (Sidanius & Pratto, 2001)”. Based on social dominance theory, SDO is an individual difference. It defines individuals based on their perceptions and ideologies about the unequal distribution of wealth, power, and status in societies (Jedinger & Burger, 2020; Sidanius & Pratto, 2001). SDO describes the callousness, feeling, and perspective of individuals about the world as a cutthroat place where dog-eat-dog philosophies are preached, and an environment of competition exists between the gainer and loser (Sidanius et al., 2013). Individuals reporting high on SDO mostly

prefer those organizations and professions that promote social inequalities, reinforce hierarchies, and distinguish between higher and lower status groups. These individuals promote inequalities among groups to get and retain status, wealth, and power as resources (Ho et al., 2015; Pratto & Shih, 2000). On the contrary, people with low SDO prefer and promote collaboration and concerns for others due to their importance for ethical and humanitarianism values (Duckitt, 2001; Sidanius, Cotterill, Sheehy-Skeffington, Kteily, & Carvacho, 2017).

SDO is mostly studied in the literature of psychology; recently, organizational behavior scholars have acknowledged the importance of this concept in the context of organizations (Khan, Moss, Quratulain, & Hameed, 2018) that individual of higher SDO tries to justify the unequal distribution of power and wealth in the current economic condition of the world. They have less concern and compassion towards the people lower in status groups (Sidanius, Pratto, Martin, & Stallworth, 1991). Other research streams have also found that high SDO peoples keep distance and lack of concern for low-status groups due to their higher belief in their superior group status (Martin & Bok, 2014). Based on social dominance theory, some scholars concluded that in most cases, the high status and SDO members of groups use even religious smears for low status groups to promote and sustain social inequalities at the workplace (Rosette, Carton, Bowes-Sperry, & Hewlin, 2013). The majority of research streams stated that injustice, discrimination, bullying, and other status seeking behaviors should be studied from the perspective of SDO to understand its perpetrator purpose for encouraging these practices (Ho et al., 2015; Khan et al., 2018).

2.2 Hypothesis Development

2.2.1 Organizational Identification and Unethical Pro-Organizational Behavior

OI refers to employees' communal identity, oneness with their organization, emotional attachment, and defining oneself in terms of their organization (Mael & Tetrick, 1992). Large numbers of studies have articulated the importance of OI in

the last three decades. OI is considered one of the primary constructs in positive psychology (Cohen-Meitar, Carmeli, & Waldman, 2009; Wann, 2006). Ashforth and Mael (1989) were the pioneers who identified OI for social identity perspective as an important predictor of favorable outcomes in an organization. For instance, studies showed that OI reduces turnover intention among employees and increases job satisfaction, organizational commitment, and extra-role behavior (Edwards & Peccei, 2010; Lee, Park, & Koo, 2015; Liu, Loi, & Lam, 2011; Riketta, 2005). OI has ample support from different theories like social identity theory, identity theory, self-categorization theory, and group engagement model (Ashforth & Mael, 1989; Hogg & Terry, 2000; Tajfel et al., 1979; Tyler & Blader, 2003). OI has also garnered scholarly attention from organizational behavior researchers due to its widespread desirable outcomes. The popularity of OI reflects the number of studies, Meta-analysis, and qualitative studies published in that domain (Edwards, 2005; He & Brown, 2013; Lee, Park, & Koo, 2015; Riketta, 2005).

It is also reflected in the Social identity theory that an individual's self-concept is related to his/her membership with a particular social group causing social identity (Tajfel, 1982). OI is that social classification in which employees identify themselves strongly with the organization and assume the success and failure of the organization as their success and failure (Mael & Ashforth, 1992). With more OI, employees follow organizational values and behave consistently with the organization's norms (Ashforth & Mael, 1989). Researchers suggested that employees' OI promotes positive work behavior such as extra-role behavior and increased job performance (Ge, Su, & Zhou, 2010; Shim & Faerman, 2017). Moreover, researchers argued that positively identified employees might disregard their moral values and engage in such behaviors that benefit the organizations even at others' cost (Ashforth & Anand, 2003; Blader, Patil, & Packer, 2017).

Thus, we propose that increase in OI among employees causes an increase in UPOB. Given this possibility, it is suggested that employees with more OI may ignore their ethical standards, including norms and personal values, to favor their organization. A higher level of OI gives rise to organizations' unethical behaviors (Chen, Chen, & Sheldon, 2016; Dukerich, Kramer, Parks, & Whetton, 1998), thus

motivating employees to protect organizations ignoring the illegal or unethical point of view about the organization.

In the workplace, unethical behavior is perceived as a kind of action that conflicts with society's cultural and social values (Treviño, Weaver, & Reynolds, 2006). These behaviors have recently started to attain a higher level of consideration from the researchers and scholars who have started to focus on the causes behind these negative behaviors (Martin, Kish-Gephart, & Detert, 2014). Up to the day, several individual level, interpersonal level, and organizational level antecedents of unethical behaviors have been studied, resulting in the advancement in research on organizational ethics literature (Treviño, den Nieuwenboer, & Kish-Gephart, 2014). The majority of these studies have portrayed unethical behavior as a self-directed behavior that mainly aims to achieve personal benefits (Treviño, den Nieuwenboer, & Kish-Gephart, 2014).

Meanwhile, pro-social behaviors are always perceived as ethical behavior as they tend to focus on the individual and collective benefit. Although these assumptions carry weight, researchers have started to show their doubts about them by claiming that employees engage in unethical activities to safeguard the interest of their organization, such as vandals destroying the evident records to save the repute of the organization, publicizing fake information about the organization to protect its interests (Graham et al., 2020; Umphress & Bingham, 2011; Umphress, Bingham, & Mitchell, 2010). In the process, they create danger not just for their colleagues and organization but also for society (Cialdini, Petrova, & Goldstein, 2004). As a result, the increasing number of organizational behavior scholars has started to contribute towards the advancement of theory and research on UPOB (May, Chang, & Shao, 2015).

More specifically, there has been an emergence of a business ethics sub-stream that talks about the ethical challenges surrounding those attitudes, beliefs, cognitions, and behaviors that are traditionally perceived as pro-social but have a darker side to them (e.g., Levine & Schweitzer, 2014). The increase in research interest in this aspect of unethical behaviors has led researchers to strengthen the conceptual threads of unethical behaviors by studying their antecedents.

OI is based on employee membership with their organization, and it is an important predictor of UPOB (Dukerich, Kramer, Parks, & Whetton, 1998). Researchers argue that sometimes employees having more OI may disregard their moral values and get engaged in such behaviors in organizations' favor even at the cost of those outside the organization (Ashforth & Anand, 2003). Highly identified members share their stakes with their organization and consider the organization's success as their own (Mael & Ashforth, 1992). They want to promote their organization's effectiveness and value (Mael & Ashforth, 1995; Ricketta, 2005), even if it requires them to engage in negative behaviors.

The current study proposes OI as a predictor of UPOB. This proposition is based on the researchers' repeated warnings regarding the positive association between OI and unethical acts (Ashforth & Anand, 2003; Blader, Patil, & Packer, 2017; Graham et al., 2020; Vadera & Pratt, 2013). Umphress and Bingham (2011) provided a theoretical justification for the association between OI and unethical behaviors in their seminal work. Their model suggests that OI would surely encourage the employees to be obliged to the organization's interests by every possible means, including the chapter of the unethical behavior, conflicting the personal and social values. Particularly, whenever there are astringent competition and a lawsuit against the organization or the governmental policies implicating tough stance towards the progress of the organization, the employees with higher OI would undoubtedly step up, leaving behind any moral or ethical values that could hinder their actions and would bring a way out for the success of their organization (Graham et al., 2020; Umphress, Bingham, & Mitchell, 2010).

For promoting their organization, highly identified employees want to improve their organization's success chances at the expense of all other stakeholders, and Umphress and Bingham (2011) portrayed it to be the negative side of OI. Umphress, Bingham, and Mitchell (2010) also found that strong OI direct individual behavior to violate ethical values and promote organization without any shame and feeling of guilt. Employees with a higher level of OI only have one agenda in their mind, and that is to do anything that can benefit their organization even if they have to pay for it (Blader, Patil, & Packer, 2017; Naseer et al., 2020). Employees high in OI increase their self-esteem by displaying pro-organizational behavior in the

form of UPOB. The social identity theory extends its supports for this association by describing that members of a particular group engage in the activities that are beneficial for that group even if those activities are not socially accepted as it enhances their self-worth due to shared identity (Ashforth, & Mael, 1989; Grabowski et al., 2019; Piercy & Carr, 2020). Employees high in OI increase their self-worth by displaying pro-organizational behavior in the form of UPOB. Therefore the following hypothesis is developed;

Hypothesis₁ : Organizational identification positively influences unethical pro organizational behavior.

2.2.2 Organizational Identification and Pro-Social Rule Breaking

Social identity theory suggests that individuals' self is drawn from their group's membership, and they derived it from these social groups to which they are associated (Tajfel 1981). From this point of view, strong and prominent identities are formed due to the social domain the individual occupy in his/her surroundings (Tajfel 1982). A person's identity is limited to himself, but individuals occupy multiple prominent and salient identities due to association with multiple groups from which he/she derives his/her identity (Tajfel & Turner 1986).

The social categorization with a particular group leads to identification with this group based on the perception of employees about attachment with that particular group (Ashforth & Mael 1989; Gaither, Pauker, Slepian, & Sommers, 2016). Due to OI, employees extend their support and actions to promote organizations (Sung et al., 2017). Job-rated actions, practices, and norms of an organization become more salient due to strong OI (Riketta 2005). When OI becomes more robust, it internalizes employees to the extent that they start believing that the organization's gains and losses are their own (Mael & Ashforth 1992). Identified individuals synchronize their behavior with the organization's mission and vision and try their best to meet organizational expectations for benefiting their parent organizations. For instance, identified individuals extend their loyalty and support

in terms of in-role and extra-role performance and suppress their turnover intentions (Shim, & Faerman, 2017; Vardaman, Allen, & Rogers, 2018). In other words, employees high in OI are willing to do anything that can benefit their organization in the long run. One such behavior is PSRB (Shum, Ghosh, & Gatling, 2019).

Breaking the rules in organizations is mostly characterized as deviant and against organizational functioning because it is perceived that the reasons behind breaking the rules are employee frustration and anger or propelling of self-interest, and such behavior is attributed mostly to less identified members of the organization (Obschonka, Andersson, Silbereisen, & Sverke, 2013). The current study focuses on rules breaking with positive intentions. Such behavior is characterized as PSRB. Such behaviors of employees are intended to violate formal rules and regulations to promote the organization and all the stakeholders of the organizations (Liu, Liu, & Zhou, 2019; Smith, 2018). PSRB can be performed to do the task in hand effectively, helping coworkers perform their job duties and cooperating with the customer beyond formal policies and job description (Dahling et al., 2012). Rule breaking involves breaking the rules. Rules refer to all those explicitly defined organizational policies, restrictions or prohibitions, and other regularities for defining organizational members' job boundaries (March, Schulz, & Zhou, 2000). While defining rules, it is perceived that all members are convinced, and they have a consensus about the legitimacy of these implemented prohibitions and policies (Edgerton, 1985).

The available literature on constructive deviance has neglected PSRB's position in deviant behavior frameworks. Previous literature has mostly focused on the self-interested perspective of rule-breaking behaviors (Robinson & Bennett, 1995). However, some scholars have shed light on deviant behavior's constructive perspective, but this stream of research is not enough to explain the pro-social intention of such behavior, which is against organizations' rules (e.g., Galperin, 2003). Positive deviance is characterized as an intentional effort of divergence from formal rules and organizational norms with the honorable intentions of providing something better for the organization's benefit and its members (Dahling, & Gutworth, 2017; Spreitzer & Sonenshein, 2004). Therefore, organizational members' behaviors should be judged based on the motives behind such behavior and actions

(Folger, Ganegoda, Rice, Taylor, & Wo, 2013).

Some deviant behaviors are constructive in one domain while considered destructive in other circumstances, like whistleblowing is positive in exposing unethical and immoral practices to third party about the organization while considered terrible at the workplace (Davis, 2013; Vardi & Weitz, 2003). The motive behind the whistle-blowing activity is positive and good intentions for the better interest of organizational stakeholders. It should be treated as constructive rather than destructive because it is designed to warn the organizational representative to correct the wrongdoings on time before getting worse. Whistleblowing should be characterized as destructive if the motive behind such an act is malicious and based on the self-interest of getting media attention. These examples clarify the difference between constructive and destructive deviances, and it is the intention behind these behaviors which make them positive or negative (Cohen, & Ehrlich, 2019; Spreitzer & Sonenshein, 2004).

The characteristics of PSRB actions, characterized by Morrison (2006), place it under the framework of constructive deviance rather than destructive. PSRB consists of behaviors with discretionary effort to break organizational rules. PSRB is the voluntary behavior directed at breaking the administratively set rules and regulations for defining the organizational members' jobs (Vadera, Pratt, & Mishra, 2013). The basis of PSRB mostly emerges from the undefined norms and values of organizations, and these norms are prominent in these social groups (Levine, Moreland, & Ryan, 1998). Employees' behaviors against those rules that are not communicated and enforced or accidental violation of regulations due to misunderstanding or miscommunication are not included in PSRB behaviors.

Morrison (2006) further endorsed that PSRB is always done to benefit the organization and its members. The main distinction between PSRB and destructive deviances are the intentions and motives of self-vs.-other interest. Highly identified members promote their organization compared to other organizations. They are most likely to engage in pro-social rule, breaking for providing benefits to organizational stakeholders. We believe that due to the benefits offered by PSRB to the society in general and organizations in specific, those high in organization identification are more likely to engage in this behavior (Vardaman, Gondo, &

Allen, 2014). This is mainly because highly identified employees are always looking for ways to benefit their organization even if it requires them to break the rules (Naseer et al., 2020). OI motivates employees to do everything that can prove helpful for the organization (Tavares, van Knippenberg, & van Dick, 2016). Most managers will deny the existence or encouragement of PSRB behavior but there are very strong and supporting reasons for the prevalence of these behaviors in real working environments. The pioneering study of Morrison (2006) highlighted that round about 64% of their respondents are found breaking organizational rules for pro-social purposes. PSRB is a broad phenomenon, and its framework may include other sorts of behavior as well. To date, the focus of PSRB is on the efficiency and effectiveness of employees, attracting and retaining a valued customer base through extra support, and enhancing social capital through a better and supportive relationship with colleagues. Even though there are very significant implications, this topic could not get much attention from the researchers to be studied within actual organizational settings. The current study aims to extend our knowledge base on the pro-social rule, breaking by taking OI as its antecedent. We propose that OI encourage employees to work for the organization's interest due to the goal coherence and it is due to this strong intentions to serve the organization at any cost that employee tends to show PSRB (Epitropaki, 2013). Multiples studies reported that deeply identified employees engage in unethical behaviors that are constructive for organizations (Naseer et al., 2020). Constructive deviance refers to those employee behaviors that are pro-social and beneficial but against organizational rules (Vardaman et al., 2014). One of these behaviors gaining attention lately is PSRB (Shum, Ghosh, & Gatling, 2019). Any instance at which an employee intentionally violates a formal policy of an organization, regulation, or prohibition with the prime intention of promoting the organizational welfare or any one of its stakeholders is termed as PSRB (Morrison, 2006).

Researchers believe that OI encourages employees to work for the interest of the organization due to the goal coherence (Walsh, Deseniss, Ivens, & Schaarschmidt, 2019), and it is due to this strong intentions to serve the organization at any cost that employee tends to show PSRB. The primary reason behind taking this extreme step is the feeling of oneness and belongings among identified employees

(Miao et al., 2019), which acts as a motivating factor to engage in pro-social deviant behaviors. Deeply identified individuals consider the organization's success as their own, so they are willing to go beyond limits to benefit the organization (Ashforth, Gioia, Robinson, & Trevino, 2008; Grabowski et al., 2019). The social identity theory also seconds this association in that it suggests that members of a certain group do anything in their hand to benefit the group. As employees with higher OI levels consider themselves a part of the organization, they display PSRB to help their organization. The following hypothesis is developed to test the proposed relationship;

Hypothesis₂: Organizational identification positively influences pro-social rule breaking.

2.2.3 Organizational Identification and Externally Motivated OCB

A great deal of research has been dedicated to improving our understanding of the factors that bind employees with their organizations and how their bonds shape employee work outcomes. One such factor is OI, a self-concept in which the employees feel that they share many of their characteristics with their organization (Brown, 2017). In other words, they find the organizational essence of being similar to their self-concept. This harmony between the employee values and organizational values has shown to yield a wide variety of positive attitudinal and behavioral outcomes (Evans & Davis, 2014).

Due to shared values, employees high in OI tend to engage in all those behaviors that can prove beneficial for their organization (Tufan & Wendt, 2020; Ye, 2012). These employees have a strong belief that their success and prosperity lie in the success and prosperity of their organization (Cornwell, Howard-Grenville & Hampel, 2018). Hence, they are more likely to engage in positive behaviors to increase their self-worth (Zappalà, Toscano & Licciardello, 2019). One such behavior is organizational citizenship behavior, which consists of all those tasks that are not part of the formal job duties.

Organ, Podsakoff, and MacKenzie (2006) describe organizational citizenship behavior by stating that all those discretionary efforts made by employees in the organization to help others, working for extra hours, presenting ideas for organizational efficiency, and taking additional task apart from their actual in-role performance comes under the umbrella of organizational citizenship behavior. The existing literature suggests that OI predicts OCB among public and private sector organizations (Jiao & Hackett 2007). Employees with higher OI are highly concerned about their organization's reputation, and they are willing to do anything that can reveal the positive side of their organization (Schaarschmidt, Walsh & Ivens, 2015). They are well aware that a positive image of the organization will lead to a positive image about them (Van Der Vegt, Van De Vliert, & Oosterhof, 2003). The feeling that they are on the same page as their organization, especially in terms of values, creates external motivation among them to display extra-role behaviors in the form of externally motivated OCB (Callea, Urbini, & Chirumbolo, 2016).

In line with the positive association between OI and OCB established in the existing literature (Van Dick, Grojean, Christ, & Wieseke, 2006), the current study suggests that OI enhances EMOCB. Due to shared values, employees high in OI are expected to follow the organization's norms and engage in all those behaviors that are beneficial for their organization (Ye, 2012). Due to their membership in the organization, deeply identified individuals consider it their responsibility to work to better their organization (Cornwell, Howard-Grenville, & Hampel, 2018), which provokes them to engage in EMOCB (Irshad & Bashir, 2020).

Due to shared values, employees high in OI consider it their responsibility to follow the organization's norms and engage in all behaviors that are beneficial for the organization (Tajfel & Turner, 1986; Ye, 2012). One well-known form of behavior that benefits the organization is OCB (Podsakoff et al., 2018). Contrary to the popular notion that OCB is voluntary behavior, researchers have started to observe that OCB has become a "must-do" activity in contemporary organizations (Bolino et al., 2015). Several studies have found that modern organizations encourage their employees to engage in OCB in order to lubricate the organizational machinery for effective functioning (Bolino et al., 2013, 2015). In other words, employees are expected to participate in OCB to maintain their jobs (Yam et al., 2017). As this

type of OCB is displayed due to external/controlled motivation rather autonomous motivation, it is termed as EMOCB (Yam et al., 2017).

The social identity theory also supports the OI-EMOCB association (Tajfel & Turner, 1986). This theory says that members of a particular group are bound to follow what their group expects of them. This external pressure to engage in extra-role behavior leads to an increase in EMOCB (Irshad & Bashir, 2020). Externally motivated OCB is also a pro-organizational behavior as it benefits the organization. This is in line with social identity theory (Tajfel & Turner, 1986). Which claims that being a member of a particular group, people consider it their responsibility to support and protect their group no matter what. They want to make sure that their group is better than other groups. Those employees who identify themselves with their organization display externally motivated OCB due to identification pressure to make their organization a better place than other rival firms. Hence the current study proposes:

Hypothesis₃: Organizational identification positively influences externally motivated OCB.

2.2.4 Organizational Identification and Psychological Entitlement

Organizational behavior researchers are taking a keen interest in the factors that bring employees and organizations together (Budhiraja & Yadav, 2020; Edwards, 2005). One such factor is OI, which is a positive feeling about the organization characterized by the shared goals and values such that the employees start to see the organization and themselves as one entity rather than two (Brown, 2017). According to the existing body of knowledge, this utmost harmony and coherence between the organization and its employees tend to result in positive outcomes (Evans & Davis, 2014). This positive outlook towards OI has resulted in a large number of studies which have proved that OI leads to a decline in employee turnover ratio and an increase in job performance, organizational citizenship behavior, employee motivation, organizational commitment, and work engagement (Liu, Loi, & Lam, 2011). Due to its positive outcomes, researchers often call OI

a “magic bullet” that always yields beneficial outcomes (Lee, Park, & Koo, 2015; Liu, Loi, & Lam, 2011).

Despite this positive approach towards OI, some researchers are of the view that OI has a dark side to it, which is still underexplored (Ashforth & Anand, 2003; Chen, Chen, & Sheldon, 2016; Conroy et al., 2017). The supporters of this notion believe that the employees may use the perception of shared identity with the organization to justify engaging in negative behaviors (Dukerich, Kramer, & McLean Parks, 1998). For instance, some researchers believe that those employees who identify themselves with their organization consider themselves as an essential part of it to the extent that they think that organization cannot work correctly without them and that they are crucial to its survival and progress (Galvin, Lange, & Ashforth, 2015). Due to the higher identification with the organization, employees tend to become psychologically entitled, which is a feeling in which the individuals believe that he/she deserves the best irrespective of his/her efforts (Emmons, 1984).

Psychological entitlement is defined as a belief of an individual that he/she deserves recognition and praise, whether they perform well or not in the organization (Harvey & Harris, 2010). Entitled individuals expect themselves to be in a better position. They are described as getters, and they expect to receive more than others for the same amount of work and effort or even less work and effort (Klimchak et al., 2016). The same was argued by other researchers like Campbell et al., (2004) and Exline, Baumeister, Bushman, Campbell, and Finkel (2004) stated that entitled individuals believe that they deserve preferential treatment and are worthy of attention irrespective of their job performance. Entitled people expect to receive better and more favorable outcomes on whatever input they incur (Klimchak et al., 2016). Psychological entitlement is a different form of entitlement, like economic and legislative entitlement. Psychological entitlement is based upon individual beliefs or perceptions about him/her. Based on this belief, employees expect others to treat them better than others irrespective of any particular attribute, achievement, and skill (Anastasio & Rose, 2014). Psychological entitlement is found everywhere, and psychological entitlement has implications for society and organizations (Rushowsky, 2007).

Psychologically entitled individuals consider it their right to deserve better and more than others irrespective of their efforts (Klimchak et al., 2016). This is by the social identification framework (Hogg, 2016), which suggests that employees adopt the membership of those groups whose values are aligned with their values. This theory also suggests that members of a particular group start expecting preferential treatment from their group due to their affiliation. Due to their identification with the organization, employees expect their organization to treat them well, whether they deserve preferential treatment or not. According to the social identity theory, OI results in an inflated view about the organization due to the membership in it such that employees perceive their organization better than others, and this favorable comparison becomes the reason for psychological entitlement among organizational members (Naseer et al., 2020; Tajfel et al., 1979).

Due to harmony between personal and organizational norms, highly identified individuals become an essential part of the organization as a result of which they get more control, which cultivates the feelings of entitlement in them (Chatterjee & Hambrick, 2007; Exline et al., 2004). They feel special to share their values with their organization (Lee, Park & Koo, 2015). These feelings give rise to a state of psychological entitlement such that they start to believe that because of an overlap between their values and organizational values, they deserve special treatment from their organization (Galvin, Lange & Ashforth, 2015). Psychologically entitled employees also perceive themselves as core members of their organization (Exline et al., 2004).

Boezeman and Ellemers (2014) stated that OI engenders a feeling of pride in organizational members. Psychologically entitled employees also have high self-esteem and pride. Farooq, Rupp, and Farooq (2017) also found that OI leads to the high congruence between organization and employees and is an essential source of organizational pride among employees. Furthermore, Galvin, Lange, and Ashforth (2015) state that when individuals start seeing themselves as central to their organization's identity, then the organizational identity is suppressed behind individual identity any label it narcissist OI. Psychologically entitled employees

also perceive themselves as unique and core members of their organization (Exline et al., 2004).

Relying on social identity theory (Ashforth, & Mael, 2004), this study suggests how and when OI leads to psychological entitlement. The social identity theory notes that group membership leads to in-group assimilation, which is defined as the pressure to follow the group's norms. This pressure encourages deeply identified employees to follow the norms of their organization even if they do not want to. This extra contribution while following organizational norms than formal job requirement brings employees to a state in which they start to believe that they should be treated preferentially; such state of mind is also termed as a psychological entitlement (Effelsberg, Solga, & Gurt, 2014; Naseer et al., 2020).

Employees with a higher level of OI start to consider themselves a “microcosm of the organization” (Ashforth, Harrison, & Corley, 2008). OI enhances employees' self-esteem and sense of pride (Naseer et al., 2020). OI makes employees feel special due to congruence with organizational goals and values (Lee, Park, & Koo, 2015). High congruence between organizational and employee values gives employees a feeling of pride (Farooq, Rupp, & Farooq, 2017). These feelings of pride, self-esteem, and importance are distinguishing features of psychologically entitled employees. These employees believe that they deserve preferential treatment from the organization irrespective of their efforts (Harvey & Harris, 2010; Żemojtel-Piotrowska et al., 2017). These feelings give rise to a state of psychological entitlement such that they start to believe that because of an overlap between their values and organizational values, they deserve special treatment from their organization (Galvin, Lange, & Ashforth, 2015; Irshad & Bashir, 2020). The social identity theory (Tajfel & Turner, 1985) also supports the association between OI and psychological entitlement. According to this theory, employees adopt the membership of those groups whose values are aligned with their values. This theory also suggests that group membership enhances the self-esteem and pride of employees. As psychologically entitled individuals are also high in self-esteem and pride, the current study suggests that OI leads to increased psychological entitlement among employees.

Hypothesis₄: Organizational identification positively influences psychological entitlement.

2.2.5 Organizational Identification and Status Striving

OI, often defined as a perceived synchronization of employee values with organizational values creating a strong bond based on shared identity, has gained its fair share of attention from researchers worldwide (Zhang & Liu, 2016). The existing studies on OI suggest that it yields a wide range of positive outcomes for the employees and the organizations (Olkkonen, & Lipponen, 2006). Employees with high OI consider their organization as a part of themselves; hence, they are more likely to engage in behaviors that can benefit the organization (Ye, 2012). This is mainly because they believe that their success lies in the success of their organization due to shared values, norms, and goals (Cornwell, Howard-Grenville & Hampel, 2018). Employees with high OI keep on looking for ways to benefit the organization by engaging in positive behaviors as it increases their self-worth due to shared self-concept (Zappalà, Toscano & Licciardello, 2019).

Increasing self-worth in the organization and becoming a prominent and indispensable member of the organization are the dominant characteristics of employees striving for status. Status striving has emerged as a universal phenomenon equally applicable to every human being, which is why it is sometimes referred to as a “fundamental human motive” (Anderson, Hildreth, & Howland, 2015). The extraordinary benefits enjoyed by individuals having high status make everyone appealing (Pettit, Sivanathan, Gladstone, & Marr, 2013). Some of the benefits of status include access to resources, continuous support from others, respect and appreciation in others’ eyes, good health, and higher life span (Anderson, & Kilduff, 2009; Pettit, Doyle, Lount Jr, & To, 2016). These and many other perks of status motivate individuals to continue their struggle to climb up the social ladder and get a desirable status (Vugt & Tybur, 2015). Status striving individuals try to use different means to get their desired status. Researchers believe that some individuals display positive behaviors particularly generosity and commitment towards their group to achieve status by creating a soft and positive image in the

eyes of those who have the power to provide them the status they need (Anderson & Kilduff, 2009a;b). The exiting research shows that status striving individuals are indulged in selfless acts daily, which helps them leave a positive image in front of their group members, leading to an increased chance of achieving desired status (Hardy & Van Vugt, 2006). Some of the other constructive behaviors used by individuals to get status include competitive altruism, negotiation, and social networking, all of which have proved beneficial for attaining the status (Anderson & Shirako, 2008; Hardy & Van Vugt, 2006; Ingusci et al., 2019; Piccoli et al., 2017). Hence it is proposed that highly identified individuals will strive for status inside their group by performing well than other members who are not identified or low identified with their organizations. Therefore the following hypothesis is generated;

Hypothesis₅: Organizational identification positively influences status striving.

2.2.6 Externally Motivated OCB and Unethical Pro Organizational Behavior

OCB is defined on the basis of two criteria: (i) it includes that behavior that are informal and not part of job duties, and (ii) it involves the intentional and discretionary effort of organizational members (Organ, 1988). As it is clear from the definition that citizenship behavior is secondary to the regular job tasks, when employees are forced or compelled by organizational culture or norms to engage in all those extra-role behavior, then their motivation starts to decline employees are more likely to show adverse outcomes (Cates, Mathis, & Randle, 2010; Gagné & Deci, 2005). One of the adverse employee outcomes gaining attention these days is UPOB (Chen, Chen & Sheldon, 2016). These behaviors are unethical but favoring the organizations at the cost of other stakeholders (Spector & Fox, 2005). Those employees who are dragged to engage in OCB will results in citizenship behavior but through unethical means. The unethical aspect of this behavior is their way of extending the display of OCB from work to other matters (Bolino & Klotz, 2015). Researchers believe that the pressure to display OCB leads to deviant and unethical behavior at the workplace (Bolino & Klotz, 2015; Evans, Goodman, &

Davis, 2010). Umphress, Bingham, and Mitchell (2010) believe that unethical behaviors can be pro organizational in nature. The existing literature suggests that when organizational norms pressurize employees to perform extra-role behaviors, employees extend these citizenship behaviors to UPOB to promote organizational functioning (Liu, Liu, & Zhou, 2019; Zhao & Jiang, 2017). Burnett (2017) also found that employees' citizenship pressure enhances unethical behavior with good intentions towards the organization. UPOB includes all those behaviors that violate the society's moral norms but are mostly in favor of the organization and internal organizational stakeholders (Umphress, Bingham, & Mitchell, 2010). These behaviors can be in the form of spreading false but promoting news about the organization, misrepresentation of information and news for the benefit of the organization, concealing and hiding negative information from clients and customers about the product and services of the organization, providing a false recommendation for incompetent employees to make the a problem for others, refusing the refund of overcharging of customer accidentally (Wen, Chen, Chen, & Cao, 2020; Umphress & Bingham, 2011).

The social identity theory also says that membership of a particular group makes individuals liable to work for the betterment of their group at any cost (Tajfel & Turner, 1985). The social identity theory further postulates that membership of a particular group makes individuals liable to work for the betterment of their group (Ashforth & Mael, 2004; Bolino & Klotz, 2015). Due to this shared identity, employees avoid engaging in anti-organizational behaviors; instead, they promote their groups in contrast to others at any cost. Hence, the current study proposes:

Hypothesis₆: Externally motivated OCB positively effects unethical pro organizational behavior.

2.2.7 Externally Motivated Organizational Citizenship Behavior and Pro-Social Rule Breaking

The existing literature available on EMOCB has only studied its adverse outcomes (Yam et al., 2017); however, it has not yet explored its positive side. Those employees who are externally motivated to engage in OCB prioritize organizational

norms and expectations over their desires. This positive aspect of this behavior gives a clue that it can yield positive outcomes. Keeping this in view, it is worth saying that EMOCB leads to an increase in PSRB (Brief & Motowidlo, 1986; Liu, Liu, & Zhou, 2019). An individual's engagements in such actions are seen as positive. This is because the intention behind this behavior is pure, that is, to benefit the organization or its members (Dahling et al., 2012). EMOCB is a good gesture that shows that you respect your organization enough to do what it expects from you even if it is not part of your job (Finkelstein, 2011). Thus, it is proposed that EMOCB leads to constructive deviance in the form of PSRB. Breaking rule for the right reason is also a form of extra-role behavior because the outcomes of such actions are in the best interest of organizations (Morrison, 2006).

Employees engage in EMOCB to avoid punishment and other negative consequences and to receive extra rewards (Dahling et al., 2012). When citizenship behavior is informally endorsed, employees consider it their responsibility to engage in this behavior even if it requires them to break the organizational rules (Bolino & Klotz, 2015). One such deviant but extra-role behavior is PSRB, which is undertaken for other organizational members and customers' welfare and to perform the task at hand more effectively.

Borry (2017) highlighted that organizational norms are the gateway to rules bending and rule breaking behaviors. Rules compliance is dependent on the endorsement of management (Fleming, 2019). When externally motivated organizational citizenship behavior becomes the organization's requirement, it gives rise to breaking organizational rules for pro-organizational purposes (Liu, Liu, & Zhou, 2019). Thus, it is proposed that external pressure for displaying citizenship behavior leads to PSRB because employees take these behaviors as an extension of OCB for the success of organizations and customer retention. The social identity theory also supports this notion that employees unconditionally extend their work to support their group to which they belong and do everything beneficial for that group (Irshad & Bashir, 2020; Tajfel & Turner, 1985). The current study predicts PSRB as an outcome of EMOCB based on social identity theory. Hence the present study proposes:

Hypothesis₇: Externally motivated OCB positively effects pro-social rule breaking.

2.2.8 Externally Motivated OCB and Psychological Entitlement

Research on OCB is dominated by studies that have highlighted its positive side both at the individual and organizational levels (Organ, Podsakoff & MacKenzie, 2006; Podsakoff et al., 2009). Nonetheless, some researchers have started to raise questions regarding OCB's consideration as a purely positive concept (Bolino et al., 2015; Bolino & Klotz, 2015). These researchers believe a dark side to OCB needs further consideration (Bolino et al., 2015; Bolino & Klotz, 2015; Koopman, Lanaaj, & Scott, 2016).

An increasing number of researchers have begun to challenge the widespread belief that OCB is a volunteer behavior. They claim that most organizations informally require their employees to display OCB (Bolino et al., 2010). Although externally motivated OCB is beneficial for the organization, it may plant a seed of receiving special treatment from the organization in employees' minds (Cooper, Coyle, MacDougall & Bagdasarov, 2018). In contrast to internally motivated OCB, externally motivated OCB does not enhance the moral self-regard; this is mainly because employees adapt their extra-role behaviors just because of their membership in the organization and not due to internal motivation (Lin, Savani, & Ilies, 2019).

When employees are forced to do something, which is not even a part of their job, then they tend to show adverse outcomes (Bolino et al., 2010) such as psychological entitlement, which is a state in which employee feel that they deserve more than others irrespective of their performance. Engagement in EMOCB gives employees the reason to expect preferential treatment from the organization. They start expecting preferential treatment from the organization after fulfilling their organization's expectation to engage in citizenship behavior (Bolino et al., 2018). These characteristics are also common in psychologically entitled individuals who believe that they deserve the best, so we propose that externally motivated OCB

leads to increased psychological entitlement among employees (Irshad & Bashir, 2020; Yam et al., 2017).

Those employees who give their time, energy, and other resources to their organization in the form of OCB tend to expect the same positivity from their organization (Marinova, Cao, & Park, 2019) by becoming psychologically entitled. Entitled individuals are in a state in which they start to think that they deserve preferential treatment. One of the several reasons behind this state might be externally motivated OCB. After spending time and resources for the benefit of the organization free of cost, the employees tend to consider themselves superior, so they believe that it is their right to get special treatment compared to others. The extant literature on organizational citizenship behavior portrays it as a positive employee behavior having enormous benefits for the organizations (Podsakoff et al., 2009). The majority of the organizations prefer having those employees onboard who can display OCB (Wright & Quick, 2009). However, this positive behavior may not always yield positive outcomes (Bergeron, Shipp, Rosen & Furst, 2013).

It is evident from past literature that OCB leads to positive employee and organizational outcomes (Luthans & Youssef, 2007; Podsakoff et al., 2009). But, OCB has now become the part of jobs because most of the employees look into such behavior as informal job requirements and perform such behavior is their job duty (Bolino, Klotz, Turnley, & Harvey, 2013). This concludes that employee involvement in externally demanded OCBs would not have the same positive effects on individuals and organizational functioning as do traditional OCBs (Yam et al., 2017).

This is because engagement in such behavior is not based on their willingness, but their social membership drags them to engage in such behaviors. Hence, there is a possibility that employees start to expect anything in the reciprocity of their extra contribution (Bolino, Klotz, Turnley, & Harvey, 2013; Bolino et al., 2010). In line with these views, we believe that those who indulge in externally motivated OCB start developing a state of psychological entitlement. Zitek et al., (2010) demonstrated that generally, state psychological entitlement occurs when individuals feel that their efforts are not sufficiently rewarded. When employees engage themselves in OCBs forcefully, they are driven by external motives; then,

they are likely to perceive their OCBs as unrewarded because OCB is not promised to be rewarded. Thus, in response to externally demanded OCB, they experience psychological entitlement (Irshad & Bashir, 2020; Yam et al., 2017).

This association is also supported by social identity theory, which suggests that members of a particular group expect to receive extra benefits from their group (Irshad & Bashir, 2020; Tajfel, 1985). This theory suggests that employees tend to engage in all those activities that benefit their organization. In doing so, they also want to become a prominent member of their organization. Those employees who engage in externally motivated OCB start believing that they are an essential member of the organization and deserve preferential treatment due to the benefits they have provided to their organization. Hence the current study proposes:

Hypothesis₈: Externally motivated OCB positively effects psychological entitlement.

2.2.9 Externally Motivated OCB and Status Striving

OCB is considered discretionary, and all employees are not willing to extend their efforts for such extra role behavior that are not explicitly requested or rewarded. Those employees, who frequently display these behaviors due to external pressure from the organization, automatically start to compete for the organizational resources as a reward for their extra efforts (Marinova, Moon & Dyne, 2010).

Although organizations do not explicitly ask employees to engage in EMOCB, they indirectly punish employees, show anger towards them and treat them negatively if employees do not show these behaviors (Deery, Rayton, Walsh, & Kinnie, 2017). Employees engage in EMOCB to avoid punishment and anger from the organization and gain extra reward too for doing tasks that are not part of their job (Deery et al., 2017).

EMOCB enhances status striving among employees as they start to compare their achievements and rewards with other employees (Qazi, Naseer, & Syed, 2019). When organizational culture is promoting extra-role behavior,, employees strive for status to become the best by putting extra efforts and desire to become the

best in terms of performance and getting rewards (Kim, & Pettit, 2019; Thomas, Ambrosini, & Hughes, 2016).

Social identity theory also provides strong support for the rationale of this proposed relationship between EMOCB and status striving by articulating that categorization with a particular group leads to identification with this group and highly identified members of the group are expected to follow the practices, values, and norms of that group (Tajfel et al., 1979). Externally motivated OCB is a culture of the organization. Employees are expected to perform extra role behavior to maintain harmony and prove their group membership beneficial, which develops the thinking of getting the the best employee in the organization. Based on the above discussion, the following hypothesis is proposed.

Hypothesis₉: Externally motivated OCB positively effects status striving.

2.2.10 Psychological Entitlement and Unethical Pro Organizational Behavior

Recently, scholars have focused on investigating employees' unethical behaviors and found that employees may indulge in such behaviors for organizational interests, like protecting an organization's image by abolishing incriminating files and providing inflated information to the public about the organization (Umphress & Bingham 2011). All these behaviors come under the umbrella of UPOB (Umphress, Campbell, & Bingham, 2011). Further, employees perform these behaviors in their consciousness even though these are not included in their job duties. Neither their managers ask them to perform these,, and employees violate their moral norms on performing such actions (Lee et al., 2019). Accordingly, unethical behaviors also include many other forms of negative behaviors, including deviant behaviors intended to harm other employees or organizations (Spector & Fox 2005; Spector et al., 2006). Hence, organizations should keep an eye on employees who display such unethical behaviors as these behaviors may affect the organization's reputation (Umphress & Bingham 2011).

Recently, events in public domains showing a a violation of ethical standards have been report suggesting the need to understand better the predictors of UPOB

(Pierce & Aguinis, 2015). Responding to such calls, researchers focused on UPOB in a systematic approach and considered the employee motivations for indulging in unethical behaviors (e.g., Chen, Chen, & Sheldon, 2016; Graham, Ziegert, & Capitano, 2015; Kong, 2016). However, researchers have considered only attitudinal and somehow situational predictors of unethical behaviors like affective commitment, leadership, and OI (Chen, Chen, & Sheldon, 2016; Effelsberg, Solga, & Gurt, 2014; Effelsberg & Solga, 2015; Matherne III & Litchfield, 2012; Miao et al., 2013). Literature has ignored the role of dispositional variables as antecedents of UPOB (Castille, Buckner, & Thoroughgood, 2018; Kong, 2016), despite the fact the individual differences play an important role in triggering people to indulge in UPOB.

To fill this gap in the literature, this study considers psychological entitlement as its antecedent. Psychological entitlement is an individual believes that he/she deserves preferential treatment irrespective of his/her behavior and efforts (Harvey & Martinko 2009). This belief may increase an individual's inclination to exhibit UPOB. Hence, this study argues that individuals with high psychological entitlement have more chances of exhibiting UPOB than individuals with low psychological entitlement. This can be supported with the argument that individuals with low psychological entitlement can redefine and restructure their unethical acts to ethical acts (De Cremer, Mayer, Van Dijke, Schouten, & Bardes, 2009; Naseer et al., 2020). Further, such individuals try to achieve a good status in an organization to maintain a level of their self-esteem (Rose & Anastasio 2014). Recently researchers supported this argument by exploring that individuals with more PE increase one's propensity of exhibiting counterproductive behaviors as abuse to colleagues (e.g., Harvey & Harris 2010). Therefore, it is suggested that eligible individuals are more interested in exhibiting UPOB due to a reason that differs from their reason of engagement in other types of deviant behaviors like UPOB. Further, highly entitled individuals have psychological motives that affect their motivation to indulge in UPOB (Lee et al., 2019; Naseer et al., 2020).

Another reason for highly entitled individuals to indulge in UPOB is their concern for status. Such individuals have a positive image about them and try to maintain this image in the long run (Snow, Kern, & Curlette, 2001). Such individuals

always bother about others opinions about them and value their opinions (Rose & Anastasio 2014). Therefore, individuals with more psychological entitlement try to achieve a good status in the organization, and are not concerned about how they attain their achievements (Bishop & Lane 2002; Lange, Redford, & Crusius, 2019). Literature verified that individuals having more psychological entitlement are willing towards attribution biases leading them to consider their immoral actions as moral actions through the moral rationalization process (De Cremer et al., 2009). Naseer et al. (2020) also suggested that individuals' psychological entitlement can motivate them to exhibit unethical acts that they consider as morally rationalized (resources are allocated unfairly) for finding and giving a reason for their such actions. These employees are also prone to biased attributions while making decisions leading them to moral disengagement to rationalize their acts (Bandura, 1999; Harvey & Martinko, 2009).

Harvey and Haris (2010) stated that a higher level of Psychological entitlement is associated with higher unethical tendencies of an individual,, such as performance of counterproductive work behavior and abusing others at the workplace. In one of the recent studies, it has been explored that employees with a higher level of psychological entitlement are more prone to engage in UPOB than are less psychologically entitled (Lee et al., 2019). It is argued that highly entitled employees believe that performing such unethical actions is a moral because their cognitive style makes them think like this and perform UPOB (De Cremer, van Dijk, & Folmer, 2009; Irshad & Bashir, 2020; Naseer et al., 2020). Psychological entitlement is considered an essential antecedent of UPOB (Lee et al., 2019; Irshad & Bashir, 2020; Naseer et al., 2020; Umphress, Bingham, & Mitchell, 2010). On the base of the above discussion, the following hypothesis is proposed;

Hypothesis₁₀: Psychological entitlement positively influences unethical pro organizational behavior.

2.2.11 Psychological Entitlement and Pro-Social Rule Breaking

With the majority of the psychologically entitled millennials entering the workforce, the importance of studying psychological entitlement has increase manifold. Psychological entitlement is positively linked to highly inflated self and narcissist feelings (Davis, Wester, & King, 2008). Lee, Schwarz, Newman, and Legood (2019) stated that entitled employees need moral justification for defending their status and better treatment. They often use the moral rationalization to convince themselves that their actions are moral and ethical even when they are not moral in reality. De Cremer, van Dijk and Folmer (2009) believed that entitled individuals had an inflated sense of morality, which is why they have a higher tendency to rationalize those practices that are not socially acceptable. Prosocial behavior of organizational members has attracted researchers' attention r the last three decades (Brief & Motowidlo, 1986).

Contrary to the proper agency theory perspective that employees act in self-interested manners, the current literature has highlighted employees' constructive behavior. Employees' socially desirable behavior includes helping co-workers, customers, and organizations having less concern for personal benefits is known as PSRB behaviors (Brief & Motowidlo, 1986; Dahling et al., 2012). PSRB is that behavior of employees which is discretionary and is exhibited for the organization, customer, and other coworkers (Morrison, 2006). She further identified that PSRB could be characterized in three broad types, i) employees performing their role in more effective and efficient ways ii) helping coworkers perform their job-related role and other responsibilities at work iii) providing more customer care than expected.

The construct of PSRB is recently identified, and a small number of studies have focused on that construct (Curtis, 2010; Dahling et al., 2012). It can be placed in categories of constructive deviance because, on the surface, it seems to help achieve organizational purpose in the form of organizational efficiency, teamwork, and better customer care (Vardaman, Gondo, & Allen, 2014; Vardi & Weitz, 2004). Researchers are continually exploring the contextual and dispositional factors that can help understand the motives behind pro-social behavior (Penner, Dovidio, Piliavin, & Schroeder, 2005).

Entitled individuals are of the view that they deserve praise and preferential treatment as compared to others. One way of showing the world that they deserve to be treated better is engaging in PSRB as these practices can help entitled individual to enhance their public image and self-regards among organization member and customers (Polyakova, & Sarial Abi, 2017; Yam et al., 2017). Studies show that the organizations appreciate PSRB as it offers them several benefits (Klotz et al., 2018; Organ, 2018). Similarly, those employees who engage in this constructive deviance behavior can recognize and appreciate the organization, precisely what entitled individuals want (Lee et al.,2019). The extant studies available on psychological entitlement indicate that these individuals do not feel shy to engage in socially unacceptable behaviors to recognize which they think they deserve (Campbell et al., 2004).

PSRB is also constructive deviance as rule breaking is not acceptable behavior, but PSRB is encouraged by the organization (Bryant, Davis, Hancock, & Vardaman, 2010). Hence, psychologically entitled employees are more prone to engage in PSRB to promote themselves. Entitled individuals are too blind to recognize that they do not care about the path they are using to achieve recognition even if it is not socially acceptable (De Cremer et al., 2009). They do not hesitate to go to extreme lengths to achieve their personal goals (Bishop & Lane 2002). Another common characteristic of entitled individuals is that they are extra conscious about what others think about them. This consciousness motivates them to continue striving for ways that can help them boost their image in the eyes of others (Rose & Anastasio, 2014).

Entitled individuals want others to accept them as high performers worthy of praise and recognition, which is why they engage in socially unacceptable behaviors (Lee et al.,2019), such as PSRB. The social identity theory also supports the association between psychological entitlement and PSRB. This theory suggests that positively individuals tend to engage in activities that can benefit the group they belong to as it increases their self-worth due to the membership of that group (Irshad & Bashir, 2020; Tajfel & Turner, 1986). Entitled individuals engage in PSRB, a pro-organizational behavior to enhance their prestige and positive image. Hence, the current study proposes:

Hypothesis₁₁: Psychological entitlement positively influences pro-social rule breaking.

2.2.12 Psychological Entitlement to Status Striving

Psychological entitlement motivates individuals to seek high status (Lange, Redford, & Crusius, 2019). These individuals exhibit such behaviors that can help them seek higher status as their ultimate objective is to climb up the ladder (Tamborski, Brown, & Chowning, 2012). Some researchers believe that people may even use aggressive strategies to achieve their desired status (Campbell et al., 2004). They position their lives and acts to gain power and achievements that are socially valued (Redford & Ratliff, 2018). Therefore, it can be argued that individuals with higher entitlements are motivated to seek status. Further, individuals with entitlement don't attain inflated expectations; this could turn into dissatisfaction and distress, among employees leading them to raise their expectations of being unique character even more (Grubbs & Exline, 2016). Status refers to a hierarchy established on the basis of specific social rewards. Hence, status also considers influence, others' attention, and resources. As a result of these benefits, scholars argue that individuals develop the motivation to gain more resources to achieve high status (Kenrick et al., 2010).

Individuals with more psychological entitlement are more prone towards attaining high status as the higher status may fulfill their entitled desires to get preferential treatment (Stamkou, van Kleef, & Homan, 2019). Higher status promises respect from others and access to resources and extra rewards, which is why highly entitled people always strive to achieve higher status (Von Rueden, Gurven, & Kaplan, 2011). Further, highly entitled individuals have a desire for high status. Entitlement correlates with an individual's self-esteem (Campbell et al., 2004), a crucial indicator of social status (Gregg, Mahadevan, & Sedikides, 2018; Mahadevan, Gregg, & Sedikides, 2019). Hence, this study argued that high entitled individuals seek high status.

Entitled individuals have this utmost love for power and prestige, they want to be on the top of the social ladder, and they do not hesitate to do anything for this

purpose (Tamborski, Brown, & Chowning, 2012). They frequently use aggression as a tactic to dominate others (Campbell et al., 2004). Entitled individuals have this belief that they are worthy of getting the best, which is why it has shown a higher correlation with factors that depict interest in gaining status and also rate high in self-esteem, which is one of the reasons behind their desire to get better than others (Campbell et al., 2004). They spend their lives struggling to achieve socially valued status and power (Redford & Ratliff, 2018). For them, social power is crucial to living a good life, which is why they are always looking for ways to get power and prestige (Redford & Ratliff, 2018). Hence, the current study proposes that psychological entitlement leads to an increase in status striving,, referred to as efforts to achieve desirable and socially valued status (Cheng, Tracy, & Henrich, 2010). Social status enhances wellbeing (Anderson et al., 2012), physical and mental health (Adler et al., 2000), and self-esteem (Gregg, Sedikides, & Pegler, 2018). Due to that they deserve the best, entitled individuals entitled individuals feel attracted toward these benefits, so they take a keen interest in activities that can improve their status. Another reason entitled individuals to strive for status is that social status promises admiration and respect (Lee et al., 2019; Pettit et al., 2013; Stamkou, van Kleef, & Homan, 2019), and entitled individuals have a thirst for both of them.

Hence it is proposed that;

Hypothesis₁₂: Psychological entitlement positively influences status striving.

2.2.13 Status Striving and Unethical Pro-Organizational Behavior

Contrary to popular belief that humans feel more attracted towards money and material benefits than anything, there has lately been a consensus on the fact that humans starve for status and prestige (Barkow, 1975, p. 553; Zhu, Sun, Liu, & Xue, 2019). Since status striving is perceived as a fundamental human motive, it is accepted as an assumed behavior displayed by almost everyone (Kim, & Pettit, 2015). Researchers believe that striving for gaining status is socially acceptable

behavior, and everyone expects others to work for it, which is why people openly acknowledge their efforts to achieve status (Kim, & Pettit, 2019).

One of the major motivations for engaging in status striving is the admiration and respect society gives to those who have achieved a respected status in the society and the rewards associated with the status (Pettit et al., 2013). This is why those people who strive for achieving a status tend to engage in any those behaviors that can help them in climbing up the ladder; one of those behaviors is UPOB, which is referred to as an unethical behavior with promising benefits from the organization (Lee et al., 2019). Organizations highly regard UPOB due to its benefits; this is why employees striving to achieve a certain status display this behavior to get into the good books of the organization or gain desired status (Qazi, Naseer, & Syed, 2019).

UPOB is characterized as behavior performed in the organization's better interest. Still, it is unethical in nature such as destroying office files, which may cause a bad reputation for the organization (Umphress & Bingham 2011). The behavior defined above is known as UPOB. Usually, an employee performs them discretionally as this is neither asked by the supervisor to do so, nor is the part of formal job requirements (Umphress, Bingham, & Mitchell, 2010). Thus, the intention behind UPOB is actually what makes it different from other deviant and unethical work behaviors, which is actually about causing potential harm to the organization and its member (Bennett & Robinson, 2000; Spector & Fox, 2005). However, the organization should consider the happenings of UPOB because it can face lawsuits in the long run (Umphress & Bingham 2011).

According to the definition posited by Umphress and Bingham (2011), UPOB is the actions of employees which are intended to perform for the effective functioning of the organization and its members; however, in doing so, employees violate various societal core values (Umphress & Bingham, 2011). Thus according to this definition, it is easy to attribute that pro-organizational behavior is unethical. However, it is performed to benefit the organization. Pro-organizational action also involves activities like exaggerating the organization's achievements and providing exaggerated information to the organization's stakeholders (Lee et

al., 2019). UPOB is considered to paradoxical construct inherently and unethical by society at large but with good intentions and moral justifications.

Umphress, Bingham, and Mitchell (2010) believe that UPOB benefit the organization and the individual as well who is displaying these behaviors. Those employees who are struggling to achieve status use UPOB to achieve their personal goal that is higher status by giving benefit to the organization (Lee et al.,2019). UPOB highlights the positive image of the employees, which may help them climb up the corporate ladder. When it comes to status striving, individuals fight to get a good status in their social group to which they belong (Anderson & Kilduff, 2009). Employing an organization is also a social group. Hence, an employee working in the same organization struggle for achieving status in their organization, and UPOB seems to be a good way of directing the status striving efforts as it may help employees in becoming the well-respected members of their group that is their employing organization by achieving a higher status (Lee et al., 2019; Weiss & Morrison, 2019).

The social identification theory (Tajfel & Turner 1986) also supports this notion. This theory suggests that employees tend to develop strong positive emotions for their social group, employing their organization. These positive emotions motivate them to engage in constructive behaviors that are beneficial for the organization. Status striving individuals are well aware that their organization can give them what they want, so they start displaying positive behaviors in UPOB. Hence, the current study proposes:

Hypothesis₁₃: Status striving positively influences unethical pro organizational behavior.

2.2.14 Status Striving and Pro-Social Rule Breaking

Several studies support the notion that those individuals who are struggling to achieve status tend to show selfless behavior to win the hearts of their group members and leave a positive image, and it is due to this positive behavior that their chances of getting higher status increase manifold (Redhead, Cheng, Driver,

Foulsham, & O’Gorman, 2019; Vugt, 2006). In a similar study, researchers highlighted a rather interesting phenomenon which they referred to as “competitive altruism” (Hardy & Van Vugt, 2006). The results of another study, which was done on organizations as well as university partners, showed that individuals intentionally show more work-related assistance to each other just to gain higher status by developing a positive image in the eyes of the group members (Flynn, Reagans, Amanatullah, & Ames, 2006). Another positive behavior displayed by individuals to gain status is social networking through negotiation; researchers believe that individuals try to increase their social ties to get desirable status in their group (Anderson & Shirako, 2008).

Based on the extant literature available on status striving, it is safe to say that individuals can increase their chances of achieving status by indulging in constructive behaviors (Tziner, Fein, Sharoni, Bar-Hen, & Nord, 2010). One such behavior is PSRB, a phenomenon in which individuals break the rules if it benefits their social group, which can be their education institute or employing organization. PSRB is a form of constructive deviance in which the individuals break the rules if breaking them is beneficial for the organization and its stakeholders. There is strong evidence that organizations appreciate PSRB mainly because it benefits them (Bryant et al., 2010). Hence, the current study suggests that employees struggling to achieve the desired status in their employing organization tend to display PSRB. They do so to provide value to their organization as it helps develop their positive image in front of their organization and its members (Fazel-e-Hasan, Mortimer, Lings, & Drennan, 2019).

This relationship gets its support from social identity theory, which states that individuals always seek to engage in activities that can prove to be helpful for their social group (Tajfel & Turner 1986). Members of a particular group always strive to make their group better than others by adding value to it. As employing an organization is also a group to which employees belong, employees seeking status display PSRB. Hence, the current study proposes:

Hypothesis₁₄: Status striving positively influences pro-social rule breaking.

2.2.15 Externally Motivated OCB as a Mediator between Organizational Identification and Psychological Entitlement

Employees who identify themselves with their organization are often found in behaviors like OCBs because, ultimately, they are concerned with their image, self-esteem, and worth in their respective organizations (Farooq, Rupp & Farooq, 2017). Those employees, who are highly identified with their organization, have surrendered their identity to organizational identity and they see their organization a mean to their self-worth, so by engaging in cooperative behavior employees not only contributes to organizational success but also increase their self-worth as well (Tyler & Blader 2000). Extant literature has shown that employees want to join and work for those organizations which are socially responsible, and it increases employee commitment and loyalty towards the organization (Stites & Michael, 2011; Valentine & Fleischman, 2008).

Studies also found that highly identified employees are concerned that how outsiders view their organization's conduct as their oneness with the organization make them think about the reputation of the organization mainly because they consider the organization's reputation as their own due to shared identity (Schaarschmidt, Walsh, & Ivens, 2015). Previous studies have also given a clue that OI predicts extra-role behavior and OCB in employees of the public sector, and some researchers have also found support for OI and OCB relationship in the private sector (Demir, 2015; Shim & Faerman, 2017; Qureshi, Zeb, & Saifullah, 2011; Vondey, 2010).

Thus, we believe that highly identified members of the organization see their organizational success as a means to their personal success and are most likely to engage in OCB to increase their self-respect and self-worth. Employees withdraw their effort to engage in citizenship behavior when they perceive that organizations are not paying their debt in reciprocity to their extra-role behavior. Thus, employees' engagement in citizenship behavior is not just based on their work environment demands. Still, it might be a tool for employees to enhance their public image to improve their value (Shim & Faerman, 2017).

Earlier studies also suggested that employees are prone to form a belief based on the quality of their relationship with their employer. If they feel oneness with the organization in terms of goals and values, they tend to engage in citizenship behaviors. Otherwise, they do not display voluntary behavior (Dalal, 2005; LePine, Erez, & Johnson, 2002). OCB is a vital employee outcome in most organizations. OCB is a collection of spontaneous behaviors that are beyond what is formally required by every organization. Most of the employees are not willing intrinsically to perform OCB, but they are found in such behavior due to external pressure and due to which they are now considering it as an integral part of their jobs (Bolino, Klotz, Turnley, & Harvey, 2013; Salamon & Deutsch, 2006).

However, there is also potential that employee's involvement in externally demanded OCBs would not result in the efficiency as internally motivated OCB does (Yam et al., 2017). This is because engagement in such behavior is not based on their willingness. Still, organizational environment and other factors have dragged them to engage in such behaviors, in response employees will also expect more in the reciprocity of their extra contribution (Bolino, Klotz, Turnley, & Harvey, 2013; Bolino et al., 2010).

When employees engage themselves in OCBs forcefully, they are driven by external motives, then they likely to perceive their OCBs as unrewarded. Thus, in response to externally demanded OCB, they experience psychological entitlement (Yam et al., 2017). Employees' participation in externally motivated OCBs; their moral self-regard will not upraise because they have not freely chosen to engage in such behavior at work (Klotz & Bolino, 2013). Snow, Kern, and Curlette (2001) described the psychological entitlement attitude as workers' perception that they deserve the special or unique treatment of their peers. If employees feel that "we" are all valued by our organization, and more specifically when someone receives special treatment because of some mastery skills, knowledge and achievements, such attitude fulfill the employees' needs for belonging with their organization (Hetland et al., 2011). Furthermore, it also helps the organization in achieving its purposed outcomes. Zitek et al. (2010) demonstrated that generally, state psychological entitlement occurs when individuals feel that their efforts are not entirely regarded, it was worth more than what has been offered to them in return.

Ellingsen and Johannesson (2007) concluded that employees have high expectations from their organization. When such expectations are met, it increases their satisfaction level; if not, consequences could be different. Thus, breached and over-fulfilled obligations impacted both employees and organizations. Previous studies also explained that breached obligations and unmet expectations have an immediate negative impact on our outcome variables (De Jong & Van der Meer, 2017). We also know that organizational citizenship behaviors (OCBs) produce positive outcomes for both employees and organizations (Luthans & Youssef, 2007; Podsakoff et al., 2009; Youssef & Luthans, 2007).

Deeply identified individuals are more prone to engaging in EMOCB as they are bound to anything their organizations expect from them to stay longer with their organization (Newman, Miao, Hofman, & Zhu, 2016). Based on this, the current study suggests that OI promotes EMOCB among employees. The extant research indicates that EMOCB not only benefits the organization but also enhances the self-worth of employees (Newman et al., 2016), as a result of which they feel special and start to believe that they are entitled to receive preferential treatment (Bolino, Klotz, Turnley, Podsakoff, MacKenzie, & Podsakoff, 2018; Irshad & Bashir, 2020; Marinova, Cao, & Park, 2019). Yam et al. (2017) also supported the notion by directing everyone's attention to this very association by proving that OCB acts as a perfect soil cultivating the feeling of psychological entitlement among employees. Hence, this study proposes:

Hypothesis₁₅: Externally motivated OCB mediates the relationship between organizational identification and psychological entitlement.

2.2.16 Externally Motivated OCB as a Mediator between Organizational Identification and Status Striving

Due to this shared self-concept, highly identified employees feel inclined to work for the benefit of their organization as pro-organizational activities lead to an increase in their self-worth and self-esteem (Fuller, Marler, Hester, Frey, & Relyea, 2006). The traditional OCB concept has now changed, and now internal and external

motivation for OCB describes the true essence and motives for engagement in citizenship behavior (Finkelstein, 2011; Sagnak, 2016). The literature on general OCB has fantasized the relationship between OI and extra-role volunteer behavior of employees (Shim & Faerman, 2017). The recent stream of research suggests that OCB is not always discretionary behavior, but it can be due to some external pressure (Lin, Savani, & Ilies, 2019; Liu, Zhao, & Sheard, 2017).

The tag of high identification pressurizes employees to meet the organization's norms and values and strive to meet the organization's demands due to their membership (Tavares, van Knippenberg, & van Dick, 2016). Such extra-role behaviors which are not formally included in job descriptions but are required from the member of the organization is introduced with different labels in literature like citizenship pressure, citizenship culture, or externally motivated OCB (Lin, Savani, & Ilies, 2019; Liu, Zhao, & Sheard, 2017; Yam et al., 2017). Contrary to the popular notion that OCB is done out of free will, researchers have started to observe that OCB has become a "must-do" activity in most organizations (He et al., 2019). Several studies have shown that organizations expect their employees to engage in OCB (Bolino, Klotz, Turnley, & Harvey, 2013).

This indicates that all employees do not participate in OCB because they want to but because they have to (Yam et al., 2017). As this type of OCB is done due to external pressure, so it is called EMOCB. In this case, OCB becomes the organization's culture. Everyone in the organization perceives that they have to engage themselves in these extra role behaviors to avoid punishment and yell at others and get some rewards (Yam et al., 2017). Engagement in this volunteer behavior due to external pressure compels employees to a stage of status striving (Chiaburu, Marinova, & Lim, 2007; Vondey, 2010). Employees striving for status want to improve their organization position by performing better than others in the organization (Wingate, Lee, & Bourdage, 2019). Status striving is the mindset to become the group's best member (Anderson & Kilduff, 2009).

Social identity theory also supports this notion that membership of a group drives them to assimilate with that group's norms by putting aside their achievement (Tajfel et al., 1979). The group members work for the betterment of that group

and try to improve their position in that group to serve their group compared to other groups (Tajfel & Turner, 1986). Therefore, the current study proposes that OI demands citizenship behavior due to coherence with the group's norms. The citizenship pressure develops a feeling of status striving due to putting extra effort and in group completion. Hence it is proposed;

Hypothesis₁₆: Externally motivated OCB mediates the relationship between organizational identification and status striving.

2.2.17 Externally Motivated OCB as a Mediator between Organizational Identification and Unethical Pro Organizational Behavior

Moving forward with the definition of Ashforth and Mael (1989), OID is social identification. Individual identity descends from his/her categorization with other social groups. In contrast, group collectiveness is referred to their member's perception about the similarity of themselves to that particular social setting. Tajfel et al. (1979) define OID as individual definition and evaluation based on a group label. The group members' rules, practices, and norms serve as guiding principles for the group members to act in a particular manner. The new organizations expect their employees to engage in extra-role behaviors that are not part of their routine activities to show that they care for the organization and its norms (Liu, Zhao, & Sheard, 2017; Zhao, Peng, & Chen, 2014). These citizenship behaviors are due to identity expectation, and identified members are more expected to perform extra-role behavior. These extra-role behaviors due to extrinsic factors are called externally motivated OCB (Vigoda-gadot, 2006).

In addition to psychological entitlement and status striving, EMOCB leads to various other deviant behaviors that need further exploration (Yam et al., 2017). For instance, Bolino and his colleagues proved that excessive display of OCB mainly due to external pressure causes resource drain due to which employees feel fatigued (Bolino et al., 2015). To take this research further, the current study proposes that EMOCB is also a culprit behind UPOBs displayed by highly

identified employees. When highly identified employees feel that organizational culture is demanding OCB, they want to exhibit all those behaviors that are beneficial for the organization without considering the moral and ethical values (Graham, Ziegert, & Capitano, 2015).

Chen, Chen, and Sheldon (2016) found that OI is a strong predictor of UPOB. However, this relation is subject to some underlying mechanisms (Blader, Patil, & Packer, 2017). OI integrates employees' inner self with organizational membership that binds them to work for the organization's better interest. Nowadays, citizenship behaviors are expected and demanded by employees (Bolino, Klotz, Turnley, Podsakoff, MacKenzie, & Podsakoff, 2018; Klotz et al., 2018). Being a member of the group, the highly identified employees' primary focus is to meet and exceed these demands of citizenship behavior (Chen, Chen, & Sheldon, 2016). When employees feel that organizational norms are demanding OCB, they want to exhibit all those behaviors that are beneficial for the organization without considering the moral and ethical values (Bolino & Klotz, 2015).

Hence, the current study proposes:

Hypothesis₁₇:Externally motivated OCB mediates the relationship between organizational identification and unethical pro organizational behavior.

2.2.18 Externally Motivated OCB as a Mediator between Organizational Identification and Pro-Social Rule Breaking

OI is the condition when employees start to consider organizational goals and values as part of their self-concept (Mael & Tetrick, 1992). This feeling of oneness and belief promotes strong integration and coherence between organizational and employee goals and values (Ashforth & Mael, 1989). Highly identified employees are striving to do anything and everything their organizations expect from them as they believe that they share a strong bond with the organization, which bounds them to follow what their organizations say even if it requires them to engage in tasks which are not part of their job (Chiaburu, Marinova, & Lim, 2007; Vondey,

2010). The existing research indicates that current organizations encourage externally motivated OCB (Yam et al., 2017).

Since organizations expect their employees to engage in externally motivated OCB, we believe that highly identified employees are more likely to engage in EMOCB as their higher level of congruence with the organizational values bound them to reach up to the expectation of the organization (Vondey, 2010).

The repeated discussion on EMOCB has portrayed it as a dynamic behavior that causes adverse employee outcomes (Finkelstein, 2011; Yam et al., 2017). Although it is right up to a great extent, it does not nullify the possibility that EMOCB also yields positive outcomes. Based on this belief, the current study took support from the social identity theory to test this unorthodox assumption by proposing a positive association between EMOCB and PSRB (Liu, Liu, & Zhou, 2019). Since EMOCB is itself a sweet gesture given by employees that despite their personal preferences, they are willing to do what their organization expects them to do, so they are more likely to engage in PSRB (Shum, Ghosh, & Gatling, 2019).

The literature on PSRB is an infant stage, and its antecedents and outcomes are still underexplored. Morrison (2006) provides the initial concept of PSRB by describing employees' action with the intended effort for breaking for rules for doing their job activities effectively, helping colleagues in their job relevant matters, and providing assistance and help to the customers apart from their formal job duties. Morrison's study was scenario-based. Employees working in autonomous environments are more prone to PSRB behavior than those low at autonomy, while the employees in low autonomous environments also engage in some PSRB. Morrison (2006) also reports that risk taking behavior has a strong and positive association with employees' PSRB behavior.

Furthermore, she described a good relationship between the supervisor and the subordinates related to customer assistance related to PSRB behavior. According to expectations, organizational members' relationship with their supervisor encourages PSRB, and perception of supervisor support explains these relationships. Most employees reported that breaking the rules to assist customers is

more when the rule is perceived as unreasonable, unfair, and unrealistic. Morrison's (2006) study and later Mayer et al. (2007) open the gates for new studies on the antecedents and consequences of PSRB of employees in both flexible and structured organizational environments.

Bolino, Klotz, Turnley, and Harvey (2013) named the EMOCB as the dark side of OCB. When OCB is ingrained as a must-do activity in the culture of the organization, then employees extend their citizenship behavior to rule breaking for performing their job activities efficiently and extending their support towards customers and coworkers (Bolino et al., 2018; Harvey, Bolino, & Kelemen, 2018; Koopmann et al., 2019). As stated earlier, OI increases pressure on employees to engage in EMOCB, and employees expand the controlled motivation for citizenship behavior to deviant behavior in the form of PSRB. The social identity theory says that group membership motivates people to engage in pro-group behaviors no matter what. Hence, the current study proposes:

Hypothesis₁₈: Externally motivated OCB mediates the relationship between organizational identification and pro-social rule breaking.

2.2.19 Psychological Entitlement as a Mediator between Organizational Identification and Status Striving

A great deal of research has been dedicated to improving our understanding of the factors that bind employees with their organizations and how their bonds shape employee work outcomes. One such factor is OI, a self-concept in which the employees feel that they share many of their characteristics with their organization (Brown, 2017). In other words, they find the organizational essence of being similar to their self-concept. This harmony between the employee and organizational values has been shown to yield a wide variety of positive attitudinal and behavioral outcomes (Evans & Davis, 2014; Lee, Park, & Koo, 2015).

High congruence between organizational and employee values gives employees a feeling of pride (Farooq, Rupp, & Farooq, 2017). They feel special to share their values with their organization (Lee, Park & Koo, 2015). These feelings cultivate

in them a state of psychological entitlement such that they start to believe that because of an overlap between their values and organizational values, they deserve special treatment from their organization (Galvin, Lange & Ashforth, 2015). Psychologically entitled employees also perceive themselves as core members of their organization (Exline et al., 2004).

Psychologically entitled individuals consider it their right to deserve better and more than others irrespective of their efforts (Klimchak, Carsten, Morrell, & MacKenzie Jr, 2016). Entitled employees want attention and praise, both of which can be achieved by achieving high status, so entitled employees strive for more status in the organization (Lee et al., 2019). High status, position, and power are need of entitled individuals (Lange, Redford, & Crusius, 2019).

This is per the social identification framework (Tajfel & Turner, 1986), which suggests that employees adopt the membership of those groups whose values are aligned with their values. This theory also suggests that particular group members boast of individuals' self-esteem (Rubin & Hewstone, 1998). Due to their identification with the organization, employees expect their organization to treat them well whether they deserve preferential treatment due to their membership. They also strive for status in their group to show their presence and importance for that group. Therefore, it is proposed that high identification with the organization results in inflated self in terms of entitled perception, and entitled perception maintenance needs high status achievement. Hence the following hypothesis is generated;

Hypothesis₁₉: Psychological entitlement mediates the relationship between organizational identification and status striving.

2.2.20 Psychological Entitlement as a Mediator between Organizational Identification and Unethical Pro-Organizational Behavior

The feeling of coherence, oneness, and alignment of values and norms with the organization is called OI (Ashforth & Mael, 1989). Some researchers call it a

“psychological merging of self and the organization” such that the employees tend to believe that they share a lot of characteristics with their organization, as a result of which they start to take more interest in the group or collective gains as they are of the view that their success is organization’s success and vice versa (Knippenberg & Sleebos, 2006; Lee, 2004). Most of the studies on OI believe that it predicts a large number of positive attitudes and behavior as an employee outcome (Ashforth, Harrison, & Corley, 2008; Riketta, 2005), such as team cohesion (Liu, Loi, & Lam, 2011), and OCB (Van Dick et al., 2006). However, it is relatively understudied as a predictor of UPOB, despite the several warnings given by researchers from time to time that pro-organizational attitudes and cognitions tend to result in unethical behaviors (Ashforth & Anand, 2003; Chen, Chen, & Sheldon, 2016).

UPOB consists of all those behaviors that promote the organization’s effective performance or its employees by violating cultural, social, moral, and legal norms (Umphress & Bingham, 2011). For instance, at times, the employees may come up with a piece of false information about their organization to elevate its reputation compared to its rival firm in the eyes of the potential and existing customers (Wang et al., 2019). Hence, a behavior is termed as UPOB only if it is mainly done for the organization’s benefit. Due to the benefits it offers to the organization, UPOB is mostly taken as a positive behavior even though it involves the violation of ethical and moral standards (Brief & Motowidlo, 1986; Umphress & Bingham, 2011). This positive attitude towards UPOB might be due to organizational norms and a narrow mindset that focuses more on benefits than the cost of everything. However, the definition above of UPOB suggests that neither the organizational norms nor the benefit analysis is enough (Umphress, Bingham, & Mitchell, 2010). A pro-organizational behavior is perceived as unethical when it fails to meet society’s ethical standards, referred to as “hyper norms” and not just the organization’s norms. Employee engagement in these pro organizational behaviors and violating society’s norms is a result of psychological entitlement (Lee et al., 2019).

Psychological entitlement refers to the expectation of over reimbursement by an employee in response to his relationship with the organization, along with his contribution (Campbell et al, 2004). For a few, PE might be based on perceptions

of reciprocity. Simultaneously, for few others, not necessarily PE is something related purely with an objectively equitable exchange. Individuals with psychological entitlement expect organizational rewards and compensation without having necessarily earned them (Lee, Gerbasi, Schwarz, & Newman, 2019). As discussed above, OI will trigger employees' psychological entitlement, and psychological entitlement will result in UPOB and PSRB to serve their inflated self and public image (Naseer et al., 2020). Therefore the following hypotheses are proposed;

Hypothesis₂₀: Psychological entitlement mediates the relationship between organizational identification and unethical pro-organizational behavior

2.2.21 Psychological Entitlement as a Mediator between Organizational Identification and Pro-Social Rule Breaking

Since its beginning, OI, which is perceived as an employee's attachment towards his/her organization based on shared values and goals, has been a critical area of research for organizational behavior scholars (Tarakci et al., 2018; Vardaman, Allen & Rogers, 2018). The existing literature on OI maintains a "positive outlook" about this phenomenon with a large number of studies revealing its positive outcomes such as job involvement, job satisfaction (Riketta, 2005), affective commitment (Feather & Rauter, 2004), in-role performance, organizational change (Avey, Wernsing, & Luthans, 2008) and organizational citizenship behavior, etc. (Evans & Davis, 2014).

Although, some research scholars have been talking about the potential dark side of OI from time to time (Conroy et al., 2017; Dukerich, Kramer, Parks & Whetton, 1998; Galvin, Lange & Ashforth, 2015), these studies are not sufficient to balance the literature on both sides of OI. Taking inspiration from these limited studies and repeated calls for research on the dark side of OI (Ashforth, 2016; Conroy et al., 2017), the current study aims to identify the negative consequence of OI. Instead of yielding positive outcomes, we believe that shared values and goals make employees prone to a state of psychological entitlement. They expect to

get preferential treatment from their organization because of their group members even if they do not deserve it.

Despite repeated discussion on the increase in the amount of psychologically entitled individuals at the workplace, there is scarce research on its antecedents (Brailovskaia, & Bierhoff, 2020; Goldman & Martin, 2016). The limited studies available on this construct have utilized it as an independent or moderator variable by taking it as a stable individual characteristic (Yam et al., 2017). O’Leary-Kelly, Rosen, and Hochwarter (2017) have explicitly encouraged organizational behavior researchers to study it as a state. They believe that the perception of deservingness and feeling of self-importance, which is an essential part of psychological entitlement, is based on the practices and events in the work environment. This opens new research avenues for researchers who can study different situational factors that can enhance employees’ psychological entitlement feelings (Harvey & Dasborough, 2015; Langerud & Jordan, 2020; O’Leary-Kelly, Rosen, & Hochwarter, 2017).

Based on O’Leary-Kelly, Rosen, and Hochwarter’s (2017) seminal work, we tend to study OI as an antecedent of psychological entitlement. We believe that highly identified individuals consider their goals and values in harmony with the goals and values of their organization (Lee, Park & Koo, 2015), and it is due to this belief that they expect to get the best from their organization, which is also referred to as psychological entitlement. Psychologically entitled individuals are high in self-efficacy; they feel proud of themselves, making them think that they deserve the best (Givertz & Segrin, 2014). Similarly, entitled individuals share some of its characteristics with narcissism, which is why it was initially perceived as a narcissism dimension (Piff, 2014). Just like a narcissist, entitled individuals inflate their abilities, making a perception in their mind that they are superior (Pryor, Miller, & Gaughan, 2008).

Additionally, entitled individuals always have this utmost desire to outgrow others; they think they are worthy of praise and attention. This love for praise and desire to maintain a positive public image motivate them to engage in PSRB, which is constructive behavior. Employees show socially desirable behaviors that benefit

the coworkers and organization with minimum benefit to the self (Lee et al., 2019). Psychologically entitled individuals believe that they are better than others and deserve more than others. PSRB is their way of showing others that they deserve the best (Andreoni, & Sanchez, 2020; Lee et al., 2019).

Entitled individuals engage in PSRB to satisfy themselves and prove their superiority over others; it is their way of saying that they are worthy of praise. This relation is also under social identification theory (Hogg & Terry, 2000; Tajfel et al., 1979). This theory proposes that members of a particular group do everything that can benefit their group compared to other groups. Organization identification can also be termed as the membership of the organization. Employees high in OI consider themselves an essential part of their group, thus engaging in psychological entitlement, which further motivates them to engage in constructive behavior in PSRB as it is beneficial for the organization. Thus the current study proposes:

Hypothesis₂₁: Psychological entitlement mediates the relationship between organizational identification and pro-social rule breaking.

2.2.22 Status Striving as a Mediator between Organizational Identification and Unethical Pro Organizational Behavior

OI has been defined as “the perception of oneness or belongingness to some human aggregate” (Ashforth & Mael, 1989), and “when a person’s self-concept contains the same attributes as those in the perceived organizational identity” (Dutton, Dukerich, & Harquail, 1994). Highly identified members of the organization must prove their significance as a group member to the top management. They are more likely to engage in such practices, categorized under the label of status striving. The motive behind these practices is to gain the attention of top management. They are also making more effort and perform well. Numerous researchers have shown that strongly identified employees are more loyal to the organization and perform better (Tseng & Wu, 2017).

Status striving is a stigmatized attitude that people attribute to others but hide in themselves though they are somehow involved in promoting status (Kim & Pettit, 2015; Stamkou, van Kleef, Fischer, & Kret, 2016). It is believed that love wishes attain a higher status in the organization as higher status promises numerous benefits such as appreciation from top management (Stamkou, van Kleef, & Homan, 2019). Employees striving for status create hurdles for other employees to make their way up the hierarchy (Kim, Pettit, & Reitman, 2019). In other words, tend to engage in harmful behavior while striving attains higher status (Kim & Pettit, 2019). One of the negative behaviors which are getting attention lately is UPOB. UPOB refers to "actions that are intended to promote the effective functioning of the Organization or its members (e.g., leaders) and violate core societal values, mores, laws, or standards of proper conduct (Umphress, Gardner, Stoverink, & Leavitt, 2020). Unethical actions make UPOB separate from self-centered unethical behavior and harmful forms of organization deviance (Robinson & Bennett, 1995), including interpersonal deviance, superior-directed deviance. Status striving is the fundamental cause of the UPOB, and employees and organization identification is the main perpetrator behind these two outcomes. Highly identified members due to categorization with a particular group can go any level to promote their organization (Hogg & Terry, 2000). Therefore the preset study proposes that OI pressurize employees to prove their significance, and they do more to gain some status for proving their membership. As a result, they are least concerned about societal rule, and more leaned towards organizational outcomes. Hence,

Hypothesis₂₂: Status striving mediates the relationship between organizational identification and unethical pro organizational behavior.

2.2.23 Status Striving as a Mediator between Organizational Identification and Pro-Social Rule Breaking

OI compels employees to do work in favor of the organization, and employees then start to work more to become the prominent members of the organization (Fuller et

al., 2006). Burtăverde, Raad, and Zanafirescu (2018) identified the desire for power and prestige in an organization as status striving indicators. Highly identified employees are striving hard to gain success and status as they believe that their success is linked with organizational success. This belief motivates them to engage in status striving (Tseng & Wu, 2017). If status striver and doing hard work and doing their job effectively without effecting other organizational members then it is postulated as positive, otherwise not (Burtăverde, Raad & Zanafirescu, 2018). Status strivers work more, and want to surpass all their coworkers in terms of performance (Chiaburu & Carpenter, 2013).

To become prominent in the organization is the desire of status strivers because they have a hunger for power and status. Status strivers even break the rules for promoting their status. In literature, breaking the organizational rules is viewed as deviant work behavior and displayed by self-interested employees (Morrison, 2006). Morrison (2006) defined PSRB as any instance where an employee intentionally violates a formal organizational policy, regulation, or prohibition with the primary intention of promoting the welfare of the organization or one of its stakeholders.

Previous studies have shown that some individual job characteristics, personality,, and social factors can be related to employee pro-social rule-breaking. Employees who are low in neuroticism (Vardaman, Gondo, & Allen, 2014), conscientiousness (Dahling et al., 2012), and high in risk-taking propensity (Morrison, 2006; Vardaman, Gondo, & Allen, 2014) are more likely to engage in PSRB. Job autonomy (Vardaman, Gondo, & Allen, 2014), job demand (Dahling et al., 2012), and job meaningfulness (Morrison, 2006) also stimulate PSRB. However, the current study is based on the notion that highly identified employees strive for status.

Their belief that their success is linked to organizational success,, and status striving further motivates them to engage in PSRB. Researchers also state that status striving promotes negative behaviors among employees (Kim, Pettit, & Reitman, 2019). Those employees who are striving for status consider PSRB a way to achieve status as breaking the rules for pro-social purposes can give employees the limelight they need to climb up the ladder and highly identified employees are

more likely to engage in status striving and PSRB as they do not want to miss any opportunity to benefit the organization.

Social identity theory also endorses that members of a particular group strive to attain a higher status in the group. They engage in pro-group activities to prove their bonding and affiliation with their group. Highly identified employees also strive for status in the organization for which they engage in PSRB to show the organization that they can go to extreme lengths to benefit the organization. Thus, the following hypothesis is proposed;

Hypothesis₂₃: Status striving mediates the relationship between organizational identification and pro-social rule breaking.

2.2.24 Psychological Entitlement as a Mediator between Externally Motivated OCB and Status Striving

Citizenship behaviors are voluntarily taken up at the workplace by employees beyond their formal duties (Cetin, Gürbüz, & Sert, 2015). As Ozsoy and Beduk (2015) explains that it depends on personal discretion to display OCB. So, non-fulfillment of the task will not result in accountability or punishment. In tough competition and scarce resources, organizations need employees who are willing to work extra length exceeding the role expectation and formal requirements (Lam, Schaubroeck & Naumann, 2002). This is why organizations have started expecting externally motivated OCB from employees, which leaves employees with no other option than to engage in extra-role behaviors not out of will but to fulfill the organization's expectation (Deery et al., 2017). Those employees who spend their time and energy in displaying extra-role behavior due to external pressure start considering themselves worthy of praise and reward (Cooper et al., 2018). EMOCB tends to develop psychological entitlement among employees in which they start to feel that they should be treated well than others (Finkelstein, 2011). Entitlement is related to different social ranks, and two routes are adopted to attain these ranks (Cheng, Tracy, Foulsham, Kingstone, & Henrich, 2013; Maner & Case, 2016). One is the prestige-based route, which gains status through sharing of "in

hand expertise” and realizing the importance of these achievements through skills. Another route is dominance-based, which involves gaining status through coercion as well as intimidation. This style involves strategies of power and control over the subordinates. Both of these routes are employed to attain a better status, rank, and influence (Maner & Case, 2016).

Behavioral characteristics of individuals with higher entitlement suggest that dominance motivation is one reason behind their aggressive behavior during social interactions (Campbell et al., 2004; Reidy, Zeichner, Foster, & Martinez, 2008). Moreover, such individuals are selfish, mostly. They often claim for unearned money (Zitek et al., 2010), and do not even hesitate to engage in unethical behaviors to gain benefits for themselves, sometimes at the expense of others (Tamborski, Brown, & Chowning, 2012). Such individuals endorse social power as a personal value (Redford & Ratliff, 2018), leading them to self-promotion and related hostility to find a dominant path to gain social status (Johnson, Burk, & Kirkpatrick, 2007).

Rose and Anastasio (2014) found that interestingly, more entitled people are very much concerned about what others think about them, and they always strive to be close to this. Lee et al. (2019) explored that highly entitled employees are more likely to attain higher status. High status striving people hold a comparatively positive image about themselves (Snow, Kern, & Curlette, 2001). The same is argued by Rose and Anastasio (2014) that they strongly value others’ views and look for recognition and constant approval from others. Thus, they have a strong urge to maintain a more positive self-image, and they keep trying to stabilize it.

Entitled individuals may sometimes seek self-serving goals to maintain their inflated image (Moeller, Crocker, & Bushman, 2009). And they achieve this goal by getting admiration, respect, and deferral from others. Further, such individuals attach significance to all their achievements (Redford & Ratliff, 2018), consistent with the social value required for attaining prestige. All these arguments suggest that the wish to get social ranks based on prestige and dominance may persuade behavioral patterns among individuals with high entitlement. Such desires can

assimilate disconnected results explaining that individuals are inclined toward aggressive behavior and self-promotion to achieve status and power. Therefore, it can be argued that status motivation describes individuals with high entitlements.

The current study suggests that EMOCB promotes psychological entitlement among employees and entitled individuals. Their utmost desire to be seen as best performers start struggling for status as individuals with higher status can enjoy more benefits, and entitled individuals like to get the best compared to others. The social identity theory also states that members of a group strive to meet up to the expectations of the group and keep on going out of their way to benefit their organization, which enhances their self-esteem as they start believing that they are essential to the group so they should be given extra attention and praise. Group members further look for ways to achieve a higher rank in the group. Hence, it is proposed:

Hypothesis₂₄: Psychological entitlement mediates the relationship between externally motivated OCB and status striving.

2.2.25 Psychological Entitlement as a Mediator between Externally Motivated OCB and Unethical Pro Organizational Behavior

The externally motivated OCB is not driven by the logic of facts. It is driven by the logic of sentiments exhibited in the form of cooperation to team members (Roethlisberger & Dickson, 2003). Such behavior of employees acts as a lubricant for the smooth functioning of employees so that the component of the organization's social system runs without any friction. This is the opposite of intra role behavior and is considered extra-role behavior (Priesemuth & Taylor, 2016; Schaarschmidt, Walsh, Ivens, 2015; Zitek et al., 2010). When employees engage in externally motivated OCB to keep the organization happy, then they tend to become psychologically entitled and start feeling that they should be treated well and better than others due to the extra role activities which they did for the organization (Cooper et al, 2018).

Psychological entitlement is identified with a self-aggrandizing approach of the individual, where they believe that they should be treated differently and better. So, there are more chances for them to indulge in UPOB as compared to those who are less psychologically entitled (De Cremer, van Dijk, & Folmer, 2009; Lee et al., 2019; Umphress, Bingham, & Mitchell, 2010). UPOB is also voluntary, but it can damage the organization in the long term (Effelsberg & Solga, 2015).

One of the reasons that psychologically entitled individuals may engage in UPOB is related to externally motivated OCB. As they are very concerned about themselves and how people view them, so they are more willing to go astray on the path to achieve the more significant objective (O'Leary-Kelly, Rosen & Hochwarter, 2017; Yam et al., 2017). The social identity theory also supports the mediating role of psychological entitlement between externally motivated OCB and UPOB. This theory states that members of a particular group do everything expected of them, which enhances their self-esteem and pride, both of which are essential components of psychological entitlement. This theory further states that those who consider themselves important members of the group engage in pro-group activities as their ultimate objective is to benefit the group by using any means possible. Thus, the following hypothesis is proposed;

Hypothesis₂₅: Psychological entitlement mediates the relationship between externally motivated OCB and unethical pro organizational behavior.

2.2.26 Psychological Entitlement as a Mediator between Externally Motivated OCB and Pro-Social Rule Breaking

Organ (1997) redefined the concept of OCB, which was different from the primitive definition of OCB. He proposed that the act of citizenship cannot be explained without context. He augmented that employee behaviors need to be contextual to contribute to supporting organizational task performance. Contemporary research has added that employees exhibit OCB because they perceive it to be more as a “must” rather than discretionary behavior (Bolino, Klotz, Turnley, & Harvey,

2013). Currently, employees do not engage in OCB out of the free will. Instead they are compelled to engage in this extra-role behavior (Bolino et al., 2010). Similarly, employees may go beyond the call of duty due to fear of punishment. Some employees also take positive behavior as part of their job, and gradually, it becomes part of employee's routine work (Salamon & Deutsch, 2006). In a nutshell, organizational citizenship behavior does not come from employee willingness (Bolino, Klotz, Turnley, & Harvey, 2013). Rather they believe it ought to be (Organ, Podsakoff, & MacKenzie, 2005).

Despite acknowledging research on employees going the extra mile for their work duties being compelled by external forces, the pressurizing effect of individuals getting into positive behavior is still unclear. Klotz and Bolino (2013) have theorized that because of the pressure effect, employees may react negatively (Spector & Fox, 2010). EMOCB is a display of extra-role behavior due to pressure from the organization. When employees engage in these behaviors just because their organization wants them to, they automatically become psychosocially entitled and start feeling worthy of praise and attention (Cooper et al., 2018).

Individuals having high psychological entitlement are usually observed to have high self-esteem (Harvey & Martinko, 2009; Priesemuth & Taylor, 2016). Therefore, they are mostly involved in activities that serve their self-esteem. But interestingly, self-esteem cannot stand on its own, and needs constant attention and admiration from their coworkers (Feather, 2003). This gives them sufficient justification to engage themselves in PSRB behavior. Psychologically entitled employees will likely engage in rule breaking behavior because they perceive that they have the right to do it (Trzesniewski, Donnellan & Robins, 2008; Twenge & Campbell, 2003). An entitled individual has specific cognitive mechanisms which provide justification to them for their unethical behavior. Lee et al. (2019) have proposed psychological entitlement to be a possible reason behind engagement in constructive deviance due to EMOCB (Harvey et al., 2014).

The social identity theory also claims that group members do what is expected of them, which makes them feel superior and entitled. This theory further says that membership in a particular group leaves the responsibility on all the members to do everything that can benefit the group even if it is against society's norms. When

employees engage in EMOCB to reach up to their organization's expectations, they start feeling that they are important members of the organization, as a result of which they further engage in PSRB to show everyone that they are willing to go to extreme lengths to benefit the organization. Hence, the following hypothesis is proposed:

Hypothesis₂₆: Psychological entitlement mediates the relationship between externally motivated OCB and pro-social rule breaking.

2.2.27 Status Striving as a Mediator between Externally Motivated OCB and Unethical Pro Organizational Behavior

Externally motivated organizational citizenship behavior is referred to voluntary behavior which is not part of an employee job but is required and expected from the organization. Some of the behaviors that fall under the category of OCB include helping the coworkers with his/her job tasks, spending extra hours at work, and completing additional work tasks other than the required job tasks (Organ, Podsakoff, & MacKenzie, 2006). OCB consists of all those behaviors and actions which are not expected from employees but are beneficial for the organization; this means organizations do not promise a monetary or non-monetary reward for displaying these extra-role behaviors (Supriyanto, Ekowati, Wekke, & Idris, 2018). However, when such extra-role behavior is so inculcated in the organization's culture that members of organization starts to perceive such behavior as an integral part of their job, their intrinsic motivation starts to decline (Klotz & Bolino, 2013). Externally motivated OCB is being studied as an adaptive signaling mechanism (Salamon & Deutsch, 2006). But somehow, when OCB is externally motivated, it may become a self-serving motivation and satisfy the status striving need of an individual. Those employees who engage in EMOCB start striving for status as a reward for engaging in extra-role behaviors (Marinova, Moon & Dyne, 2010).

Due to the rewards given to people who are at top positions, striving for status has gained attention as an essential human motive as it brings with it admiration,

respect, and good reputation (Anderson et al., 2012; Anderson, John, Keltner, & Kring, 2001; Magee & Galinsky, 2008). Status striving is visible in daily lives where employees struggle to climb up the corporate ladder, youngsters try to portray themselves as cool kids, and everyone has this utmost desire to keep up with their oneness (Cheng et al., 2013; Cheng, Tracy, & Henrich, 2010). This struggle for status has come to the limelight due to its evolutionary roots and a wide range of consequences at individual and collective levels (Anderson & Kilduff, 2009; Magee & Galinsky, 2008). Striving for status is an inherent human motive (Packard, 1961). But their status motives are reflected in the behavior they exhibit (Brown & Starkey, 2000; Chiaburu & Carpenter, 2013). Those who have high status striving are more interested in power and dominance in the social groups, surroundings, workplace, and peers (Ng & Lucianetti, 2016; Rose & Anastasio, 2014).

Sometimes, striving for status may incline them towards UPOB (Castille, Buckner, & Thoroughgood, 2018). Individuals, who have a high urge for status, are limited by the vision of how they achieve their objective. Being valued as high achievers in the organization, they look for short means and get into unethical practices. The social identity theory also supports the notion that group members try their best to engage in behaviors which are expected from their due to their group membership, and this motivates them to strive for attaining higher status within the group for which they do not hesitate to engage in pro-group activities even if those activities are unethical as their ultimate objective is to do anything that can benefit the group. Hence, the following hypothesis is proposed:

Hypothesis₂₇: Status striving mediates the relationship between externally motivated OCB and unethical pro organizational behavior.

2.2.28 Status Striving as a Mediator Between Externally Motivated OCB and Pro-Social Rule Breaking

Every organization expects its members to contribute to the organization's success by displaying pro-organizational behaviors and promoting extra-role cultures

(Islam, Khan, & Bukhari, 2016; Srivastava & Dhar, 2016). In line with this notion, organizational behavior researchers have started to investigate the ways to promote citizenship behavior of organizational members, and these behaviors are beneficial for the organization not only in the short run but also in the long term. In this era of a dynamic environment, formal behavior of employees is not enough for the effective functioning of organization, and organizations are now promoting the notion that though OCB is not part of employee formal job description, employees are bound to display these extra-role behaviors for their survival (Zeng & Ye, 2016; Zhao, Peng, & Chen, 2014). Those employees who display EMOCB due to the organization's pressure, start looking for rewards in the form of higher status for carrying out those tasks that were not part of their job task (Marinova, Moon & Dyne, 2010). A status difference is a universal phenomenon common among humans and other living species (Magee, & Galinsky, 2008; Vugt & Tybur, 2015). The repercussions of achieving higher status make it more appealing for everyone. For instance, higher status brings social support, availability of more resources, good physical health, and higher life expectancy (Ellis, 1994).

Despite being accepted as a universal phenomenon and a fundamental human motive, little research is done on the strategies used by employees who strive for status (Vugt & Tybur, 2015). According to Anderson and Kilduff (2009), status striving individuals show generosity, commitment, and other positive behaviors towards their group to achieve their desired status as these behaviors create their softer image in the eyes of their group and its members (Anderson & Kilduff, 2009). They believe that people try to provide more value to the group where they belong as a way of achieving a good status in that group. Those employees who strive for achieving status are frequently involved in activities that can benefit the organization as benefiting the organization can help them fulfill their dream of achieving higher status (Castille, Buckner, & Thoroughgood, 2018). One such behavior which is liked by the organization is PSRB. We have learned about the traditional Pro-social behavior of employees where employees act as self-interested, constructive organizational members (Morrison, 2006). Pro-social behavior is identified in situations where employees exhibit socially desirable behaviors and go beyond expectations with little or no benefit to the self (Sanderson & McQuilkin, 2017).

But, there is a counter-intuitive phenomenon that a pro-social employee may break organizational rules for the interest of perceived demands from coworkers, supervisors, or even for the task completion (Dahling et al., 2012). Contextually, rule breaking is serving the organization's interest (Smith, 2018; Vardaman, Gondo & Allen, 2014).

It is judged by the relevance of deviance with a constructive objective and no ill intention. This explanation draws a clear line between destructive deviance driven by self-interest and deviance for pure organizational interest (Barry & Wilkinson, 2016). We believe that EMOCB promotes status striving among employees due to which they engage in PSRB. This relationship gets its support from social identity theory, which states that group members are bound to do what is expected from them, and those group members who fulfill the expectation of the group are more likely to strive for higher rank in the group, which motivates them to engage in those behaviors which can benefit the organization if they require them to break the rules. Hence, the following hypothesis is proposed:

Hypothesis₂₈: status striving mediates the relationship between externally motivated OCB and pro-social rule breaking.

2.2.29 Mediating Role of Status Striving between Psychological Entitlement and Unethical Pro-Organizational Behavior

The extant literature available on psychological entitlement articulates that people with a higher level of psychological entitlement have a boasted and inflated self, and they feel themselves superior and imperative than others (Kim, & Pettit, 2019; Lange, Redford, & Crusius, 2019), and it is their need to maintain their positive self-image in front of others to portray themselves better than others. In addition to "positive self-image," they are concerned about their reputation in the eyes of others, and they are willing to go to extra lengths to gain recognition and appreciation from others (Rose & Anastasio 2014).

Researchers believe that entitled individuals do not hesitate to fulfill their personal goals irrespective of how those self-serving goals are achieved (Bishop & Lane 2002). We believe that due to their desire for appreciation and approval from others, entitled individuals struggle to achieve higher status, and in doing so, they willingly indulge in deviant behaviors such as UPOB (Kong, 2016). UPOB is a type of constructive deviance in which the employees engage in those beneficial behaviors but are unethical.

We believe that it takes the courage of the entitled individuals to boldly and openly engage in unethical behaviors. Individuals do not feel shy to do anything that can give them recognition. Although majority of the studies suggest that UPOB only includes those behaviors that are done for the sole purpose of providing benefit to the organization, however researchers are starting to realize that most of the times, employees seek to achieve their self-interest parallel to organizational interest through UPOB (Effelsberg, Solga, & Gurt, 2014). Hence, the current study suggests that highly entitled employees display UPOB to achieve higher status as it helps them protect their “inflated self-concept” (Brown & Starkey 2000).

Researchers believed that psychologically entitled individuals have a distorted sense of moral value, and it is due to this attribution bias that they are more likely to perceive unethical and immoral activities as moral and ethical by developing a moral rationale behind their evil actions (De Cremer et al., 2009) also propose that entitled individuals have a higher tendency to engage in unethical behaviors. Similarly, the exiting research indicates that entitled individuals shamelessly blame others for negative behaviors when they are involved in it (Harvey & Martinko, 2009). This creates a strong possibility of an association between psychological entitlement and UPOB through status striving.

Anderson, John, Keltner, and Kring (2001) stated about status striving that it has an agentic interpersonal motive, and people with agentic motive try to influence others and strive to dominate others (Hu & Liu, 2017). Previous studies strongly demonstrate the relationship between individuals’ status striving and their desire to engage in UPOB (Castille, Buckner, & Thoroughgood, 2018). The same was suggested by Dahling, Whitaker, and Levy (2009) that people with a stronger

desire for status striving to maintain their status at the expense of others and at the expense of the organization they are working for. Similarly, in another study, it was found that status striving has strong conceptual links with UPOB (Lee et al., 2019).

They further add that these employees more willingly engage in UPOB to maintain a higher status and eliminate job insecurity (Thomas, 2019). Consequently, they engage in UPOB to justify their behavior. The same as stated by Lee et al. (2019) that status striving individuals engage more in UPOB as a defense mechanism. Highly entitled individuals try to rationalize their unethical behavior morally (De Cremer & Moore, 2019).

This proposed link is also supported by social identity theory (Tajfel & Turner, 1986; Tajfel et al., 1979), which says that employees are willing to go to extreme lengths for ensuring the success and prosperity of their group even if it involves negative behaviors as their ultimate objective is to be a useful member of the group by adding value to it. Castille, Buckner, and Thoroughgood (2018) state that with an increase in identification with the organization, the employees feel tempted to violate the ethical code of conduct if it is what is needed to help the organization. As entitlement is positively associated with self-esteem and desire for gaining reward (Campbell et al., 2004), it is evident that highly entitled individuals want to achieve recognition and prestige from others. Hence, the current study proposes that psychological entitlement leads to status striving due to love for appreciation, resulting in UPOB. Hence the following hypothesis is developed;

Hypothesis₂₉: Status striving mediates the relationship between Psychological entitlement and unethical pro-organizational behavior.

2.2.30 Mediating Role of Status-Striving between Psychological Entitlement and Pro-Social Rule Breaking

Psychological entitlement is characterized by the desire to get the best compared to others. This desire for appreciation motivates entitled employees to go out

of their way for achieving appreciation (Campbell et al., 2004). Highly entitled individuals want to be viewed as high performers, and high performers are mostly at higher positions (Snow, Kern, & Curlette, 2001). Based on this, we suggest that entitled individuals are more likely to strive for achieving status just to get praise from others. This struggle for status is so intense that they do not hesitate to break the rules (Rose & Anastasio 2014).

The current studies suggest that entitled individuals tend to engage in those behaviors which are not acceptable in society due to their attribution bias, which distorts their perception of right and wrong, making it easier for them to display unacceptable behavior by perceiving them to be right through the process of moral rationalization (De Cremer et al., 2009). One such behavior is PSRB, in which employees break the rules if they think it will benefit their organization.

The existing literature on PSRB suggests that organizations encourage this behavior due to its benefits (Bryant et al., 2010). Entitled individuals are willing to do anything to achieve their personal goals (Bishop & Lane 2002), which is why we suggest that when entitled employees strive for status, then they do not hesitate to engage in PSRB as this behavior might not be acceptable, but it can enhance their image in the eyes of the organization. Entitled people are more prone to achieve their goals while showing little concern about ways to achieve the same goals (Bishop & Lane 2002). So, it can be attributed from this discussion that such entitled individuals strive to gain a better level status at the workplace and want to be considered as a higher performer as compared to others, and they even would adopt a short cut to reach there (Lee et al., 2019).

The social identity theory also proposes that individuals tend to engage in “favorable social comparison” between themselves and other people others (Tajfel & Turner, 1986; Tajfel et al., 1979) since entitled individuals want to get more and better than others so as a result of social comparison, they tend to start striving for status to the extent that they willingly engage in PSRB just to get the recognition and praise which they think that they deserve.

Hypothesis₃₀: Status striving mediates the relationship between psychological entitlement and pro-social rule breaking.

2.2.31 Serial Mediation of Organizational Identification and Unethical Pro Organizational Behavior and PSRB

2.2.31.1 Organizational Identification to Externally Motivated OCB

There is a wealth of literature available on the positive association between OI and organizational citizenship behavior (Lee, Park, & Koo, 2015; Zhao, Peng, & Chen, 2014). One of the primary reasons behind this positive link is the deep concern of the organization's identified employees. Employees with higher OI engage in all sorts of behaviors that can help their organization in any possible way, whether in terms of efficiency and productivity or good reputation (Schaarschmidt, Walsh & Ivens, 2015). They do so not only because they believe in the value and goals of their organization to the extent that they tend to think that organizational goals are in high congruence with their goals but also due to meeting the criteria of high identification (Van Der Vegt, Van De Vliert, & Oosterhof, 2003). This external motivation or pressure because of high identification to serve the organization is one of the primary reasons behind the display of organizational citizenship behavior.

As OI is an external factor, and pressure of meeting the norms is also external, it leads to externally motivated OCB instead of internally motivated OCB (Callea, Urbini & Chirumbolo, 2016). The synchronization in the organization and employee goals is the only factor that compels employees to do something useful (Newman et al., 2016). This explains the positive association between OI and externally motivated OCB (Farmer, Dyne & Kamdar, 2015). Hence, the current study proposes that OI leads to an increase in externally motivated OCB.

2.2.31.2 Externally Motivated OCB to Psychological Entitlement

Citizenship behavior due to intrinsic motivation is discretionary effort without any greed for rewards and status. But when citizenship behavior is imposed and becomes compulsory to perform, then employees automatically start to perceive some special treatment in reciprocation of extra effort they are compelled to put in for organizational functioning (Finkelstein, 2011). Due to some external factors,

citizenship behavior increases employee perception about preferential treatment in terms of reward due to extra energy and time they invest in performing different-role behaviors (Zhao, Peng, & Chen, 2014). The feeling of preferential treatment to get better treatment than others is the core element of psychological entitlement (Harvey & Martinko, 2009). Hence it is proposed that externally motivated OCB due to extrinsic motivation boost the entitled perception of employees.

2.2.31.3 Psychological Entitlement to Status Striving

Research on entitled individuals also demonstrates that they are frequently involved in activities which can help them in climbing up the ladder as higher status depicts more prestige, and entitled individuals think that they deserve prestige and power more than anyone (Lange, Redford, & Crusius, 2019; Snow, Kern, & Curlette, 2001). Entitled individuals are also conscious about their reputation in others' eyes (Rose & Anastasio 2014); hence, they are willing to do anything that can help them boost their reputation if it is against the societal norms (Bishop & Lane 2002). For boasting yourself, status striving perception is a key motivator to improve your performance and become the best among your coworkers. Status striving is thinking about improvement in your performance to become one of the most influential and powerful members of the organization. Entitled individuals want to become the center of attention in the organization, and they are in more need of improving their status striving.

2.2.31.4 Status Striving to Unethical Pro Organizational Behavior

Entitled individuals are not very good at judging what is right and what is wrong, but they want to see their status high (Lange, Redford, & Crusius, 2019). High-status striving individuals want to be the best performer and more effective employees (Lee et al.,2019). For boasting their status, they are more likely to perceive unethical and immoral behaviors as ethical and moral, which is why they tend to engage in behaviors that are not commonly accepted in the society but are considered favorable in the organization (De Cremer, van Dijk, & Folmer, 2009). These behaviors may include UPOB, which is a form of constructive deviance aimed at

benefiting the organization. While UPOB comprises unethical behaviors that are solely done to benefit the organization while low tolerance for societal, ethical, and moral values.

2.2.31.5 Status Striving to Pro-Social Rule Breaking

Status strivers can also engage in PSRB, which involves breaking the organization's rules to benefit the organization (Ferreira, de Souza, Torres, & Leonardo, 2017). PSRB behaviors are characterized as breaking the rules for doing the job more effectively, and rule are obtaining you from doing it well, helping coworkers beyond the formal rules to perform their job activities more effectively and helping customers to serve them better for satisfying their concerns while breaking organizational rules for the better interest of the organization (Shum, Ghosh, & Gatling, 2019). Organizations also encourage these behaviors and like those people who engage in these behaviors. We believe that psychologically entitled individuals strive for status to get prestige which they think that they deserve, and as a result of it they engage in PSRB behaviors which can help them in bringing in the excellent book of the organization (Cheng & Tracy, 2014).

To conclude, the current study proposes that OI leads to an increase in UPOB and PSRB. Still, this relation is neither direct nor simple. Instead, the study suggests that OI lead to an increase in externally motivated organizational citizenship behavior among employees, but when employees engage in this behavior then they start to become psychologically entitled, and entitled individuals think that they deserve more, which motivated them to strive for status which is why they end up showing UPOB and PSRB.

The proposed model supports social identification theory, which talks about social categorization, identification, and comparison. This theory suggests that a part of an individual's self-concept is the membership of the group he/she thinks that he/she belongs to. Members of a particular group engage in activities that benefit their group to enhance their self-image. Those employees who identify with their organizations are high in social identification with their group, employing their organization. This identification leads to externally motivated OCB due to

meeting of identification requirements; positive behavior that not only benefits the organization but also enhances the self-image of employees, and it is due to the enhanced self-image that employees enter into the state of psychological entitlement, which is also a result of intense identification with the organization. The theory suggests that the self-esteem of employees is bound up with the group they belong to, so they engage in positive behaviors beneficial for their group to enhance their self-image. At the social comparison stage, group members start to work to better their group to keep it better than other organizations that promote their UPOB and PSRB. This explains the association between psychological entitlement and UPOB and as a PSRB through status striving.

Based on existing literature discussed earlier and the social identity theory, the current study proposes the following hypothesis:

Hypothesis₃₁: Organizational Identification positively influences unethical pro-organizational behavior through a serial mediation of externally motivated OCB, psychological entitlement and status striving.

Hypothesis₃₂: : Organizational Identification positively influences pro-social rule breaking through a sequential mediation of externally motivated OCB, psychological entitlement and status striving.

2.2.32 Moderating Role of LMX on the Relationship of Organizational Identification and Externally Motivated OCB

Due to the support it provides in understanding the leader-follower relationship, LMX has got considerable attention in the social science literature (Martin et al., 2016). The leader member exchange talks about the quality of the relationship between the leader and his/her followers (Gooty & Yammarino, 2016). Dansereau, Graen, and Haga (1975) initially introduced LMX in literature in their famous vertical dyadic linkage theory. After that, LMX has got considerable attention in social science literature. It is considered one of the best theories in explaining the subordinate and supervisor relationship (Graen & Uhl-Bien, 1995).

LMX is characterized based on the quality of relationship, i.e., High and Low quality. Leaders in an organization often divide their followers into two groups. With one group, he/she establish a good relationship based on their characteristics, interest, performance, etc., while with another group leader establishes a low-quality relationship. High-quality relationship relations subordinates are considered in-group members while low-quality LMX employees are out-group members (Graen & Uhl-Bien, 1995; Rockstuhl, Dulebohn, Ang, & Shore, 2012; Van Dyne, Kamdar, & Joireman, 2008).

Employees having high-quality LMX are often reported to engage in desirable attitudes and behaviors like organizational commitment, creative work involvement, innovative work behavior, in-role and extra-role performance (Le Blanc, & González-Romá, 2012; Newman, Schwarz, Cooper, & Sendjaya, 2017; Volmer, Spurk, & Niessen, 2012). High-quality LMX is desirable, and a member having high-quality LMX is required to perform better. LMX demands from employee's engagement in organizational citizenship behavior (Fisk, & Friesen, 2012). When an employee's perceive that extra role behavior is demanded by work environment and survival is difficult without exhibiting organizational citizenship behavior, it is not because of autonomous motivation but as a result of controlled motivation. Researchers believe that those employees who maintain a high-quality relationship with their leader are more likely to show a positive attitude towards their organization, which in turn motivates them to engage in organizational citizenship behavior (Bowler, Paul, & Halbesleben, 2019; Dalal, 2005).

The extant literature on LMX suggests that a high-quality LMX relationship leads to an increase in extra-role performance among employees (Gupta & Sharma, 2018). These increase performances also feel motivated to display extra-role behaviors (Farmer, Dyne & Kamdar, 2015). Keeping in view the existing literature, we suggest that those employees who have high-quality relationships with their leaders are more likely to display externally motivated OCB due to OI. Here, OI and membership of in-group acts as external factors that promote externally motivated OCB. This is also in accordance with past literature, which suggests a positive impact of OI and LMX on OCB (Farmer, Dyne & Kamdar, 2015; Farrell & Oczkowski, 2012).

LMX promote both internal and external motivated OCB because the employee wants to stay in the in-group and for that, they have to meet the demands of in-group in the form of displaying organizational required OCB (Harris, Li, & Kirkman, 2014; Newman et al., 2017). Yam et al. (2017) found that externally and internally motivated OCB results in psychological entitlement. High-quality LMX, along with OI, will double the responsibility of employees to engage in both types of OCB. Based on the above discussion, the following hypothesis is proposed.

Hypothesis₃₃: LMX moderates the relationship between organizational identification and externally motivated OCB, such that the relationship will be stronger for high LMX than low LMX.

2.2.33 Moderating Role of Social Dominance Orientation on Relationship between Psychological Entitlement and Status Striving

Social dominance orientation is defined as the degree to which one aspires to dominate his/her in-group dominates over the out-groups (Pratto et al., 1994). While psychological entitlement is described as the perceptions about inflated sense of self-importance. It refers to getting better social treatment even without reciprocating anything in response (Fisk, 2010; Khan et al., 2018). The behavior of a psychologically entitled individual shows more self-interest (Redford & Ratliff, 2018). Same observations were shared by a recent study of Zitek et al. (2010); they consider themselves deserving for more money and are more selfish. In a recent study by Lange, Redford, and Crusius (2019), they argued that entitlement cultivates motivation among individuals to achieve higher dominance and better prestige, and they strive for a position with a higher social rank that corresponds with power and achievement. Thus, they try to maintain a higher organization status (Stamkou, van Kleef, & Homan, 2019). Whereas status striving is known to have an agentic interpersonal motive, and people with agentic motives try to influence others and strive to dominate others (Barrick, Stewart, & Piotrowski, 2000; Hogan, 1996). Whereas while looking at the literature, it is found that

people higher on social dominance orientation are more prone to like hierarchical ideologies (Pratto et al., 1994). McKee and Feather (2008) argued about social dominance orientation that people on SDO like to prefer that the group to which they belong should dominate others. It can be attributed to the argument that social dominance may strengthen and pave a stronger relationship between psychological entitlement and status striving.

Entitled people tend to prefer and maintain hierarchies, value power, and status, and always attempt to restore existing hierarchies (Redford & Ratliff, 2018), thus leading to a more status striving position within the organization, which is celebrating strong hierarchies within the organization; consequently, developing healthier status individuals. Psychological entitlement directs status restoration motive (Redford & Ratliff, 2018) because entitled people are significantly higher on power and achievement. Entitled individuals strive to achieve a better level status at the workplace and want to be considered a higher performer than others, and they even would adopt a short cut to reach there (Lee et al., 2019). It can be attributed from this discussion that psychologically entitled employees to give higher value to power and status within the organization and consequently would be more prone to dominance and would resist to such factors that may serve as a kind of threat to their position and status within the organization as Rose and Anastasio (2014) argued that such individuals are concerned mainly about others to view about them and look for recognition and constant approval from others. Thus, they have a strong urge to maintain a more positive self-image, and they keep trying to stabilize it. This urge and the relationship between entitlement and status get support from their orientation on social dominance. Thus, Social dominance orientation tends to moderate the relationship between psychological entitlement and status striving of employees.

On the base of the above-discussed literature, the following hypothesis is proposed;

Hypothesis₃₄: Social dominance orientation moderates the relationship between psychological entitlement and status striving; such that the relationship will be stronger for high social dominance orientation than low social dominance orientation.

2.3 Hypothesis of the Study

- H1** Organizational identification positively influences unethical pro organizational behavior.
- H2** Organizational identification positively influences pro-social rule breaking.
- H3** Organizational identification positively influences externally motivated OCB.
- H4** Organizational identification positively influences psychological entitlement.
- H5** Organizational identification positively influences status striving.
- H6** Externally motivated OCB positively effects unethical pro organizational behavior.
- H7** Externally motivated OCB positively effects pro-social rule breaking.
- H8** Externally motivated OCB positively effects psychological entitlement.
- H9** Externally motivated OCB positively effects status striving.
- H10** Psychological entitlement positively influences unethical pro organizational behavior.
- H11** Psychological entitlement positively influences pro-social rule breaking.
- H12** Psychological entitlement positively influences status striving.
- H13** Status striving positively influences unethical pro organizational behavior.
- H14** Status striving positively influences pro-social rule breaking.
- H15** Externally motivated OCB mediates the relationship between organizational identification and psychological entitlement.
- H16** Externally motivated OCB mediates the relationship between organizational identification and status striving.
- H17** Externally motivated OCB mediates the relationship between organizational identification and unethical pro organizational behavior.

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- H18** Externally motivated OCB mediates the relationship between organizational identification and pro-social rule breaking.
- H19** Psychological entitlement mediates the relationship between organizational identification and status striving.
- H20** Psychological entitlement mediates the relationship between organizational identification and unethical pro organizational behavior.
- H21** Psychological entitlement mediates the relationship between organizational identification and pro-social rule breaking.
- H22** Status striving mediates the relationship between organizational identification and unethical pro organizational behavior.
- H23** Status striving mediates the relationship between organizational identification and pro-social rule breaking.
- H24** Psychological entitlement mediates the relationship between externally motivated OCB and status striving.
- H25** Psychological entitlement mediates the relationship between externally motivated OCB and unethical pro organizational behavior
- H26** Psychological entitlement mediates the relationship between externally motivated OCB and pro-social rule breaking.
- H27** Status striving mediates the relationship between externally motivated OCB and unethical pro organizational behavior
- H28** Status striving mediates the relationship between externally motivated OCB and pro-social rule breaking.
- H29** Status striving mediates the relationship between psychological entitlement and unethical pro organizational behavior.
- H30** Status striving mediates the relationship between psychological entitlement and pro-social rule breaking
- H31** Organizational Identification positively influences unethical pro organizational behavior through a serial mediation of externally motivated OCB, psychological entitlement and status striving.
- H32** Organizational Identification positively influences pro-social rule breaking through a sequential mediation of externally motivated OCB, psychological entitlement and status striving.

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- H33** LMX moderates the relationship between organizational identification and externally motivated OCB, such that the relationship will be stronger for high LMX than low LMX.
- H34** Social dominance orientation moderates the relationship between psychological entitlement and status striving; such that the relationship will be stronger for high social dominance orientation than low social dominance orientation.
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2.4 Theoretical Framework

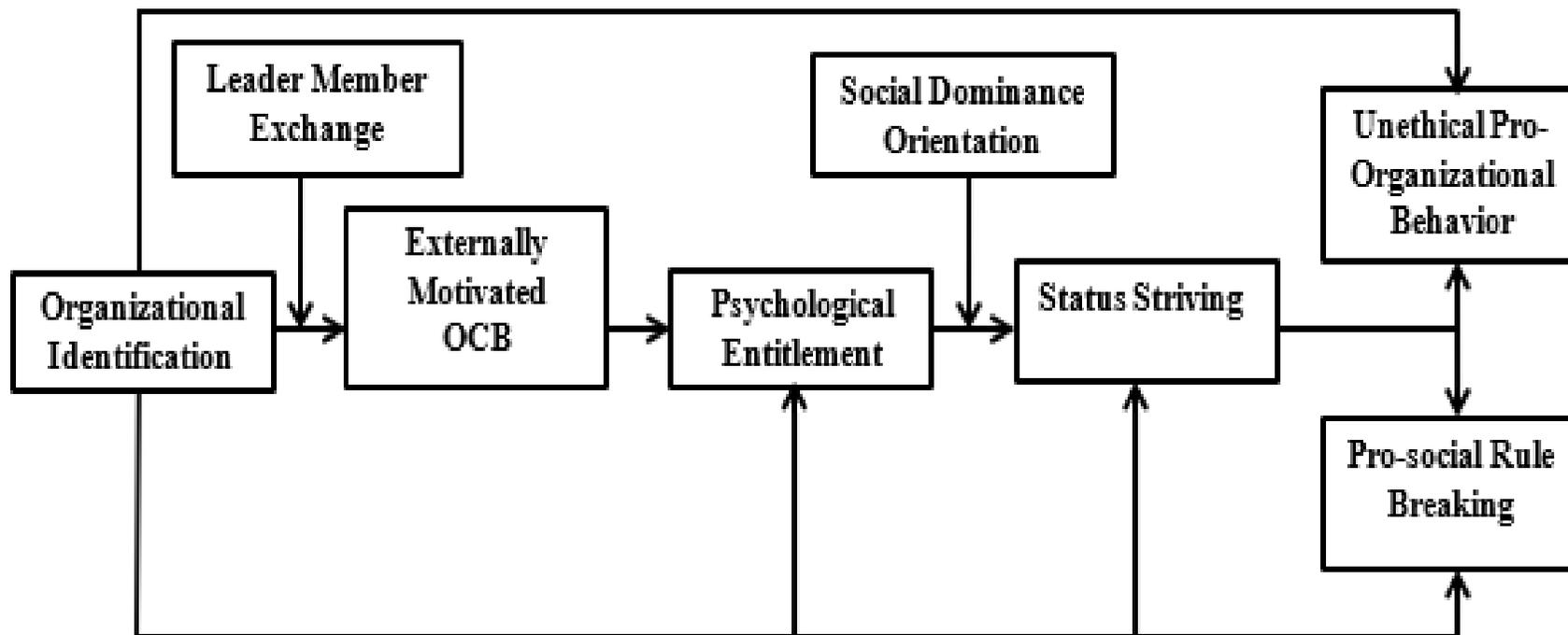


FIGURE 2.1: Model Including all Hypothesized Relationships

Chapter 3

Research Methodology

This chapter throws light on the research methodology used to collect data for the proposed model. Specifically, this chapter talks about the research design, type of study, study setting, unit of analysis, time horizon, population, sampling, and measurement. This chapter also covers details regarding results of pilot study testing.

3.1 Research Design

Research design is a complete road map for data collection and data analysis (Creswell & Creswell, 2017). The design of the research is directly linked to the research questions. More sophisticated the research design more valuable the study outcomes are. A good research design that answers the research questions in a better way has at least these three main purposes. i) Completed data collection process ii) instrument development and adoption techniques iii) population and sampling techniques.

The current study is referred to as “Basic research” as the main aim of this study is to add to the existing body of knowledge. Quantitative data is collected in this study to check the direct and indirect effect of OI on psychological entitlement, UPOB and PSRB via mediating mechanisms and boundary conditions. Different components of research design are discussed below in detail:

3.1.1 Purpose of the Study

The purpose of the current study is hypothesis testing. This study is causal and is based on several directional hypotheses that are drawn keeping in view the tenants of the overarching theory and previous literature that is explaining the proposed model. Different statistical techniques have been applied to test the hypotheses of the study.

3.1.2 Type of Investigation

The present study has investigated OI as an independent variable causing outcome variables like UPOB and PSRB through different explanatory mechanisms. The present study is purposed to test different hypothesis and the most prominent type of investigation used for hypothesis testing is casual. The present study is based on cause-and-effect relationships. The relationship and directional hypotheses are developed and causal investigation can better serve the purpose of testing hypothesis. In the present study, different relationships among variables were established and hypotheses were generated on the base of preceding literature. Then these developed hypotheses have been tested through collected data and then results of these hypothesized relationships were calculated through software packages of SPSS, Process Macro by Hayes (Hayes, 2012).

3.1.3 Extent of Researcher Interference

The present study has been undertaken in the normal or natural environment. The level of researcher interference was limited to the distribution of the survey instrument. The survey instrument was circulated in the normal flow of work with minimum researcher interference and data was collected from employees and their peers. Similar strategies have been utilized by past researcher for conducting similar studies in the same contextual settings (Irshad & Bashir, 2020; Naseer et al., 2020)

3.1.4 Study Setting

The study setting of the present study was non-contrived. The researcher did not make any changes in the normal flow of work. The natures of variables in the present study are not dependent on artificial or changes in the environment as well. Hence, the purpose can also be achieved with minimum interference and non-contrived setting. Previous researchers have utilized similar approach for testing the similar nature hypothesis (Jahanzeb, Fatima, & De Clercq, 2020; Naseer et al., 2020).

3.1.5 Research Strategy

Due to the causal nature of the study, the current study utilized the strategy of the survey questionnaire for data collection purpose. A survey approach was used in which data for all the variables was collected through questionnaires. The scale instrument was developed for four time lags by adopting and adapting well established scales for the variables under study. The scales were found reliable and valid for use in pilot testing results.

3.1.6 Unit of Analysis

The unit of analysis determines the potential candidates from whom data is collected for answering research questions and achieving research objectives. The unit of analysis can be individual, dyads with the supervisors, peers, groups, organizations, countries, and continents. The unit of analysis for the present study is the employees and their peers working in both the public and private sectors of Pakistan.

3.2 Time Horizon and Data Collection Process

The present study is not pure longitudinal nor cross-sectional, instead, it is time-lagged in nature. Data was collected in 4-time lags in four months. In the very 1st lag of the study, the respondents were asked about their level OI and quality of

LMX relationship with their immediate supervisors. The data for demographic variables was also collected at time 1. After one month second round of data collection process was started. In the second time lag, employees were asked to report their level of internally and externally motivated OCB. In the third time lag, employees were asked to report their sense of psychological entitlement and social dominance orientation. In third wave of the study, employees were also asked to report at least three name of their colleagues, who are working with them at least last from the past six months. In the fourth and last time lag, employees were asked to report their status striving and a random peer of the respondent, from the name provided list were asked to report the level of engagement of their colleagues in UPOB and PSRB. The time lags study approach was employed to reduce common method bias in self-reporting variables based on the recommendation of Podsakoff, MacKenzie and Podsakoff (2012).

A unique identity code was given to every respondent at time 1 which was used to match the responses at the remaining three-time lags. The respondents were ensured that their confidentiality will be maintained and the responses will not be shared with their supervisor and peers and can only be used for academic purposes. Participation was also done on a volunteer basis. The researcher personally administered the questionnaire. Table 3.1 provides detail of the timeline of data collection by revealing which variables were tapped at which time lag. It also shows which variables were self-reported and which of them were peer-reported.

TABLE 3.1: Time Lagged Study Design

Variables	Time Lag	Survey Reporting
Demographics	T1	Self-Reported
Organizational Identification	T1	Self-Reported
Leader Member Exchange	T1	Self-Reported
Externally Motivated OCB	T2	Self-Reported
Internally Motivated OCB	T2	Self-Reported
Psychological Entitlement	T3	Self-Reported
Social Dominance Orientation	T3	Self-Reported
Status Striving	T4	Self-Reported
Unethical Pro Organizational Behavior	T4	Peer-Reported
Pro-social Rule Breaking	T4	Peer-Reported

3.3 Population

The target population of the present study consisted of employees working in both private and public sectors of Pakistan. A simple random probability sampling technique is desirable but not possible to undertake due to lack of information about total number of working employees in public and private sector organizations. The rationale behind choosing both public and private sector organizations is the nature of the variables and its prevalence in both public and private sector organizations of Pakistan. For instance, multiple researchers have investigated the OI of employees in public sector of Pakistan (Abbasi, Shabbir, Abbas, & Tahir, 2020; Qureshi, Zeb, & Saifullah, 2011), and others have examined OI, psychological entitlement and UPOB in private sector of Pakistan (Naseer et al., 2020; Shah, Sarfraz, Khawaja, & Tariq, 2020). Other similar nature studies have also collected data from both public and private sector of Pakistan in order to enhance the generalizability of the results (Abbas & Raja, 2015; Bouckennooghe, Raja, Butt, Abbas, & Bilgrami, 2017). The perception of organizational identification amongst organizational members and its outcomes can vary in public and private sector. In order to capture maximum variance and heterogeneity for the purpose of generalizability, the data for the current study was collected from employees working in both private and public sector organizations of Pakistan. However, employees were randomly selected from each organization based on the number of employees working there. Where ever it wasn't possible for the organization then employees were selected randomly from the departments based on their number in the particular department or section.

3.4 Sample Size Calculation

Different techniques were utilized to calculate accurate number of samples to be collected. Faul, Erdfelder, Buchner, and Lang (2009), G*Power (version 3.1.9.4) sample calculator was employed to calculate sample size and power for the present study. Based on the recommendation of Faul et al. (2009), and Memon et al (2020), the maximum number of arrows to dependent variables were 4, hence the

number of predictors were set to 4 along default parameters of medium size effect of 0.15 and high power of .95 in “A priori” sample calculation. The computed sample size in A priori sample calculation was found 129 with a power of .95. After data collection, post hoc power analysis was calculated for 509 sample size with aforementioned parameters and a high power of .99 was obtained. Thus, based on G*Power sampling criteria the collected data sample size is adequate to test the hypothesized model because the power value .99 for post hoc power analysis is higher than the recommended value of .80 (Cohen, 2013). Furthermore, Krejcie and Morgan (1970), have provided a table for sample sizes calculation based on the total populations and has stated that 384 sample size is adequate to represent 100000 and more population. In our case, the number of employees in both public and private sector of organizations are more than 100000, hence the collected sample size of 509 employees is well above the recommended number for sample adequacy.

Additionally, the most acceptable rule of thumb of 10:1 for number of observation and sample size also support the adequacy of our collected data (Hair Jr, Black, Babin, & Anderson, 2014; p 100). According to this rule, ten responses should be considered against one item in the survey instrument. A total of seventy-nine items are present in the questionnaire which makes a sample size of 790 (79*10). As a precautionary measure, 1000 questionnaires were distributed instead of 790 to get maximum responses.

3.5 Sampling

The sample consisted of employees working in the public and private organizations of twin cities. Researcher’s personal references were used to collect data because data collection in four time lags was a very tough job in a country like Pakistan, where research awareness is low. 1000 questionnaires were distributed in the first time lag of the study. Out of these 1000 questionnaires, a total of 897 questionnaires were received back. These 897 respondents were contacted again at time 2 after a gap of one month. A total of 784 fully completed responses were received at the end of time 2. Out of these 784 respondents, only 623 respondents completed

the responses at the end of time 3. These 623 respondents and their peers were contacted at time 4 to collect data for status string, UPOB and PSRB. Only 524 dyadic responses were obtained. After removing questionnaires having missing values and unengaged responses, a total of 509 fully complete questionnaires from all aspects were available for data collection. The response rate was 50.9%.

Data collection in a developing country like Pakistan is extremely challenging task for researchers. Personal and professional contacts has so far been proved to be most important and valuable approach for data collection in social sciences (e.g. Bouckenoghe, Raja, Butt, Abbas, & Bilgrami, 2017; Javed, Naqvi, Khan, Arjoon, & Tayyeb, 2017; Sarwar & Muhammad, 2020; Majeed & Fatima, 2020). In the present study, researcher also uses his personal and professional contacts for data collection from employees working in both public and private sector Pakistani organizations located in Islamabad, Rawalpindi, Peshawar and Karak. Data were collected in a period of four months from March 2018 to September 2018 through questionnaires. Administrative bodies of the different organizations located in Pakistan were contacted and the purpose of the study was shared with them to get approval for data collection. The administrative bodies include the head of departments and managers dealing with the operational matters of organizations and they have the authority to grant approval for data collection. Most of the studies have adopted the similar approach for data collection in Pakistan (Hassan, Bashir, & Mussel, 2015; Hassan, Bashir, Raja, Mussel, & Khattak, 2021; Javed, Naqvi, Khan, Arjoon, & Tayyeb, 2017; Majeed & Fatima, 2020; Sarwar, 2020; Sarwar & Muhammad, 2020). After getting approval, a cover letter was attached to each questionnaire which explained the purpose of the study along with ensuring the anonymity of their responses to obtain their true response. Employees were assured that collected data will only be used for educational purposes and results of the data will be not specified to a particular organization or employee.

3.6 Data Analysis Techniques

Data analysis was done by using statistical software programs namely SPSS 20, Process Macro Extension by Hayes and AMOS. SPSS was used first of all, to

check the health of the data, treatment of missing values was treated followed by conversion of reverse coded items into straight items. Afterwards, an Analysis of variance test was also conducted through SPSS to check the degree of variance explained due demographic variables in the mediating and dependent variables.

Frequency distribution, mean, standard deviation, reliability, and correlation were also checked through SPSS. Exploratory factor analysis (EFA) was conducted through SPSS, while AMOS was employed to conduct confirmatory factor analysis (CFA). Mediation and moderation hypotheses were tested through model 6, 4 and model 1 of Process Macro respectively.

3.7 Instrumentation/ Measures

Data of the present study were collected through both adopted and adapted questionnaire. The responses from the employee were collected on a five-point Likert scale. Independent, mediating and moderating variables were self-rated and the dependent variables of the present study were rated by the respective peers of the employees.

3.7.1 Control Variables

Control variable includes in the present study are age, gender, education and experiences of employees. These variables are also used for controlled purposes in the previous studies conducted on the concepts of the present study (Naseer et al., 2020; Sarwar et al., 2020; Qazi, Naseer, & Syed, 2019). Additionally, internally motivated OCB was also controlled to capture the true outcomes of externally motivated OCB as it can affect (Yam et al., 2017).

3.7.2 Organizational Identification

OI is taken as an independent variable in the present study. To measure OI of employees, a six items scale developed by Mael and Ashforth (1992) was adopted and employees were asked to report their response at a five-point Likert scale.

3.7.3 Internally Motivated OCB

Internally motivated OCB is not in the scope of the present study but data was collected to control its effect while considering externally motivated OCB. Internally motivated OCB was measured through the six-item self-rated scale adopted from Poropat and Jones (2009).

3.7.4 Externally Motivated OCB

Externally motivated OCB of the employee was measured through the scale of Yam et al. (2017). This scale comprised of five items and is self-rated.

3.7.5 Leader Member Exchange

A self-report measure of LMX was used to measure the quality of leader member exchange relationships. The seven items scale developed by Graen and Uhl-Bien (1995) is adopted and Dulebohn, Wu, and Liao (2017) have also indicated in their meta-analysis that 86% of studies have used this uni-dimensional scale of LMX.

3.7.6 Psychological Entitlement

The measure developed by Campbell et al. (2004) was adopted to measure the sense of psychological entitlement. Nine items scale is now widely used to measure psychological entitlement. (e.g. Irshad & Bashir, 2020; Naseer et al., 2020).

3.7.7 Social Dominance Orientation

Pratto et al. (1994) sixteen items scale with seven reverse coded items was adopted to measure social dominance orientation. Social dominance orientation has been used as moderator and the scale used was self-rated. The similar scale is used to measure social dominance orientation in Pakistani context (Khan et al., 2018).

3.7.8 Status Striving

Employee status striving was measured through the scale developed by Barrick, Stewart, and Piotrowski (2002). This eleven items scale was used by Lee et al. (2019) in their studies. This 11 items self-rated scale has also been used in Pakistani context to measure status striving of individuals (Qazi, Naseer, & Syed, 2019).

3.7.9 Unethical Pro Organizational Behavior

UPOB is the dependent variable of the present study. Employee engagement in UPOB was rated by the respective peers through six items scale developed by Umphress, Bingham, and Mitchell (2010).

3.7.10 Pro-Social Rule Breaking

PSRB is another dependent variable of the study. A 13-item scale developed by Dahling et al. (2012) was adapted to measure PSRB. The scale covered different types of rule breaking for the right reason including efficiency, coworker support and customer support. It was also peer rated. The initial scale developed by Dahling et al. (2012) is self-rated but they have also recommended it to use for peer and supervisor rating as well.

3.8 Pilot Study

A pilot study was conducted before the main study. The main purpose of the pilot study was to test the reliability and face validity of all the measures used. The existing studies have recommended conducting a pilot study to confirm the reliability and face validity before final data collection process (Acquadro, Conway, Hareendran, & Aaronson, 2008). For this purpose, 100 respondents and their peers working in the public and private sectors of Rawalpindi and Islamabad were contacted. Out of 100 responses, only 72 responses were fully complete in all aspects were received back. These responses were used to conduct pilot testing.

TABLE 3.2: Scale, Source, Sample Items, Pilot Test Reliabilities

Variables	Source	Items	Sample Item	Reliability
OI	Mael and Ashforth (1992)	6	When I talk about my organization, I usually say 'we' rather than 'they'.	0.79
LMX	Graen and Uhl-Bien (1995).	7	How would you characterize your working relationship with your leader?.	0.80
EMOCB	Yam et al. (2017).	5	I engage myself in citizenship behavior because I'll get in trouble if I don't.	0.78
IMOCB	Poropat and Jones (2009).	6	I look for opportunities to learn new knowledge and skills from others at work and from new and challenging job assignments.	0.82
PE	Campbell et al. (2004)	9	I demand the best because I'm worth it.	0.87
SDO	Pratto et al. (1994).	16	In getting what you want, it is sometimes necessary to use force against other groups.	0.93
SS	Barrick, Stewart, and Piotrowski (2002).	11	I frequently think about ways to advance and obtain better pay or working conditions.	0.94
UPOB	Umphress, Bingham, and Mitchell (2010).	6	If needed, She/he would conceal information from the public that could be damaging to her/his organization.	0.83
PSRB	Dahling et al. (2012)	13	She/he break organizational rules or policies to do her/his job more efficiently.	0.93

N=72, OI=Organizational Identification, LMX=Leader Member Exchange, EMOCB=Externally Motivated Organizational Citizenship Behavior, SDO=Social Dominance Orientation, IMOCB=Internally Motivated Organizational Citizenship Behavior, PE=Psychological Entitlement, SS=Status Striving, UPOB=Unethical Pro Organizational Behavior, PSRB=Pro-Social Rule Breaking.

3.8.1 Pilot Testing Results

The Cronbach alpha value was checked to confirm the reliability of all the measures. The reliability value was greater than 0.7 for all the study variables and all the scale were found reliable to be used for data collection purpose. **Table 3.2** shows the source of all the scales, the number of items in each scale, sample item, and Cronbach alpha value for all the variables.

3.8.2 Exploratory Factor Analysis for Pilot Study

The exploratory factor analysis was performed by using SPSS 20 version to check the loading of variables on their respective eight factors by excluding internally motivated OCB because it is only used for controlling purposes.

The principal component analysis technique was employed in the exploratory factor analysis. The factor strength is checked through eigenvalues. It measures the extent of variance explained by each factor. Table 3.3 shows the number of extracted factors and the percentage of variance showed by each factor. The criterion for selection of factor is eigenvalue greater than 1 (Kumar et al., 2013). As clear from the table, the eigenvalues are greater than 1 for all the 8 factors. This study consisted of eight variables and the EFA test also generated eight factors. The first factor explained the highest percentage of variance that is 13.35% followed by the variance of the remaining seven-factor given in the descending order from 11.51% to 3.14% which is given in table 3.3. The total variance explained by all eight factors is 60%. **Table: 3.3** shows initial eigenvalues, extraction sum of squared loadings and rotation sum of squared loadings.

TABLE 3.3: Total Variance Explained (Pilot Study)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.74	13.35	13.35	9.74	13.35	13.35	8.66	11.86	11.86
2	8.40	11.51	24.86	8.40	11.51	24.86	7.75	10.62	22.49
3	7.64	10.46	35.33	7.64	10.46	35.33	7.52	10.31	32.8
4	5.68	7.78	43.12	5.68	7.78	43.12	5.26	7.20	40.01
5	4.36	5.97	49.09	4.36	5.97	49.09	3.89	5.34	45.35
6	2.94	4.03	53.13	2.94	4.03	53.13	3.83	5.25	50.6
7	2.72	3.72	56.85	2.72	3.72	56.85	3.61	4.94	55.55
8	2.29	3.14	60.00	2.29	3.14	60.00	3.24	4.44	60.00

N=72, Extraction Method: Principal Component Analysis.

Overall, the results of pilot study showed that all the items loaded on their respective factors that establish the discriminant validity of the variables under study. The factor loadings were found greater than 0.4 for all the items of all the variables except item no. 3 of psychological entitlement which showed lower factor loading (see **Table 3.4**). The factor loading value of 0.4 and greater shows the appropriateness of the factor model (Kumar, Talib & Ramayah, 2013) After checking out, it was found that the statement of this particular item was context-based as it stated: “*If I will be on Titanic I should be the first one to get lifeboat to add exact statement*”. The possible reason for the low factor loadings is that not all the people have seen the Titanic movie so they were unable to understand the scenario. However, this item was also retained irrespective of low factor loading in final survey instrument to recheck its loading in the final data collected before making its exclusion decision. The value of factor loadings of all the items on their respective variables is given in the table number **Table: 3.4**. Overall, the results established the discriminant validity of the study variables.

TABLE 3.4: Exploratory Factor Analysis Loadings of Pilot Study

Item No.	OI	LMX	EMOCB	PE	SDO	SS	UPOB	PSRB
1	0.51	0.50	0.74	0.73	0.60	0.80	0.73	0.71
2	0.75	0.70	0.75	0.72	0.74	0.79	0.82	0.77
3	0.68	0.66	0.48	0.36	0.72	0.78	0.51	0.66
4	0.79	0.69	0.62	0.72	0.69	0.79	0.70	0.75
5	0.71	0.68	0.52	0.73	0.74	0.70	0.72	0.85
6	0.44	0.73	-	0.62	0.76	0.74	0.67	0.70
7	-	0.63	-	0.80	0.70	0.84	-	0.74
8	-	-	-	0.72	0.71	0.78	-	0.76
9	-	-	-	0.81	0.74	0.76	-	0.65
10	-	-	-	-	0.79	0.80	-	0.69
11	-	-	-	-	0.74	0.77	-	0.80
12	-	-	-	-	0.71	-	-	0.74
13	-	-	-	-	0.68	-	-	0.74
14	-	-	-	-	0.74	-	-	-
15	-	-	-	-	0.66	-	-	-
16	-	-	-	-	0.67	-	-	-

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

3.9 Main Study

The results of the pilot study confirmed the face validity of the measures. Hence, the main study was conducted in which the survey was done through self - administered questionnaires. As mentioned earlier is sampling explanations, 509 fully complete questionnaires were used for data analysis.

3.9.1 Data Screening Before Model Testing

Before testing the hypotheses, data screening was done to treat the missing values and unengaged responses. Case screening and variable screening techniques were used in this regard (Gaskin, 2013). A total of 9 cases showed missing values. These cases were filled by using the mean approach in which the mean of that particular item is entered in the missing case. After treating the missing values, skewness and kurtoses test was done to ensure the normality of the data. The results of skewness and kurtoses are given in the Table 3.5. The values of skewness and kurtoses for the variables lie well below the threshold values of +2 and -2 (George & Mallery, 2010) which proved the data is normally distributed.

TABLE 3.5: Skewness and Kurtosis

Variables	Skewness	Kurtosis
Organizational Identification	-0.42	-0.43
Leader Member Exchange	-0.31	-0.78
Externally Motivated OCB	-0.57	0.54
Internally Motivated OCB	-0.17	-0.44
Psychological Entitlement	-0.18	-0.90
Social Dominance Orientation	-0.67	-1.10
Status Striving	-0.81	-0.90
Unethical Pro Organizational Behavior	-0.46	0.81
Pro-social Rule Breaking	-0.92	-0.03

N=509.

3.10 Sample Characteristics

Table: 3.6 present demographic characteristic of the respondents. 63.5% of total respondents were male whereas the remaining 36.5% were female. A total of 27.3% of respondents aged between 18 and 25 years, 48.7% aged between 26 and 33 years, 15.7% aged between 34 and 41 years and lastly, 6.7% aged between 42 and 49 years. 5.3% of respondents completed high school, 20.4% completed 14 years of education, 54.8% completed 16 years of education, 2.8% completed 18 years of education whereas 1.8% had more than 18 years of education. 72.9% of respondents had 6 months to 5 years of job experience whereas 17.5% had 6 to 10 years of working experience. 8.6% of respondents had 11 to 15 years of experience and 0.8% had 16 to 20 years of job experience. 0.2% of respondents had more than twenty years of job experience.

TABLE 3.6: Demographic Characteristics

Demographics	Frequency	Percentage
Gender		
Male	323	63.5
Female	186	36.5
Age		
18-25 years	139	27.3
26-33 years	248	48.7
34-41 years	80	15.7
42-49 years	34	6.7
50 Years and Above	8	1.6
Education		
Matriculation	27	5.3
Intermediate	104	20.4
Bachelors	279	54.8
Master	76	14.9
MPhil/MS	14	2.8
PhD	9	1.8
Experience		
0-5 years	371	72.9
6-10 years	89	17.5
11-15 years	44	8.6
16-20 years	4	0.8
More than 20	1	0.2

3.11 Reliability Analysis

Reliability score for all the variables included in the present study are presented in table 3.7. All the scales are found reliable with Cronbach alpha score of 0.7 or greater, which is the recommended threshold value for scale reliability. These scores represents that all the items of for each variable are internally consistent with each other.

TABLE 3.7: Scale, Source and Reliabilities (Main Study)

Variables	Source	Items	Reliability
OI	Mael and Ashforth (1992)	6	0.84
LMX	Graen and Uhl-Bien (1995).	7	0.79
EMOCB	Yam et al. (2017).	5	0.85
IMOCB	Poropat and Jones (2009).	6	0.77
PE	Campbell et al., (2004)	8	0.88
SDO	Pratto et al. (1994).	16	0.94
SS	Barrick, Stewart, and Piotrowski (2002).	11	0.89
UPOB	Umphress, Bingham, and Mitchell (2010).	6	0.84
PSRB	Dahling et al. (2012)	13	0.88

OI= Organizational Identification, LMX= Leader Member Exchange, EMOCB= Externally Motivated Organizational Citizenship Behavior, SDO= Social Dominance Orientation, IMOCB= Internally Motivated Organizational Citizenship Behavior, PE= Psychological Entitlement, SS= Status Striving, UPOB= Unethical Pro Organizational Behavior, PSRB=Pro-Social Rule Breaking.

3.12 Exploratory Factor Analysis Main Study

Exploratory factor analysis was also conducted with the extraction method of principal component analysis and rotation method of Varimax. The initial Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was found 0.91 well above the cutoff value of 0.50. Researchers believe that KMO value near to 1 shows sufficient sampling adequacy for our sample of 509 respondents. The results of Bartlett's Test of Sphericity were also significant at $p < 0.001$ which proved the suitability of the data. **Table: 3.8** shows the KMO value and results of Bartlett's Test of Sphericity.

TABLE 3.8: Exploratory Factor Analysis KMO and Bartlett Tests

Kaiser-Meyer-Olkin Measure		0.91
of Sampling Adequacy	Approx. Chi-Square	18083.21
Bartlett's Test of Sphericity	Df	2628
	Sig	0.000

As clear from the table, the eigenvalues are greater than 1 for all the 8 factors. This study consisted of eight variables and it can be seen from EFA results that all the items are loaded well on the respective eight factors. The first factor explained the highest percentage of variance that is 19.61% followed by the variance of the remaining seven-factor given in the descending order from 8.88% to 2.26% which is given in table 3.9. The total variance explained by all eight factors is 51.68%. **Table 3.9** shows initial eigenvalues, extraction sum of squared loadings and rotation sum of squared loadings.

All the loadings in Table 3.10 are also well above .4, the minimum threshold criteria except for item no. of 3 of psychological entitlement which was initially identified in the pilot study as well. Hence item no.3 of psychological entitlement was excluded from further analysis.

TABLE 3.9: Total Variance Explained (Main Study)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	14.31	19.61	19.61	14.31	19.61	19.61	8.79	12.04	12.04
2	6.48	8.88	28.49	6.48	8.88	28.49	5.73	7.85	19.89
3	5.16	7.08	35.57	5.16	7.08	35.57	5.54	7.59	27.49
4	3.47	4.75	40.32	3.47	4.75	40.32	4.36	5.97	33.47
5	2.55	3.49	43.82	2.55	3.49	43.82	3.46	4.74	38.21
6	2.08	2.85	46.68	2.08	2.85	46.68	3.43	4.7	42.91
7	1.99	2.72	49.41	1.99	2.72	49.41	3.3	4.52	47.44
8	1.65	2.26	51.68	1.65	2.26	51.68	3.09	4.24	51.68

Extraction Method: Principal Component Analysis.

TABLE 3.10: Exploratory Factor Analysis Loadings (Main Study)

Item No.	OI	LMX	EMOCB	PE	SDO	SS	UPOB	PSRB
1	0.72	0.59	0.66	0.62	0.7	0.65	0.65	0.66
2	0.65	0.64	0.77	0.67	0.69	0.67	0.73	0.64
3	0.67	0.68	0.61	0.32	0.7	0.63	0.6	0.67
4	0.63	0.64	0.74	0.61	0.74	0.68	0.69	0.67
5	0.7	0.64	0.77	0.66	0.7	0.63	0.7	0.66
6	0.67	0.65	-	0.59	0.75	0.65	0.68	0.61
7	-	0.66	-	0.67	0.67	0.66	-	0.61
8	-	-	-	0.63	0.7	0.69	-	0.67
9	-	-	-	0.64	0.74	0.66	-	0.6
10	-	-	-	-	0.72	0.66	-	0.62
11	-	-	-	-	0.71	0.65	-	0.62
12	-	-	-	-	0.72	-	-	0.61
13	-	-	-	-	0.66	-	-	0.59
14	-	-	-	-	0.73	-	-	-
15	-	-	-	-	0.66	-	-	-
16	-	-	-	-	0.74	-	-	-

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

3.12.1 Scree Plot

The scree plot values represent the data exploration into different factors. It is observed that 8 factors caused variance and after 8 factors the variance of the

other factor is less and represented by straight line. Hence, it can be stated that the collected data is divided into eight distinct factors based on exploratory factor analysis.

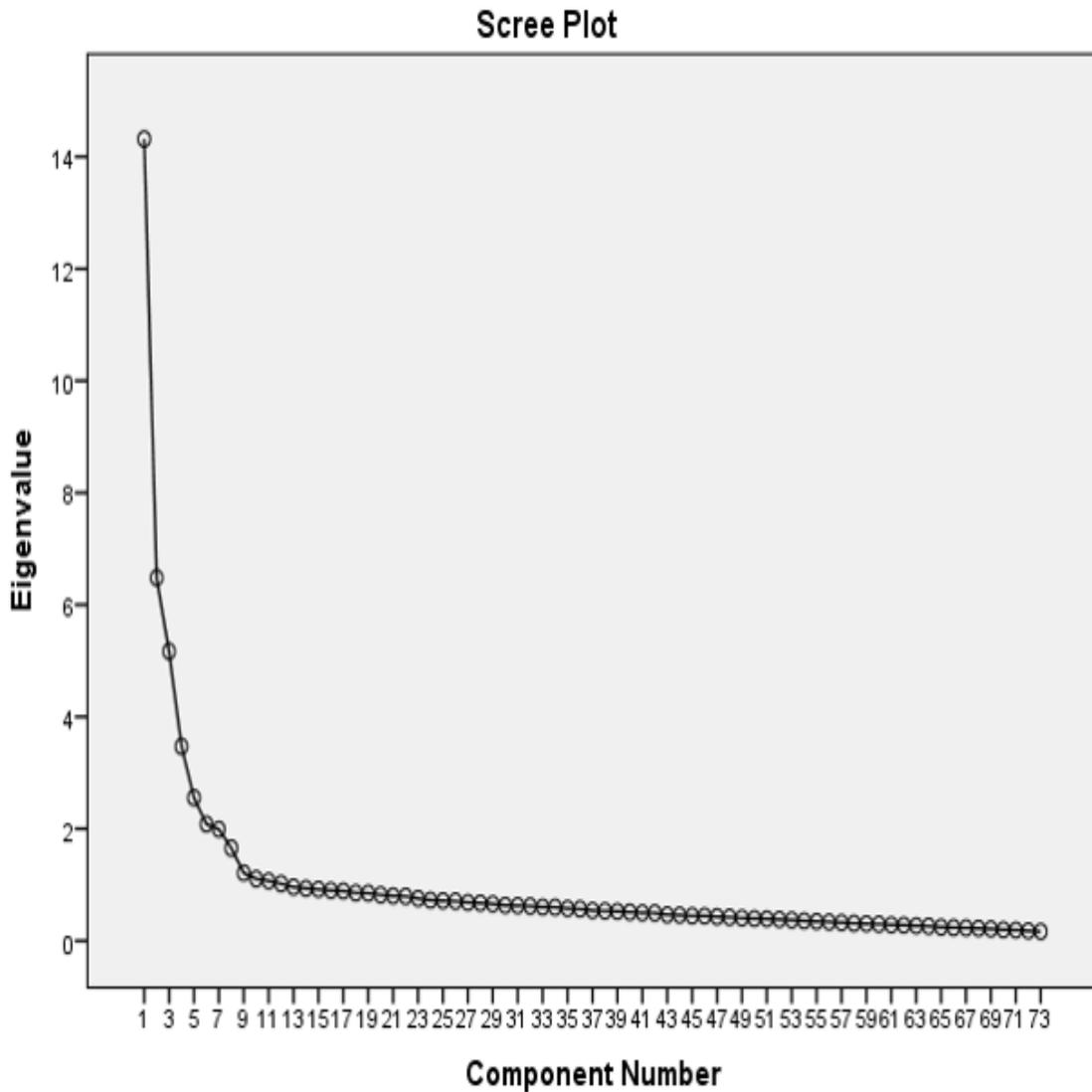


FIGURE 3.1: Scree Plot Representing the Data in Number of Factors

3.13 Confirmatory Factor Analysis Main Study

Confirmatory factor analysis was done to check the model fitness of the proposed model. For this purpose, the results of 8 factor proposed model were compared with 7 factor, 6 factor, 5 factor, 4 factor, 3 factor, 2 factor, and 1-factor model by comparing the values of different model fit indices including comparative fit index (CFI), Incremental fit index (IFI), Tucker-Lewis index (TLI) and root mean

square error of approximation (RMSEA). The results showed that the 8-factor model was a better fit ($\chi^2/df=1.345$; CFI=.95, IFI=.95; TLI=.95; RMSEA=.03) as compared to the one factor model ($\chi^2/df =4.20$; CFI=.51 , IFI=.51; TLI=.50; RMSEA=.10). This established the discriminant validity of the proposed model indicating its better fitness. The individual confirmatory factor analysis was also done to check whether all the items load on their respective variables or not. The value of factor loading was equal to and greater than 0.4 for all the items which established the convergent validity (see figure 2). The results of the CFA are given in table 3.11.

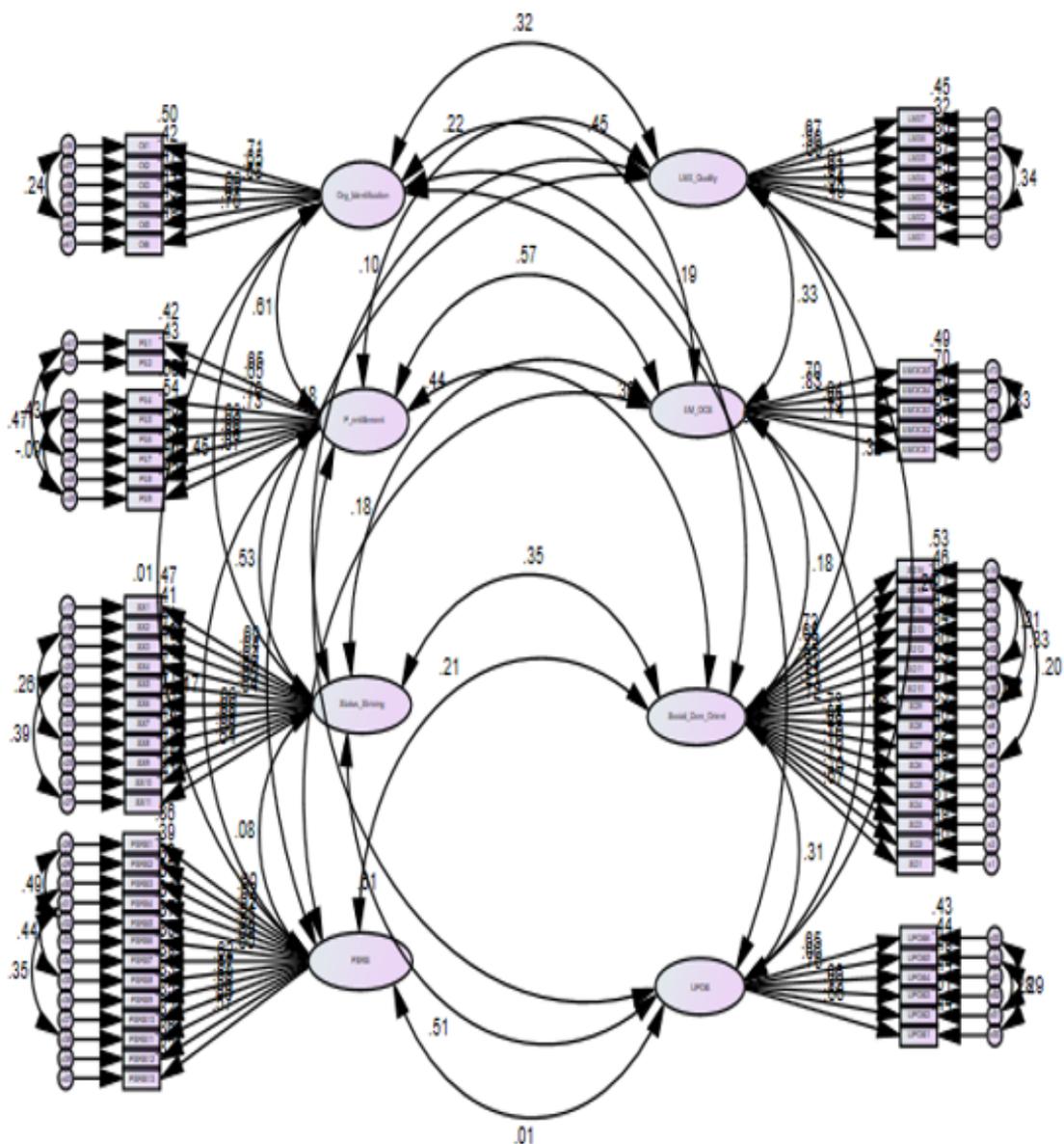


FIGURE 3.2: Confirmatory Factor Analysis Diagram for All Factors with Loadings

TABLE 3.11: Confirmatory Factor Analysis and Alternative Measurement Models

Model	χ^2	Df	χ^2/df	CFI	TLI	IFI	RMSEA
Initial 8 Factors model	4260	2527	1.686	0.89	0.89	0.89	0.04
Modified 8 Factors Model	3280	2439	1.345	0.95	0.95	0.95	0.03
Alternate Model 1:7 Factors Combine “OI & LMX”	3888	2446	1.590	0.89	0.88	0.89	0.04
Alternate Model 2: 7 Factors Combine “EMOCB & SDO”	4219	2446	1.725	0.89	0.88	0.89	0.04
Alternate Model 3: 7 Factors Combine “PE & SS”	4009	2446	1.639	0.89	0.88	0.89	0.04
Alternate Model 4: 7 Factors Combine “UPOB & PSRB”	4128	2446	1.688	0.89	0.88	0.89	0.04
Alternate Model 5: 6 Factors Combine “OI & LMX” then Combine “EMOCB & SDO”	4816	2452	1.964	0.85	0.84	0.85	0.05
Alternate Model 6: 6 Factors Combine “OI & EMOCB” then Combine “UPOB & PSRB”	4662	2452	1.902	0.86	0.85	0.86	0.05
Alternate Model 7: 5 Factors Combine “OI & EMOCB” and then Combine “PE & SS” and then Combine “UPOB & PSRB”	5384	2457	2.192	0.82	0.81	0.82	0.05
Alternate Model 8: 5 Factors Combine “OI & LMX” and then Combine “EMOCB & PE” and then Combine “UPOB & PSRB”	5178	2457	2.108	0.83	0.82	0.83	0.05
Alternate Model 9: 4 Factors Combine “OI & LMX”, Combine “EMOCB & SDO” Combine “PE & SS” and then Combine “UPOB & PSRB”	6358	2461	2.584	0.76	0.75	0.76	0.06
Alternate Model 10: 3 Factors Combine “OI, LMX & EMOCB”, Combine “PE, SDO & SS” then Combine “UPOB & PSRB”	7755	2464	3.147	0.67	0.66	0.67	0.07
Alternate Model 11: 2 Factors Combine “OI, LMX, EMOCB & PE”, and Combine “SDO, SS, UPOB & PSRB”	8304	2466	3.368	0.64	0.63	0.64	0.08
Alternate Model 12: 1 Factor Combine all factors	10408	2478	4.200	0.51	0.50	0.51	0.10

OI= Organizational Identification, LMX= Leader Member Exchange, EMOCB= Externally Motivated Organizational Citizenship Behavior, SDO= Social Dominance Orientation, PE= Psychological Entitlement, SS= Status Striving, UPOB= Unethical Pro Organizational Behavior, PSRB= Pro-Social Rule Breaking.

3.13.1 Composite Reliability, Average Variance Extracted and Maximum Shared Variance

In order to further confirm the discriminant and convergent validity of study variables, composite reliability, average variance extracted and maximum shared variance were tested. The value of composite reliability was greater than 0.7 reflects the internal consistency and reliability of the scales for all the study variables. Average variance extracted (AVE) was equal to and greater than the cutoff criterion of 0.5 for all the study variables, thus establishing convergent validity for the study variables. The value of maximum shared variance (MSV) was less than the value of AVE for all the study variables, thus establishing discriminant validity for the all the study variables. The results of composite reliability, average variance extracted and maximum shared variance are shown in table 3.12.

TABLE 3.12: Convergent and Discriminant Validity of Scales

Variables	CR	AVE	MSV
Organizational Identification	0.83	0.51	0.20
Leader Member Exchange	0.79	0.50	0.21
Externally Motivated OCB	0.85	0.53	0.24
Psychological Entitlement	0.87	0.54	0.22
Social Dominance Orientation	0.94	0.60	0.27
Status Striving	0.89	0.56	0.28
Unethical Pro Organizational Behavior	0.83	0.51	0.19
Pro-Social Rule Breaking	0.87	0.54	0.20

3.14 Covariates

The current study tested the impact of age, gender, education, and experience of respondents on the study variables by analyzing variance (ANOVA) test. Although, internally motivated organizational citizenship behavior was not part of the study data was collected on it to control its effects while measuring externally motivated OCB of the respondents. ANOVA is done to identify the significant variance caused due to control variables. Control variables are those variables that are not part of the study but they have a significant effect on the study variables. As depicted in **Table 3.13**, gender, age and experience doesn't explain any significant variance in mediating and dependent variables. So, these are excluded from further analysis. However, the ANOVA results for education reflects that it cause significant variance in psychological entitlement ($F=2.37$, $p<0.05$), status striving ($F=4.20$, $p<0.01$) and UPOB ($F=4.61$, $p<0.001$).

TABLE 3.13: ANOVA

Demographics	Dependent Variables	F	Sig
Gender	Externally Motivated OCB	1.43	0.23
	Psychological Entitlement	0.18	0.66
	Status striving	0.75	0.38
	Unethical Pro Organizational Behavior	0.16	0.68
	Pro-Social Rule Breaking	0.01	0.95
Age	Externally Motivated OCB	0.60	0.65
	Psychological Entitlement	1.45	0.21
	Status striving	0.99	0.41
	Unethical Pro Organizational Behavior	2.07	0.08
	Pro-Social Rule Breaking	2.30	0.06
Education	Externally Motivated OCB	0.74	0.58
	Psychological Entitlement	2.37	0.03
	Status striving	4.20	0.01
	Unethical Pro Organizational Behavior	4.61	0.01
	Pro-Social Rule Breaking	0.97	0.43
Experience	Externally Motivated OCB	1.64	0.16
	Psychological Entitlement	1.12	0.34
	Status striving	0.89	0.46
	Unethical Pro Organizational Behavior	0.82	0.51
	Pro-Social Rule Breaking	0.56	0.68

Chapter 4

Results and Findings

This chapter includes results for all the analysis. The results comprised of the descriptive statistics of demographic variables, correlation among the variables. Hayes Process Macros Model 6 results for sequential mediation results for organizational identification and it's both positive and negative outcomes. Model 4 results were obtained for simple mediation. Hayes Process Macros Model 1 results for moderation analysis are also presented in this chapter. Further moderation graphs are also provided for justifying moderation hypothesis results. Previous published studies in esteemed journal have utilized the same approach as we did, by using different models of Process Macro to test their proposed moderated mediation models (For instance, Cole, Walter, & Bruch, 2008; Eissa & Lester, 2017). Yoo and Lee (2019) also used Model 4 of PROCESS Macro for testing mediation and model 1 for testing their moderation hypothesis just like we did. Similarly, Zeng, Zeng, Chen, Liu, & Wu (2020) used Model 4 for testing mediation and model 7 for testing moderated mediation hypothesis. Several other studies also used the same models for testing mediation and moderation (For reference, see Lan, Chen, Zeng, & Liu, 2020; Li, Zhang, & Yang, 2017; Kim & Lee, 2019; Abdullah, Dechun, Ali, & Usman). Other renowned researchers have also preferred PROCESS Macro over SEM and other techniques for testing their model (For reference see Schyns, Felfe, & Schilling, 2018). Further, we reanalyze the results through Smart PLS, to reconfirm the findings of the study and didn't find any significant difference.

4.1 Descriptive Statistics

TABLE 4.1: Descriptive Statistics

Variables	Minimum	Maximum	Mean	SD
Gender	1	2	-	-
Age	1	5	-	-
Education	1	6	-	-
Experience	1	5	-	-
Organizational Identification	1.17	4.83	3.42	0.79
Leader Member Exchange	1.43	5	3.41	0.77
Externally Motivated OCB	1	5	3.33	0.92
Internally Motivated OCB	1.33	4.83	3.37	0.71
Psychological Entitlement	1.38	5	3.36	0.81
Social Dominance Orientation	1.44	4.56	3.3	0.9
Status Striving	1.18	4.82	3.39	0.87
Unethical Pro Organizational Behavior	1	4.83	3.32	0.88
Pro-Social Rule Breaking	1.92	4.92	3.92	0.67

Table: 4.1 represents the descriptive statistics of the variables of the study. It includes minimum values, maximum values, mean and standard deviations. All variable of the present study were measured through five point likert scale having minimum value of 1 and maximum value of 5. The mean value for independent variable OI=3.42 and SD=.79, the mean of first moderator LMX=3.41 and SD=.77, the mean of first mediator externally motivated OCB=3.33 and SD=.92, the mean second moderator social dominance orientation=3.30 and SD=.90, the mean of second mediator psychological entitlement=3.36 and SD=.81, the mean of third mediator status striving=3.39 and SD=.87, the mean of one dependent variable UPOB=3.32 and SD=.88 and the mean value of other dependent variable PSRB=3.92 and SD=.67. The mean values of all variables of the study are greater than the center point of five point likert scale, which indicates the prevalence of these concepts. While the standard deviation of all the variables is below 1 that indicates that data normality.

4.2 Correlation Analysis

TABLE 4.2: Correlations Analysis

Variables	1	2	3	4	5	6	7	8	9	10
1 Organizational Identification	-	-	-	-	-	-	-	-	-	-
2 Externally motivated OCB	.38**	-	-	-	-	-	-	-	-	-
3 Psychological Entitlement	.52**	.49**	-	-	-	-	-	-	-	-
4 Status Striving	.38**	.39**	.47**	-	-	-	-	-	-	-
5 UPOB	.43**	.39**	.51**	.43**	-	-	-	-	-	-
6 PSRB	0.01	.16**	.15**	0.07	0.02	-	-	-	-	-
7 LMX	.26**	.27**	.18**	.10*	.19**	.15**	-	-	-	-
8 Social Dominance Orientation	.17**	.16**	.34**	.32**	.28**	.18**	.28**	-	-	-
9 Internally Motivated OCB	.42**	0.07	.19**	0.08	.22**	-.11*	.10*	0.01	-	-
10 Education	-.10*	0.01	-.10*	-.11*	-.18**	.10*	-0.04	-0.02	-0.02	-

*N=509, * p<.05, p**<.01 (2-tailed). OCB=Organizational Citizenship Behavior; UPOB=Unethical Pro Organizational Behavior; PSRB=Pro-Social Rule Breaking; LMX=Leader Member Exchange.*

Table: 4.2 indicates the correlation among the study variables. The independent variable OI was found in positive and significant correlation with externally motivated OCB ($r=.38, p<.01$), psychological entitlement ($r=.52, p<.01$), status striving ($r=.38, p<.01$), UPOB ($r=.43, p<.01$), LMX ($r=.26, p<.01$) and social dominance orientation ($r=.17, p<.01$). However the correlation between OI and PSRB was found non-significant ($r=.01, p>.05$). The first mediator externally motivated OCB was found positively and significantly correlated with psychological entitlement ($r=.49, p<.01$), status striving ($r=.39, p<.01$), UPOB ($r=.39, p<.01$), PSRB ($r=.16, p<.01$), LMX ($r=.27, p<.01$) and social dominance orientation ($r=.16, p<.01$). The second mediator psychological entitlement was also found in significant correlation with status striving ($r=.47, p<.01$), UPOB ($r=.51, p<.01$), PSRB ($r=.15, p<.01$), LMX ($r=.18, p<.01$) and social dominance orientation ($r=.34, p<.01$).

The third mediator status striving is significantly correlated with UPOB ($r=.43, p<.01$), LMX ($r=.10, p<.05$) and social dominance orientation ($r=.32, p<.01$). However the correlation between status striving and PSRB was found non-significant ($r=.07, p>.05$). The one dependent variable of the study UPOB was found significantly correlated with both moderators LMX ($r=.19, p<.01$) and social dominance orientation ($r=.28, p<.01$). However, both dependent variables were UPOB and PSRB were not significantly correlated ($r=.02, p>.05$). Another dependent variable PSRB of the present study was also found in significant correlation with both moderators LMX ($r=.15, p<.01$) and social dominance orientation ($r=.18, p<.01$). Both moderator LMX and social dominance orientation were also found significantly correlated with each other with ($r=.28, p<.01$). Most of the correlations among the study variables were found in line with previous literature.

4.3 Regression Analysis

4.3.1 Direct Effects of Organizational Identification on Outcomes (Hypothesis test H1 to H5)

Table: 4.3 represents the direct effects of OI on mediators and dependent variables of the study. Further education was controlled for psychological entitlement, status striving and UPOB due to its significant results in ANOVA for these variables. Internally motivated OCB was also controlled to see the true effect of externally motivated OCB on study variables. The results of control variables are presented in **Table 4.3**. After controlling the effect of education and internally motivated OCB, the direct effects of OI from model 6 of Preacher and Hayes macros, are reported in table 4.3.

H1: Organizational identification positively influences unethical pro organizational behavior.

According to statistical findings, there was a positive and significant association between OI and UPOB ($\beta=0.13$, $p<0.05$). Hence hypothesis 1 i.e. OI is positively associated with UPOB is supported.

H2:Organizational identification positively influences pro-social rule breaking.

Contrary to the proposed positive and significant relationship of organizational relationship and PSRB, the impact of OI on PSRB was found negative and insignificant with ($\beta=-.04$, $p>0.05$). Hence hypothesis 2 i.e. OI is positively associated with PSRB is not supported by the results.

H3: Organizational identification positively influences externally motivated OCB.

According to an analysis of the present study, based on Preacher and Hayes macros, the impact of OI on externally motivated OCB was found significant with ($\beta=0.49$, $p<0.001$). Hence the proposed relationship between OI and externally motivated given in hypothesis 3 is supported.

H4: Organizational identification positively influences psychological entitlement.

Based on the statistical analysis through Preacher and Hayes (2004) macros, the impact of OI on psychological entitlement was found significant ($\beta=0.38$, $p<0.001$). Hence the results of the present study provide support to the acceptance of hypothesis 4.

H5: Organizational identification positively influences status striving.

Based on statistical facts presented in **Table: 4.3**, OI is found in significant association with status striving ($\beta=0.20$, $p<0.001$). Hence hypothesis 5 i.e. OI is positively associated with status striving is supported.

TABLE 4.3: Direct Effect of Organizational Identification

Paths			β	SE	t	p	LL 95% CI	UL 95% CI
Control Variables								
	EDU	→ PE	-0.05	0.03	-1.83	0.07	-0.12	0.04
	EDU	→ SS	-0.06	0.04	-1.73	0.08	-0.13	0.01
	EDU	→ UPOB	-0.11	0.03	-3.35	0.00	-0.18	-0.05
	IMO CB	→ PE	0.02	0.04	0.50	0.61	-0.06	0.11
	IMO CB	→ SS	-0.08	0.05	-1.74	0.09	-0.19	0.02
	IMO CB	→ UPOB	0.12	0.05	2.35	0.02	0.02	0.21
	IMO CB	→ PSRB	-0.11	0.04	-2.60	0.00	-0.20	-0.03
H 1	OI	→ UPOB	0.13	0.05	2.36	0.01	0.10	0.22
H 2	OI	→ PSRB	-0.04	0.05	-0.8	0.42	-0.13	0.05
H 3	OI	→ EMO CB	0.49	0.05	9.48	0.00	0.39	0.60
H 4	OI	→ PE	0.38	0.04	9.02	0.00	0.29	0.46
H 5	OI	→ SS	0.20	0.05	3.86	0.00	0.10	0.31

Edu= Education OI= Organizational Identification, IMOCB= Internally Motivated Organizational Citizenship Behavior, EMOCB= Externally Motivated Organizational Citizenship Behavior, PE= Psychological Entitlement, SS= Status Striving, UPOB= Unethical Pro Organizational Behavior, PSRB= Pro-Social Rule Breaking.

4.3.2 Direct Effects of Externally Motivated OCB on Outcomes (Hypothesis test H6 to H9)

The direct effects of externally motivated OCB on status striving and dependent variables are presented in the Table 4.4. Preacher and Hayes (2004) macros, model 6 results after controlling education and internally motivated OCB are reported below;

H6: Externally motivated OCB positively effects unethical pro organizational behavior.

The effect of externally motivated OCB on UPOB was found significant and positive statistically ($\beta=0.14$, $p<0.01$). Hence hypothesis 6 i.e. externally motivated OCB is positively associated with UPOB is supported.

H7: Externally motivated OCB positively effects pro-social rule breaking.

According to statistical findings, the direct effect of externally motivated OCB on PSRB was also found positive and significant ($\beta=0.08$, $p<0.05$). Hence hypothesis 7 i.e. externally motivated OCB is positively associated with PSRB is supported.

H8: Externally motivated OCB positively effects psychological entitlement.

Based on statistical analysis, the relationship of externally motivated OCB and psychological entitlement was found positive and significant with ($\beta=0.31$, $p<0.001$). Hence hypothesis 8 i.e. externally motivated OCB is positively associated with psychological entitlement is supported.

H9: Externally motivated OCB positively effects status striving.

According to statistical facts, there is a positive and significant relationship between externally motivated OCB and status striving with ($\beta=0.17$, $p<0.001$). Hence hypothesis 9 i.e. externally motivated OCB is positively associated with status striving is supported.

TABLE 4.4: Boot Strapping Results for Direct effect of Externally Motivated OCB

	Paths		β	SE	C.R	p	LL	UL	
							95	95%CI	
							%CI		
H 6	EMOCB	→	UPOB	0.14	0.04	3.35	0.00	0.06	0.22
H 7	EMOCB	→	PSRB	0.08	0.04	2.12	0.03	0.03	0.17
H 8	EMOCB	→	PE	0.31	0.03	9.02	0.00	0.24	0.37
H 9	EMOCB	→	SS	0.17	0.04	4.09	0.00	0.09	0.25

EMOCB= *Externally Motivated Organizational Citizenship Behavior*, PE= *Psychological Entitlement*, SS= *Status Striving*, UPOB= *Unethical Pro Organizational Behavior*, PSRB= *Pro-Social Rule Breaking*.

4.3.3 Direct Effect of Psychological Entitlement on Outcomes (Hypothesis Test H10 to H12)

The direct effect of psychological entitlement on status striving and dependent variables are reported in the **Table 4.5**, and these results are obtained from model 6 of Preacher and Hayes macros after controlling education and internally motivated OCB.

H10: Psychological entitlement positively influences unethical pro organizational behavior.

According to the findings of the study, the impact of psychological entitlement on UPOB is found positive and significant with ($\beta=0.29$, $p<0.001$). Hence hypothesis 10 i.e. psychological entitlement is positively associated with UPOB is supported.

H11: Psychological entitlement positively influences pro-social rule breaking.

Based on the results of the study, the relationship of psychological entitlement and PSRB was found positive and significant ($\beta=0.13$, $p<0.01$). Hence hypothesis 11 i.e. psychological entitlement is positively associated with PSRB is supported.

H12: Psychological entitlement positively influences status striving.

According to the statistical findings of the present study, the impact of psychological entitlement on status striving was also found positive and significant ($\beta=0.31$,

$p < 0.001$). Hence hypothesis H12 i.e. psychological entitlement is positively associated with status striving is supported.

TABLE 4.5: Boot Strapping Results for Direct effect of Psychological Entitlement

	Paths		β	SE	C.R	p	LL 95%CI	UL 95%CI	
H10	PE	→	UPOB	0.29	0.05	5.80	0.00	0.20	0.40
H11	PE	→	PSRB	0.13	0.05	2.70	0.00	0.05	0.22
H12	PE	→	SS	0.31	0.05	6.10	0.00	0.21	0.40

PE= Psychological Entitlement, SS= Status Striving, UPOB= Unethical Pro Organizational Behavior, PSRB= Pro-Social Rule Breaking.

4.3.4 Direct Effect of Status Striving on Outcomes (Hypothesis test H13 to H14)

The direct effect of status striving on dependent variables is reported in the **Table 4.6**, and these results are obtained from model 6 of Preacher and Hayes macros.

H13: Status striving positively influences unethical pro organizational behavior.

Based on the finding of the study, the direct effect of status striving on UPOB was found positive and significant ($\beta=0.19$, $p < 0.001$). Therefore, hypothesis H13 i.e. status striving is positively associated with UPOB is supported.

H14: Status striving positively influences pro-social rule breaking.

Based on the statistical facts the direct effect of status striving on PSRB was found insignificant ($\beta=0.-.006$, $p > 0.05$). Contrary to the expectations, hypothesis H14 i.e. status striving is positively associated with PSRB is not supported.

TABLE 4.6: Boot Strapping Results for Direct Effect of Status Striving

	Paths		β	SE	C.R	p	LL 95%CI	UL 95%CI	
H13	SS	→	UPOB	0.19	0.04	4.34	0.00	0.10	0.27
H14	SS	→	PSRB	-0.01	0.04	-0.20	0.87	-0.08	0.07

SS= Status Striving, UPOB= Unethical Pro Organizational Behavior, PSRB= Pro-Social Rule Breaking.

4.3.5 Mediating Role of Externally Motivated OCB for OI outcomes (Hypothesis test H15- H18)

Table: 4.7 to table 4.10 represents the results for the mediating role of externally motivated OCB between OI, mediator 1, mediator 2 and outcome variables.

H15: Externally motivated OCB mediates the relationship between organizational identification and psychological entitlement.

Table: 4.7 represents the mediating role of externally motivated OCB between OI and psychological entitlement. The indirect effect of OI on psychological entitlement through externally motivated OCB was found positive and significant (Indirect effect=.152, 95%CI for LL=.107 and UL=.207). The upper and lower limit 95% confidence intervals contain no zero. Therefore, it is proved that the effect of OI on psychological entitlement is significantly mediated by externally motivated OCB and it supports hypothesis 15.

TABLE 4.7: Indirect Effect of Organizational Identification on PE through EMOCB

	Indirect Path	95% Bias Confidence Interval			
		Indirect Effect	Boot SE	LL	UL
H15	OI→EMOCB→PE	0.152	0.026	0.107	0.207

OI=Organizational Identification, EMOCB=Externally Motivated Organizational Citizenship Behavior, PE=Psychological Entitlement.

H16: Externally motivated OCB mediates the relationship between organizational identification and psychological entitlement.

Table: 4.8 represents the mediating role of externally motivated OCB between OI and status string. The indirect effect of OI on status striving through externally motivated OCB was also found positive and significant (Indirect effect=.133, 95%CI for LL=.084 and UL=.192). The indirect effect lower and upper limit 95% confidence intervals have no zero between them. Therefore, it is proved that the

effect of OI on status striving is significantly mediated by externally motivated OCB and it supports hypothesis 16.

TABLE 4.8: Indirect Effect of Organizational Identification on SS through EMOCB

	Indirect Path	95% Bias Confidence Interval			
		Indirect Effect	Boot SE	LL	UL
H16	OI→EMOCB→SS	0.133	0.028	0.084	0.192

OI=Organizational Identification, EMOCB=Externally Motivated Organizational Citizenship Behavior, SS=Status Striving.

H17: Externally motivated OCB mediates the relationship between organizational identification and unethical pro organizational behavior.

Table: 4.9 represents the mediating role of externally motivated OCB between OI and UPOB. The indirect effect of OI on UPOB through externally motivated OCB was also found positive and significant (Indirect effect=.068, 95%CI for LL=.033 and UL=.111). The lower and upper limit 95% confidence intervals of indirect effect have no zero between them. Therefore, it support that the effect of OI on UPOB is significantly mediated by externally motivated OCB and supports hypothesis 17.

TABLE 4.9: Indirect Effect of Organizational Identification on UPOB through EMOCB

	Indirect Path	95% Bias Confidence Interval			
		Indirect Effect	Boot SE	LL	UL
H17	OI→EMOCB→UPOB	0.068	0.02	0.033	0.111

OI=Organizational Identification, EMOCB=Externally Motivated Organizational Citizenship Behavior, UPOB=Unethical Pro Organizational Behavior.

H18: Externally motivated OCB mediates the relationship between organizational identification and pro-social rule breaking.

Table: 4.10 represents the mediating role of externally motivated OCB between OI and PSRB. The indirect effect of OI on PSRB through externally motivated OCB was found positive and significant (Indirect effect=.040, 95%CI for LL=.006 and UL=.085). The indirect effect lower and upper limit 95% confidence intervals have no zero between them. Therefore, it support that the effect of OI on PSRB is significantly mediated by externally motivated OCB and supports hypothesis 18.

TABLE 4.10: Indirect effect of Organizational Identification on PSRB through EMOCB

		Indirect Path	95% Bias Confidence Interval			
			Indirect Effect	Boot SE	LL	UL
H18	OI→ EMOCB→ PSRB	0.04	0.021	0.006	0.085	

OI=Organizational Identification, EMOCB=Externally Motivated Organizational Citizenship Behavior, PSRB=Pro-Social Rule Breaking.

4.3.6 Mediating Role of Psychological Entitlement for OI Outcomes (Hypothesis test H 19- H 21)

Table: 4.11 to table 4.13 represents the results for the mediating role of psychological entitlement between OI, mediator 3 (i.e. Status striving) and outcome variables.

H19: Psychological entitlement mediates the relationship between organizational identification and status striving.

Table: 4.11 represents the mediating role of psychological entitlement between OI and status striving. The indirect effect of OI on status striving through psychological entitlement was also found positive and significant (Indirect effect=.204, 95%CI for LL=.142 and UL=.281). The lower and upper limit 95% confidence intervals of indirect effect contain no zero between them. Therefore, it support

that the effect of OI on status striving is significantly mediated by psychological entitlement and supports hypothesis 19.

TABLE 4.11: Indirect Effect of Organizational Identification on SS through PE

Indirect Path		95% Bias Confidence Interval			
		Indirect Effect	Boot SE	LL	UL
H 19	OI→ PE→SS	0.204	0.035	0.142	0.281

OI=Organizational Identification, PE=Psychological Entitlement, SS=Status Striving.

H20: Psychological entitlement mediates the relationship between organizational identification and unethical pro organizational behavior.

Table: 4.12 represents the mediating role of psychological entitlement between OI and UPOB. The indirect effect of OI on UPOB through psychological entitlement was also found positive and significant (Indirect effect=.112, 95%CI for LL=.066 and UL=.173). The indirect effect lower and upper limit 95% confidence intervals have no zero between them. Therefore, it support that the effect of OI on UPOB is significantly mediated by psychological entitlement and supports hypothesis 20.

TABLE 4.12: Indirect Effect of Organizational Identification on UPOB through PE

Indirect Path		95% Bias Confidence Interval			
		Indirect Effect	Boot SE	LL	UL
H 20	OI→ PE→UPOB	0.112	0.03	0.066	0.173

OI=Organizational Identification, PE=Psychological Entitlement, UPOB=Unethical Pro Organizational Behavior.

H21: Psychological entitlement mediates the relationship between organizational identification and pro-social rule breaking.

Table 4.13 represents the mediating role of psychological entitlement between OI and PSRB. The indirect effect of OI on PSRB through psychological entitlement was also found positive and significant (Indirect effect=.048, 95%CI for LL=.015 and UL=.086). The lower and upper limit 95% confidence intervals of indirect effect contain no zero between them. Therefore, it also support that the effect of OI on PSRB is significantly mediated by psychological entitlement and support hypothesis 21.

TABLE 4.13: Indirect Effect of Organizational Identification on PSRB through PE

		Indirect Path	95% Bias Confidence Interval			
			Indirect Effect	Boot SE	LL	UL
H 21	OI → PE → PSRB		0.048	0.018	0.015	0.086

OI=Organizational Identification, PE=Psychological Entitlement, PSRB=Pro-social Rule Breaking.

4.3.7 Mediating Role of Status Striving for OI Outcomes (Hypothesis Test H22- H23)

Table 4.14 and **table 4.15** represents the results for the mediating role of status striving between OI and outcome variables.

H22: Status striving mediates the relationship between organizational identification and unethical pro organizational behavior.

Table: 4.14 represents the mediating role of status striving between OI and UPOB. The indirect effect of OI on UPOB through status striving was found positive and significant (Indirect effect=.038, 95%CI for LL=.014 and UL=.078). The indirect effect lower and upper limit 95% confidence intervals have no zero between them. Therefore, it support that the effect of OI on UPOB is significantly mediated by status striving and support hypothesis 22.

TABLE 4.14: Indirect Effect of Organizational Identification on UPOB through SS

		Indirect Path	95% Bias Confidence Interval			
			Indirect Effect	Boot SE	LL	UL
H 22	OI→ SS→ UPOB	0.038	0.016	0.014	0.078	

OI=Organizational Identification, SS=Status Striving, UPOB=Unethical Pro Organizational Behavior.

H23: Status striving mediates the relationship between organizational identification and pro-social rule breaking.

Table 4.15 represents the mediating role of status striving between OI and PSRB. The indirect effect of OI on PSRB through status striving was also found negative and non-significant (Indirect effect=-.001, 95%CI for LL=-.021 and UL=.018). The lower and upper limit 95% confidence intervals of indirect effect have zero between them. Therefore, it doesn't support that the effect of OI on PSRB is mediated by status striving and support hypothesis 23.

TABLE 4.15: Indirect Effect of Organizational Identification on PSRB through SS

		Indirect Path	95% Bias Confidence Interval			
			Indirect Effect	Boot SE	LL	UL
H 23	OI→ SS→ PSRB	-0.001	0.009	-0.02	0.018	

OI=Organizational Identification, SS=Status Striving, PSRB=Pro-Social Rule Breaking.

4.3.8 Mediating Role of Psychological Entitlement for Externally Motivated OCB and its Outcomes (Hypothesis test H24- H26)

Table: 4.16 to table 4.18 represents the results for the mediating role of psychological entitlement between externally motivated OCB and its outcome variables.

H24: Psychological entitlement mediates the relationship between externally motivated OCB and status striving.

Table: 4.16 represents the mediating role of psychological entitlement between externally motivated OCB and status striving. The indirect effect of externally motivated OCB on status striving through psychological entitlement was found positive and significant (Indirect effect=.161, 95%CI for LL=.115 and UL=.212). The indirect effect, lower and upper limit 95% confidence intervals have no zero between them. Therefore, it is supported the statement, that the effect of externally motivated OCB on status striving is significantly mediated by psychological entitlement and support hypothesis 24.

TABLE 4.16: Indirect Effect of EMOCB on SS through PE

		Indirect Path	95% Bias Confidence Interval			
			Indirect Effect	Boot SE	LL	UL
H 24	EMOCB → PE → SS		0.161	0.025	0.115	0.212

EMOCB=Externally Motivated Organizational Citizenship Behavior, PE=Psychological Entitlement, SS=Status Striving.

H25: Psychological entitlement mediates the relationship between externally motivated OCB and unethical pro organizational behavior.

Table: 4.17 represents the mediating role of psychological entitlement between externally motivated OCB and UPOB. The indirect effect of externally motivated OCB on UPOB through psychological entitlement was found positive and significant (Indirect effect=.173, 95%CI for LL=.128 and UL=.227). The indirect effect, lower and upper limit 95% confidence intervals contain no zero between them.

Therefore, it is supported that the effect of externally motivated OCB on UPOB is significantly mediated by psychological entitlement and support hypothesis 25.

TABLE 4.17: Indirect Effect of EMOCB on UPOB through PE

		Indirect Path	95% Bias Confidence Interval			
			Indirect Effect	Boot SE	LL	UL
H 25	EMOCB → PE → UPOB	0.173	0.025	0.128	0.227	

EMOCB=Externally Motivated Organizational Citizenship Behavior, PE=Psychological Entitlement, UPOB=Unethical Pro Organizational Behavior.

H26: Psychological entitlement mediates the relationship between externally motivated OCB and pro-social rule breaking.

Table: 4.18 represents the mediating role of psychological entitlement between externally motivated OCB and PSRB. The indirect effect of externally motivated OCB on PSRB through psychological entitlement was found positive and significant (Indirect effect=.050, 95%CI for LL=.013 and UL=.085). The lower and upper limit 95% confidence intervals for indirect effect have no zero between them. Therefore, it is supported by the results that the effect of externally motivated OCB on PSRB is significantly mediated by psychological entitlement and it support hypothesis 26.

TABLE 4.18: Indirect effect of EMOCB on PSRB through PE

		Indirect Path	95% Bias Confidence Interval			
			Indirect Effect	Boot SE	LL	UL
H 26	EMOCB → PE → PSRB	0.05	0.018	0.013	0.085	

EMOCB=Externally Motivated Organizational Citizenship Behavior, PE=Psychological Entitlement, PSRB=Pro-Social Rule Breaking.

4.3.9 Mediating Role of Status Striving for Externally Motivated OCB and its Outcomes (Hypothesis test H27- H28)

Table: 4.19 and table **4.20** represents the results for the mediating role of status striving between externally motivated OCB and its outcome variables.

H27: Status striving mediates the relationship between externally motivated OCB and unethical pro organizational behavior.

Table: 4.19 represents the mediating role of status string between externally motivated OCB and UPOB. The indirect effect of externally motivated OCB on UPOB through status striving was found positive and significant (Indirect effect=.110, 95%CI for LL=.073 and UL=.155). The indirect effect, lower and upper limit 95% confidence intervals have no zero between them. Therefore, it is proved from the results that the effect of externally motivated OCB on UPOB is significantly mediated by status striving and it support hypothesis 27.

TABLE 4.19: Indirect Effect of EMOCB on UPOB through SS

		Indirect Path	95% Bias Confidence Interval			
			Indirect Effect	Boot SE	LL	UL
H 27	EMOCB→ SS→ UPOB	0.11	0.021	0.073	0.155	

EMOCB=Externally Motivated Organizational Citizenship Behavior, SS=Status Striving, UPOB =Unethical Pro Organizational Behavior.

H28: Status striving mediates the relationship between externally motivated OCB and pro-social rule breaking.

Table: 4.20 represents the mediating role of status string between externally motivated OCB and PSRB. The indirect effect of externally motivated OCB on PSRB

through status striving was found non-significant (Indirect effect=.007, 95%CI for LL=-.021 and UL=.037). The lower and upper limit 95% confidence intervals of indirect effect have zero between them. Therefore, the results doesn't support that the effect of externally motivated OCB on PSRB is mediated by status striving and it doesn't support hypothesis 28.

TABLE 4.20: Indirect effect of EMOCB on PSRB through SS

		Indirect Path	95% Bias Confidence Interval			
			Indirect Effect	Boot SE	LL	UL
H 28	EMOCB→ SS→ PSRB	0.007	0.014	-0.021	0.037	

EMOCB=Externally Motivated Organizational Citizenship Behavior, SS=Status Striving, PSRB =Pro-Social Rule Breaking.

4.3.10 Mediating Role of Status Striving for Psychological Entitlement and its Outcomes (Hypothesis test H29- H30)

Table: 4.21 and **Table: 4.22** represents the results for the mediating role of status striving between psychological entitlement and its outcome variables.

H29: Status striving mediates the relationship between psychological entitlement and unethical pro organizational behavior.

Table: 4.21 represents the mediating role of status string between psychological entitlement and UPOB. The indirect effect of psychological entitlement on UPOB through status striving was found positive and significant (Indirect effect=.115, 95%CI for LL=.069 and UL=.178). The indirect effect, lower and upper limit 95% confidence intervals have no zero between them. Therefore, results support that the effect of psychological entitlement on UPOB is significantly mediated by status striving and support hypothesis 29.

TABLE 4.21: Indirect Effect of PE on UPOB through SS

		Indirect Path	95% Bias Confidence Interval			
			Indirect Effect	Boot SE	LL	UL
H 29	PE→SS→ UPOB	0.115	0.027	0.069	0.178	

PE=Psychological Entitlement, SS=Status Striving, UPOB=Unethical Pro Organizational Behavior.

H30: Status striving mediates the relationship between psychological entitlement and pro-social rule breaking.

Table 4.22 represents the mediating role of status string between psychological entitlement and PSRB. The indirect effect of psychological entitlement on PSRB through status striving was also found insignificant (Indirect effect=.003, 95%CI for LL=-.041 and UL=.042). The indirect effect, lower and upper limit 95% confidence intervals contain zero between them. Therefore, results doesn't support that the effect of psychological entitlement on PSRB is mediated by status striving and it doesn't support hypothesis 30.

TABLE 4.22: Indirect Effect of PE on PSRB through SS

		Indirect Path	95% Bias Confidence Interval			
			Indirect Effect	Boot SE	LL	UL
H 30	PE→SS→ PSRB	0.003	0.021	-0.041	0.042	

PE=Psychological Entitlement, SS=Status Striving, PSRB=Pro-Social Rule Breaking.

4.3.11 Sequential Mediation between Organizational Identification and its Outcomes (Hypothesis Test H27- H28)

Table: 4.23 and **Table: 4.24** represents the results for the sequential mediation of externally motivated OCB, psychological entitlement and status striving between OI and its outcome variables.

H31: Organizational Identification positively influences unethical pro organizational behavior through a serial mediation of externally motivated OCB, psychological entitlement and status striving.

Table: 4.23 represents the sequential mediation of externally motivated OCB, psychological entitlement and status striving between OI and UPOB. Model 6 of Process Macro by Hayes provides sequential mediation results. The direct effects of OI on externally motivated OCB were found significant, the direct effect of externally motivated OCB on psychological entitlement, the direct effect of psychological entitlement on status striving and the direct effect of status striving on UPOB was also significant. The model 6 provides the results of sequential mediation effect of OI on UPOB through externally motivated OCB, psychological entitlement and status striving. The sequential indirect effect of OI on UPOB was found significant (Indirect effect=.008, 95%CI for LL=.010 and UL=.031). The indirect effect, lower and upper limit 95% confidence intervals have no zero between them. Hence it provides support to the Hypothesis 31 i.e. OI leads to an increase in UPOB through a serial mediation of externally motivated OCB, psychological entitlement and status striving.

TABLE 4.23: Indirect Effect of OI on UPOB through Sequential Mediation of EMOCB, PE, and SS

Indirect Path		95% Bias Confidence Interval			
		Indirect Effect	Boot SE	LL	UL
H31	OI→EMOCB→PE→SS→UPOB	0.008	0.003	0.01	0.031

OI=Organizational Identification, EMOCB=Externally Motivated Organizational Citizenship Behavior, PE=Psychological Entitlement, SS=Status Striving, UPOB=Unethical Pro Organizational Behavior, PSRB=Pro-Social Rule Breaking.

H32: Organizational Identification positively influences pro-social rule breaking through a sequential mediation of externally motivated OCB, psychological entitlement and status striving.

Table: 4.24 represents the sequential mediation of externally motivated OCB, psychological entitlement and status striving between OI and PSRB. As presented

in abovementioned results that the direct effects of OI on externally motivated OCB was found significant, the direct effect of externally motivated OCB on psychological entitlement was significant, and the direct effect of psychological entitlement on status striving was also significant. However direct effect of status striving on PSRB was not significant. The model 6 provides the results of the effect of OI on PSRB through externally motivated OCB, psychological entitlement and status striving sequentially. The indirect effect of OI on PSRB was found non-significant (Indirect effect=-.001, 95%CI for LL=-.005 and UL=.012). The indirect effect, lower and upper limit 95% confidence intervals contains zero between them. Hence its doesn't support Hypothesis 32 i.e. Organizational Identification leads to an increase in PSRB through a serial mediation of externally motivated OCB, psychological entitlement and status striving.

TABLE 4.24: Indirect Effect of OI on PSRB through Sequential Mediation of EMOCB, PE, and SS

	Indirect Path	95% Bias Confidence Interval			
		Indirect Effect	Boot SE	LL	UL
H32	OI→EMOCB→PE→SS→PSRB	-0.001	0.002	-0.005	0.012

OI=Organizational Identification, EMOCB=Externally Motivated Organizational Citizenship Behavior, PE=Psychological Entitlement, SS=Status Striving, UPOB=Unethical Pro Organizational Behavior, PSRB=Pro-Social Rule Breaking.

4.3.12 Moderating Role of Leader Member Exchange

Table: 4.25 represents the moderation results for moderators LMX and social dominance orientations.

H33: LMX moderates the relationship between organizational identification and externally motivated OCB; such that the relationship will be stronger for high LMX than low LMX.

Table: 4.25 presents the results for moderation analysis. Model 1 of process macros was utilized to test the moderating effect of leader member exchange relationship on the relationship on OI and externally motivated OCB. The real advantage of process macros for moderation analysis lies in the display of slope test indicating the relationship between two variables at high, moderate and low values of moderator. The mean centering approach for independent and moderator variable was used for moderation analysis. After controlling the effect of internally motivated OCB, the interactive effect of OI and leader member exchange on externally motivated OCB was found positive and significant ($\beta=.21, p<.01$). The incremental variance caused by the interactive effect of OI and LMX was also significant ($\Delta R^2=.02, p<.01$). Furthermore, the slope test indicates that the relationship between OI and externally motivated OCB is weak at low values of leader member exchange and stronger at high value of leader member exchanges. In addition, a mod graph was generated to check the direction of the moderation effect which graphically proves that the relationship between OI and externally motivated OCB is stronger at the high value of leader member exchange and weaker at low leader member exchange (see **Figure: 4.1**). Hence, these results of interactive effect, slope test and mod graph provides strong support to the **Hypothesis 33** i.e. LMX moderates the relationship between OI and externally motivated OCB; such that the relationship will be stronger for LMX is high than low.

4.3.13 Moderating Role of Social Dominance Orientation

H34: Social dominance orientation moderates the relationship between psychological entitlement and status striving; such that the relationship will stronger between psychological entitlement and status striving when Social dominance orientation is high than low social dominance orientation.

For testing the moderating effect of social dominance orientation between psychological entitlement and status striving, Hayes process macros model 1 was employed. Before testing the moderating effect, the mean values of psychological entitlement and social dominance orientation were centered around + 1 and -1 standard deviation values. The interactive effect of psychological entitlement and

social dominance orientation on status striving was found significant with ($\beta=.17$, $p<.01$). The incremental variance caused by the combined effect of psychological entitlement and social dominance orientation was also significant ($\Delta R^2=.02$, $p<.01$). The slope test results represent that the effect of psychological entitlement on status striving is weak at low value of moderating variable (i.e. social dominance orientation) and stronger at high moderator value (i.e. social dominance orientation). Furthermore, a mod graph was calculated to see the graphical representation of the effect of psychological entitlement on status striving at high and low values of social dominance orientation.

Mod graph for the relationship of psychological entitlement and status striving was steeper at high social dominance orientation values than low social dominance orientation values (see **figure. 4.2**). Therefore, these results of interactive effect, slope test and mod graph provides strong support to Hypothesis 34 i.e. Social dominance orientation moderates the relationship between psychological entitlement and status striving; such that the relationship will be stronger for high social dominance orientation than low.

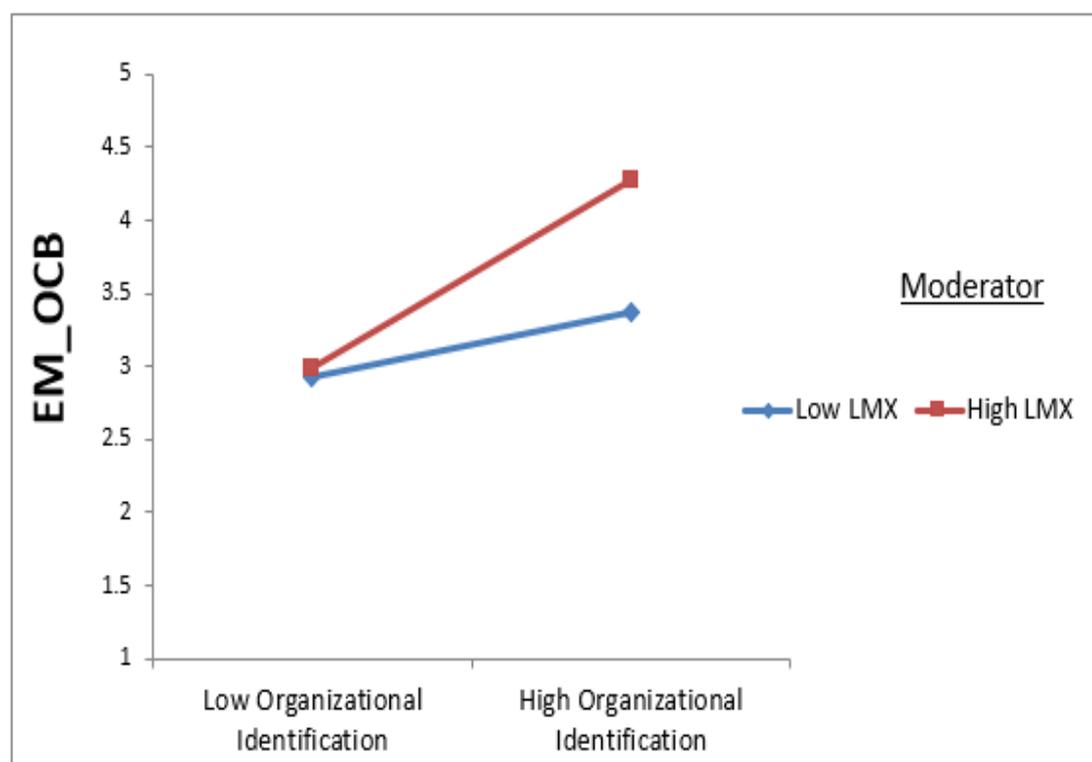


FIGURE 4.1: Mod Graph for LMX as Moderator on the Relationship of OI and Externally Motivated OCB

TABLE 4.25: Moderation Analysis

		Moderator: Leader Member Exchange			
		ΔR^2	β	<i>S.E</i>	<i>t</i>
	Constant		3.29**	0.23	14.3
	IMOCB → EMOCB		-.08*	0.05	-1.49
	OI → EMOCB		.43**	0.05	8.27
	LMX → EMOCB		.24**	0.05	4.88
H33	OI x LMX → EMOCB		.21**	0.06	3.54
	ΔR^2 due to interaction term	.02**			
	Conditional Effects at M ± 1 SD (Slope Test)	<i>Effect</i>	<i>S.E</i>	<i>LL95</i> <i>% CI</i>	<i>UL95</i> <i>% CI</i>
	LMX Low -1 SD (-.77)	0.27	0.07	0.13	0.41
	LMX Medium M(.00)	0.43	0.05	0.33	0.53
	LMX High +1 SD(.77)	0.59	0.06	0.46	0.72
		Moderator: Social Dominance Orientation			
		ΔR^2	β	<i>S.E</i>	<i>T</i>
	Constant		3.54	0.11	31.39
	PE → SS		.41**	0.04	9.43
	SDO → SS		.20**	0.04	5.16
H34	PE x SDO → SS		.17**	0.04	3.72
	ΔR^2 due to interaction term	.02**			
	Conditional Effects at M ± 1 SD (Slope Test)	<i>Effect</i>	<i>S.E</i>	<i>LL95</i> <i>% CI</i>	<i>UL95</i> <i>% CI</i>
	SDO Low -1 SD (-.90)	0.25	0.06	0.13	0.37
	SDO Medium M (.00)	0.41	0.04	0.32	0.49
	SDO High +1 SD (.90)	0.56	0.05	0.45	0.67

$N=509$ * $p<.05$, $p^{**}<.01$ *OI=Organizational Identification; EMOCB=Externally Motivated OCB, LMX=Leader Member Exchange, PE=Psychological Entitlement, SDO=Social Dominance Orientation, SS=Status Striving.*

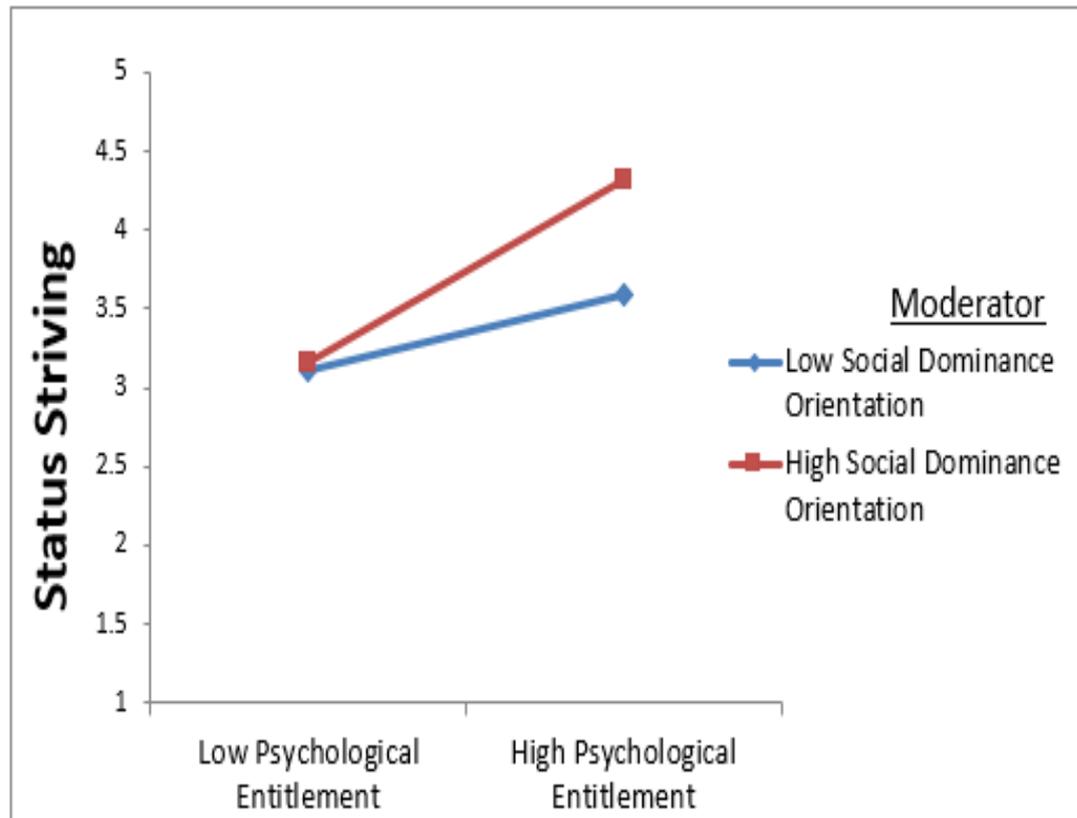


FIGURE 4.2: Mod Graph for Social Dominance Orientation as Moderator on the Relationship of Psychological Entitlement and Status Striving

4.4 Structural Equation Modeling Results

In order to reconfirm the results of Model 4, 6 and 1 of Preacher and Hayes process Macros, the results were also calculated through structural equation modeling in smart PLS-3 by testing all the links in a single model. There is no significance difference found in the results of Smart PLS and Preacher and Hayes macros. Similar to the previous results of Preacher and Hayes macros, all hypotheses of the study get supports from the results of current study except hypotheses 2, 14, 23, 28, 30 and 32 respectively. The moderation graphs of the Smart PLS also support the moderation hypotheses 33 and 34 in proposed direction.

TABLE 4.26: Structural Equation Modeling Results

	Paths	β	SE	t	p	Decision
H1	OI \rightarrow UPOB	0.15	0.05	3.20	0.00	Supported
H2	OI \rightarrow PSRB	-0.10	0.06	1.80	0.07	Not Supported
H3	OI \rightarrow EMOCB	0.34	0.04	7.88	0.00	Supported
H4	OI \rightarrow PE	0.38	0.03	10.05	0.00	Supported
H5	OI \rightarrow SS	0.15	0.05	3.00	0.00	Supported
H6	EMOCB \rightarrow UPOB	0.12	0.03	3.08	0.00	Supported
H7	EMOCB \rightarrow PSRB	0.14	0.06	2.32	0.02	Supported
H8	EMOCB \rightarrow PE	0.34	0.04	8.53	0.00	Supported
H9	EMOCB \rightarrow SS	0.20	0.04	4.98	0.00	Supported
H10	PE \rightarrow UPOB	0.29	0.05	5.20	0.00	Supported
H11	PE \rightarrow PSRB	0.14	0.06	2.22	0.02	Supported
H12	PE \rightarrow SS	0.20	0.05	3.87	0.00	Supported
H13	SS \rightarrow UPOB	0.18	0.04	3.87	0.00	Supported
H14	SS \rightarrow PSRB	-0.02	0.07	0.26	0.78	Not Supported
H15	OI \rightarrow EMOCB \rightarrow PE	0.11	0.02	5.27	0.00	Supported
H16	OI \rightarrow EMOCB \rightarrow SS	0.06	0.01	3.94	0.00	Supported
H17	OI \rightarrow EMOCB \rightarrow UPOB	0.04	0.01	2.83	0.00	Supported
H18	OI \rightarrow EMOCB \rightarrow PSRB	0.04	0.02	2.23	0.02	Supported
H19	OI \rightarrow PE \rightarrow SS	0.08	0.02	3.43	0.00	Supported
H20	OI \rightarrow PE \rightarrow UPOB	0.11	0.02	4.27	0.00	Supported
H21	OI \rightarrow PE \rightarrow PSRB	0.05	0.02	2.16	0.03	Supported
H22	OI \rightarrow SS \rightarrow UPOB	0.02	0.01	2.21	0.02	Supported
H23	OI \rightarrow SS \rightarrow PSRB	-0.01	0.01	0.25	0.79	Not Supported
H24	EMOCB \rightarrow PE \rightarrow SS	0.07	0.02	3.52	0.00	Supported
H25	EMOCB \rightarrow PE \rightarrow UPOB	0.09	0.02	4.60	0.00	Supported
H26	EMOCB \rightarrow PE \rightarrow PSRB	0.05	0.02	2.12	0.03	Supported
H27	EMOCB \rightarrow SS \rightarrow UPOB	0.04	0.01	3.26	0.00	Supported
H28	EMOCB \rightarrow SS \rightarrow PSRB	-0.01	0.01	0.26	0.79	Not Supported
H29	PE \rightarrow SS \rightarrow UPOB	0.04	0.01	2.78	0.00	Supported
H30	PE \rightarrow SS \rightarrow PSRB	-0.01	0.01	0.25	0.79	Not Supported
H31	OI \rightarrow EMOCB \rightarrow PE \rightarrow SS \rightarrow UPOB	0.00	0.00	2.41	0.01	Supported
H32	OI \rightarrow EMOCB \rightarrow PE \rightarrow SS \rightarrow PSRB	0.00	0.00	0.25	0.79	Not Supported

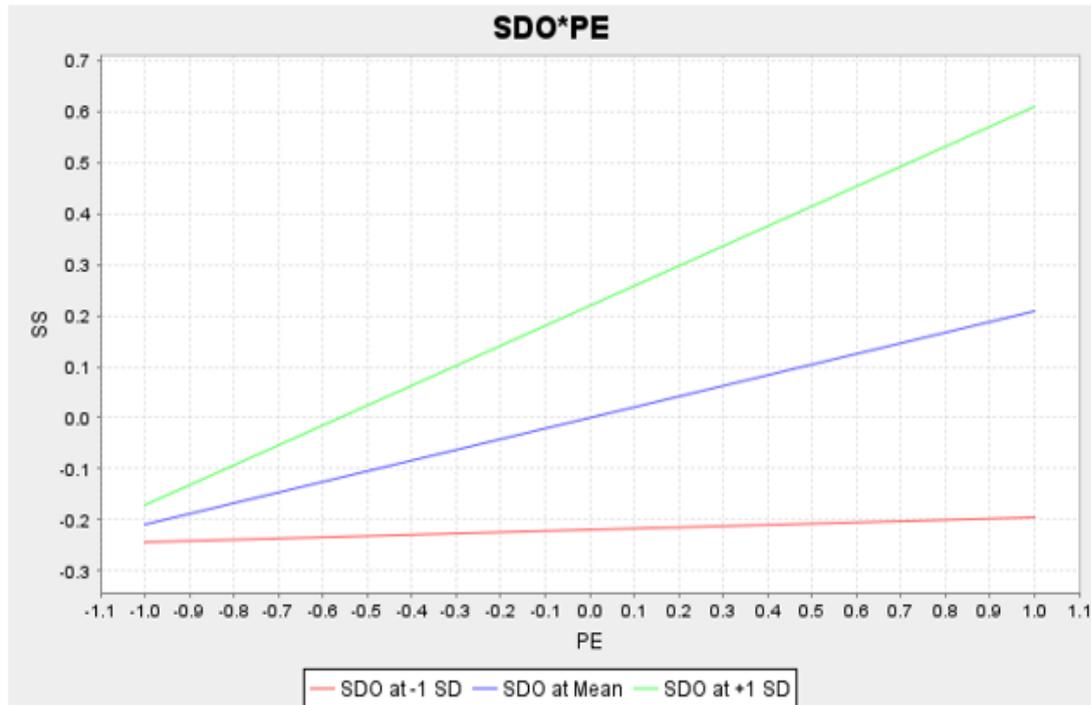


FIGURE 4.5: Smart PLS Mod graph for social dominance orientation as moderator on the relationship of psychological entitlement and status striving

4.5 Summary of Hypothesis Acceptance and Rejections

No	Hypothesis Statement	Decision
H1	Organizational identification positively influences unethical pro organizational behavior.	Supported
H2	Organizational identification positively influences pro-social rule breaking.	Not Supported
H3	Organizational identification positively influences externally motivated OCB.	Supported
H4	Organizational identification positively influences psychological entitlement.	Supported
H5	Organizational identification positively influences status striving.	Supported
H6	Externally motivated OCB positively effects unethical pro organizational behavior.	Supported

H7	Externally motivated OCB positively effects pro-social rule breaking.	Supported
H8	Externally motivated OCB positively effects psychological entitlement.	Supported
H9	Externally motivated OCB positively effects status striving.	Supported
H10	Psychological entitlement positively influences unethical pro organizational behavior.	Supported
H11	Psychological entitlement positively influences pro-social rule breaking.	Supported
H12	Psychological entitlement positively influences status striving.	Supported
H13	Status striving positively influences unethical pro organizational behavior.	Supported
H14	Status striving positively influences pro-social rule breaking.	Not Supported
H15	Externally motivated OCB mediates the relationship between organizational identification and psychological entitlement.	Supported
H16	Externally motivated OCB mediates the relationship between organizational identification and status striving.	Supported
H17	Externally motivated OCB mediates the relationship between organizational identification and unethical pro organizational behavior.	Supported
H18	Externally motivated OCB mediates the relationship between organizational identification and pro-social rule breaking.	Supported
H19	Psychological entitlement mediates the relationship between organizational identification and status striving.	Supported

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|------------|--|----------------------|
| H20 | Psychological entitlement mediates the relationship between organizational identification and unethical pro organizational behavior. | Supported |
| H21 | Psychological entitlement mediates the relationship between organizational identification and pro-social rule breaking. | Supported |
| H22 | Status striving mediates the relationship between organizational identification and unethical pro organizational behavior. | Supported |
| H23 | Status striving mediates the relationship between organizational identification and pro-social rule breaking. | Not Supported |
| H24 | Psychological entitlement mediates the relationship between externally motivated OCB and status striving. | Supported |
| H25 | Psychological entitlement mediates the relationship between externally motivated OCB and unethical pro organizational behavior | Supported |
| H26 | Psychological entitlement mediates the relationship between externally motivated OCB and pro-social rule breaking. | Supported |
| H27 | Status striving mediates the relationship between externally motivated OCB and unethical pro organizational behavior | Supported |
| H28 | Status striving mediates the relationship between externally motivated OCB and pro-social rule breaking. | Not Supported |
| H29 | Status striving mediates the relationship between psychological entitlement and unethical pro organizational behavior. | Supported |
| H30 | Status striving mediates the relationship between psychological entitlement and pro-social rule breaking | Not Supported |

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|------------|---|----------------------|
| H31 | Organizational Identification positively influences unethical pro organizational behavior through a serial mediation of externally motivated OCB, psychological entitlement and status striving. | Supported |
| H32 | Organizational Identification positively influences pro-social rule breaking through a sequential mediation of externally motivated OCB, psychological entitlement and status striving. | Not Supported |
| H33 | LMX moderates the relationship between organizational identification and externally motivated OCB, such that the relationship will be stronger for high LMX than low LMX. | Supported |
| H34 | Social dominance orientation moderates the relationship between psychological entitlement and status striving; such that the relationship will be stronger for high social dominance orientation than low social dominance orientation. | Supported |
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Chapter 5

Discussion

Chapter five discusses the study results by explaining the status of every hypothesis (accepted or rejected) and providing the theoretical justification and support for the results by relying on the past literature. Overall, the results supported the proposed model. There were a total of 34 hypotheses, out of which 28 got accepted, and six got rejected. Out of these 34 hypotheses, 14 were direct hypotheses, whereas 18 were mediation hypotheses, and the remaining 2 were moderation hypotheses.

5.1 Direct Effects

5.1.1 Impact of Organizational Identification on Unethical Pro-Organizational Behavior

Hypothesis 1 proposed that OI leads to an increase in UPOB among employees. The results supported the hypothesis, which concludes that employees who have a higher level of OI are more likely to engage in UPOB. These results are consistent with past findings, which also proved that OI is a strong predictor of UPOB among employees (Chen, Chen, & Sheldon, 2016). The literature on unethical behavior has focused mainly on the self-interest motivation of employees (Greenberg, 2002; Kish-Gephart, Harrison, & Treviño, 2010; Reynolds, 2006; Thau et al., 2015), by assuming that selfish behaviors of employees cause them to behave unethically.

However, due to emerging literature on ethics of pro-organizational behaviors, this study showed that OI strongly motivates unethical behavior. Another study was conducted by Matherne & Litchfield (2012) also concluded that employees who have a more affective commitment to the organization are more prone to indulging in UPOB, specifically if they are identified with a low moral identity. Moreover, Kong (2016) supported our results by depicting that OI acts as the driver for employees' UPOB in an organization. These results are in accordance with social identity theory, which states that people tend to do anything to benefit the group they belong to (Blader, Patil, & Packer, 2017; Tajfel, 1982). Due to their association with the organization, employees do not hesitate to engage in UPOBs as these behaviors are unethical but are for the more significant benefit of the organization.

5.1.2 Impact of Organizational Identification on Pro-Social Rule Breaking

Hypothesis 2 states that OI results in an increase in PSRB among employees. The results of the current study did not support this hypothesis. One of the possible reasons for the rejection of this hypothesis is the higher level of unemployment in Pakistan, which pressurizes employees not to break the organizational rules as it might cost them their job. Another possible reason for the insignificant relation between OI and PSRB is the utmost loyalty of highly identified employees which provokes them from going against the organization by breaking the rules even if it benefits the organization. Additionally, organizations do not appreciate violation of rules even if it benefits them mainly because this culture of rule breaking can prove detrimental for the organization as it can collapse the whole organization, which is why organizations have a strict policy against rule breaking. As highly identified employees do what their organization wants them to do, they intentionally stay away from rule breaking. The social identity theory also supports this notion as it suggests that members of a certain group do not go against the will of their group as group membership bounds them to follow the group norms and meet up to the group's expectation. Organization expects their employees

to follow the rules, so they are less likely to engage in PSRB. Talking about the contextual factors, a recent study revealed that Pakistani culture does not allow rule breaking even if it is done with good intention in mind (Majeed, Jamshed, & Mustamil, 2018). Also, those employees who engage in PSRB are perceived as low performers (Shum, Ghosh, & Gatling, 2019), which might be the reason for rejection of the association between OI and PSRB.

5.1.3 Organizational Identification and Externally Motivated OCB

Hypothesis 3 proposed that OI leads to an increase in externally motivated organizational citizenship behavior. The results supported the proposed hypothesis. These results validate the existing literature that states that those employees who have a higher level of identification with the organization are more likely to engage in positive outcomes (Evans & Davis, 2014; Zappalà, Toscano & Licciardello, 2019). The current study already supports the association between OI and organizational citizenship behavior (Van Dick et al., 2006). Whereas the current study has extended this research by proving that OI is a strong predictor of externally motivated OCB. These results also get their support from social identity theory, which claims that members of a certain must follow the norms and values of their group. They should also engage in those behaviors that are expected of them due to their group membership. As contemporary organizations expect their employees to engage in OCB behaviors, so highly identified employees consider it their responsibility to engage in these behaviors (Tajfel & Turner, 1986; Ye, 2012).

5.1.4 Organizational Identification and Psychological Entitlement

Hypothesis 4 proposed that OI enhances state psychological entitlement among employees. The results of this study supported this association. The existing studies also suggest that OI make employees feel special, which creates in them the urge to get preferential treatment based on their strong association with their

organization as they tend to believe that they are crucial to the organizational survival and growth (Galvin, Lange & Ashforth, 2015; Exline et al., 2004). According to the social identity theory, group members face group assimilation, which is the pressure to follow the group's norms. Highly identified employees are frequently involved in following the organizational norms, which is why they tend to expect preferential treatment from the organization in return (Effelsberg, Solga, & Gurt, 2014; Naseer et al., 2020). The existing research on OI has already suggested that OI enhances pride among employees (Naseer et al., 2020), which is an essential component of psychological entitlement. Hence, this study validates the existing research on the association between OI and feelings of entitlement and validates the social identity theory.

5.1.5 Organizational Identification and Status Striving

Hypothesis 5 of the current study stated that OI leads to increased status striving among employees. The results of this study supported this hypothesis. These results are aligned with the past studies, which revealed that OI motivates employees to perform better for the sake of their organization (Cornwell et al., 2018). Those employees who are highly identified with their organization perceive that their organization shares their values and norms, and this feeling creates a strong bonding among employees as a result of which they want to do anything and everything that can benefit the organization for which they require status as status is linked to several benefits such as more access to resources (Pettit et al., 2013). Hence, OI enhances status striving among employees. This is also supported by social identity theory. This theory states that it is a natural tendency among all the individuals to get membership of the group which they perceive to be better than other groups; not only this, group members prefer to influence the other members, and this requires them to have an individual status in the group (Tajfel & Turner, 1986; Ye, 2012). Based on this notion, the current study proposed and proved that a higher level of OI encourages employees to strive for status to influence other members of the organization.

5.1.6 Externally Motivated OCB and Unethical Pro Organizational Behavior

Hypothesis 6 predicted that externally motivated OCB enhances UPOB among employees. The results supported this relation, leading to the validation of existing research on externally motivated OCB's negative outcomes. For instance, Gagné & Deci (2005) proved that those employees who display externally motivated OCB are more likely to engage in deviant behaviors. Similarly, another study revealed that when employees are expected to engage in extra-role behaviors, then they tend to indulge in UPOB to show their organization that they are going out of the way to benefit the organization (Liu, Liu, & Zhou, 2019). The external pressure to perform OCB provokes employees to engage in pro-organizational behaviors (Burnett, 2017). The social identity theory also supports this relationship by proposing that every group member is expected to go out of their way to benefit the organization even if it requires them to do additional tasks. The organization's external pressure to engage in OCB promotes UPOB among employees, which is an employee's way of showing the organization that he/she is willing to go to extra lengths just to benefit their organization.

5.1.7 Externally Motivated Organizational Citizenship Behavior and Pro-Social Rule Breaking

While hypothesis 7 proposed a positive relationship between externally motivated OCB and UPOB, which was confirmed, hypothesis 9 suggested that externally motivated OCB enhances PSRB mainly because the external pressure to perform OCB is so immense that employees do not even hesitate to display PSRB just to make organization happy. Although the existing literature supported the notion that externally motivated OCB predicts negative behaviors (Yam et al., 2017), however, we proposed that constructive deviance, particularly PSRB as an outcome of externally motivated OCB. This relation took it to support from existing studies which suggested that employees working in those organizations which encourage extra-role behaviors are more likely to break the rules for pro-social

purposes as these employees consider PSRB behaviors as an extension of externally motivated OCB (Liu, Liu, & Zhou, 2019). The current study supported the proposed relationship. These results validate the limited literature on the positive outcomes of externally motivated OCB (Dahling et al., 2012). The whole idea behind externally motivated OCB is to pressure employees to do more than written in their job description, which means employees have to perform additional tasks to benefit the organization (Dahling et al., 2012). As externally motivated OCB has become a norm in the organizations that employees must follow, more employees are extending their OCB to PSRB, which is a form of constructive deviance (Finkelstein, 2011; Morrison, 2006). The social identity theory also supports the proposed hypothesis by stating that every group member is expected to engage in pro-group behaviors.

5.1.8 Externally Motivated OCB and Psychological Entitlement

Hypothesis 8 proposed that externally motivated OCB enhances psychological entitlement among employees. The results showed a significant association between externally motivated OCB and psychological entitlement, which proved the theoretical stance that pressurizing the employee to do more than what is required in his/her job makes him/her entitled to preferential treatment as they tend to think that they should be rewarded for performing extra tasks outside their job. These results are consistent with existing studies that suggested that when employees are pressurized to engage in OCB, they tend to show negative outcomes (Bolino et al., 2010; Yam et al., 2017). Studies claim that when employees give more than what is required from their job, then they also want their organization to give more than they deserve (Bolino, Klotz, Turnley, & Harvey, 2013; Bolino et al., 2010; Marinova, Moon & Dyne, 2010). This association also gets its support from social identity theory, which talks about group membership. This theory states that members of a certain group expect to get preferential treatment from their group based on their affiliation with the group (Tajfel & Turner, 1985).

5.1.9 Externally Motivated OCB and Status Striving

Hypothesis 9 stated that externally motivated OCB enhances status striving among employees. The results supported this association, which proves that OCB, if done due to external motivation, returns in status striving among employees. These results are consistent with past studies, which suggested that every individual strives to climb up the ladder and achieve higher status to get more benefits (Cheng, Tracy, & Henrich, 2010). These results are also in accordance with those studies that have proved that employees who engage in externally motivated OCB start looking for benefits in return for providing extra-role services (Marinova, Moon & Dyne, 2010). The social identity theory also supports this relationship. This theory states that members of a particular group expect to enjoy benefits due to their membership and contribution to the success of the group (Tajfel & Turner, 1985). When employees engage in externally motivated OCB to benefit their organization, they also expect to achieve higher status in the organization as a result of it.

5.1.10 Psychological Entitlement and Unethical Pro Organizational Behavior

Hypothesis 10 states that psychological entitlement increases UPOB among employees. The results are consistent with past studies which revealed that psychologically entitled employees engage in deviant behaviors, particularly UPOBs (De Cremer, van Dijk, & Folmer, 2009; Lee et al., 2015; Lee et al., 2019; Umphress, Bingham, & Mitchell, 2010). Psychologically entitled employees have a flawed approach to morality, they often engage in harmful behaviors, but they do not consider them negative. They always have a good justification for the display of negative behaviors. In other words, entitled employees convince themselves that their behaviors are ethical and moral when they are not, and they do so just to gain power, prestige, and positive outcomes (De Cremer et al., 2009). The social identity theory also states members of every group engage in pro-group behaviors mainly because their agenda is to make their group better than all other groups.

5.1.11 Psychological Entitlement and Pro-Social Rule Breaking

Hypothesis 11 studied the positive impact of psychological entitlement on PSRB of employees. The results supported the proposed relationship resulting in the revelation that those high in psychological entitlement are more likely to engage in PSRB. These results are consistent with past studies showing that psychologically entitled employees want to get preferential treatment from their organization and are willing to do anything to get this treatment even if it requires them to violate the rules (Campbell et al. 2004). Researchers believe that the trust for recognition, attention and preferential treatment encourages psychologically entitled employees to engage in socially unacceptable behaviors (Lee et al., 2019) like PSRB. The results also validate the social identity theory, which proposes that group membership bound all the group members to engage in those beneficial behaviors.

5.1.12 Psychological Entitlement and Status Striving

Hypothesis 12 proposed that psychologically entitled employees are more likely to engage in status striving. The results supported this relationship. Hence, it is proved that psychologically entitled people, due to their love for power and desire to get preferential treatment, engage in status striving as higher status can give them power and other benefits. These results are consistent with past studies that showed that psychologically entitled employees are looking for ways to achieve power, prestige, and other benefits (Redford & Ratliff, 2018). Social status promises respect, power, and prestige (Pettit et al., 2013), and entitled employees are interested in getting all of them. The acceptance of this hypothesis also validated the social identity theory, which states that every group member strives to achieve a desired status in the group. According to social identity theory, individuals having high self esteem have also inflated self and they try to maintain their self esteem. Such individuals want to see themselves and their groups superior than others. For this purpose they are more likely to engage in status striving activities.

5.1.13 Status striving and Unethical Pro Organizational Behavior

Hypothesis 13 proposed that status striving causes an increase in UPOB among employees. The regression analysis proved this relationship. Hence, it is confirmed that status striving is a good predictor of UPOB. These results extend the existing literature on status striving, which showed that those engaged in status striving tend to do anything and everything that can help them climb up the ladder even if it is morally unacceptable (Qazi, Naseer, & Syed, 2019). One study found that status striving enhances unethical behavior among employees (Castille, Buckner, & Thoroughgood, 2018). Those employees who have a hunger for power and status deviate from acceptable ethical and moral norms to benefit the organization as they believe that benefiting the organization will help them gain status in the organization (Qazi et al., 2019). The social identity theory also claims that individuals tend to go to extra mile to benefit their group and increase their standing as their self-image and self-esteem are directly linked to the group they belong to.

5.1.14 Status Striving and Pro-Social Rule Breaking

Hypothesis 14 stated that status striving predicts PSRB. This relationship was proposed after considering the existing literature on status striving, which predicted the adverse outcomes of status striving (Castille, Buckner, & Thoroughgood, 2016; Qazi, Naseer, & Syed, 2019).

However, the current study results rejected this hypothesis leading to a revelation that status striving might not promote PSRB among employees. The possible justification for rejection of this hypothesis is the strict organizational policies regarding the violation of rules. Status strivers are in the pursuit of getting high status in the organizations which might restrict them to engage in rule breaking behavior because managers are not in the favor of rule breaking behavior even they are undertaken with good intentions. Most organizations, particularly in Pakistan, do not encourage rule breaking even if it is done for pro-social reasons (Majeed,

Jamshed, & Mustamil, 2018). Additionally, PSRB is considered a symbol of poor performance in some organizations (Majeed, Jamshed, & Mustamil, 2018). This negativity associated with PSRB might be why employees avoid engaging in these behaviors even if they are striving to gain status and power.

5.2 Mediation Links

5.2.1 Mediation of Externally Motivated OCB between Organizational Identification and Psychological Entitlement

Hypothesis 15 proposed that externally motivated OCB mediates the relationship between OI and psychological entitlement. The results supported the indirect effect resulting in the acceptance of the hypothesis. These results get their support from past literature, which suggested that those employees who have a higher level of OI are more likely to engage in OCB (Carmeli, 2005; Farooq, Rupp & Farooq, 2017; Pandey, Wright, & Moynihan, 2008). In addition, the impact of externally motivated OCB on the need for getting preferential treatment has also been studied in the past (Bolino, Klotz, Turnley, & Harvey, 2013; Bolino et al., 2010). These results get their support from social identity theory, which states that group members engage in extra-role behaviors to benefit their group, due to which they expect to get higher status and special treatment in the group.

5.2.2 Mediation of Externally Motivated OCB between Organizational Identification and Status Striving

Hypothesis 16 proposed the mediating role of externally motivated OCB between OI and status striving. The results supported this indirect effect resulting in the proof that externally motivated OCB explains the relationship between OI and status striving. These results are in accordance with the existing studies which supported the direct association between OI and externally motivated OCB

(Carmeli, 2005; Farooq, Rupp & Farooq, 2017). There is also sufficient evidence showing that those externally pressurized employees to engage in OCB expect benefits in return for their extra efforts (Marinova, Moon & Dyne, 2010). The social identity theory also suggests that members of every group have a strong level of identification with their group which is why they follow all the norms of their group even if it requires them to engage in extra role to achieve status and prestige in the group.

5.2.3 Mediation of Externally Motivated OCB Between Organizational Identification and Unethical Pro Organizational Behavior

Hypothesis 17 suggested the indirect effect of OI on UPOB via externally motivated OCB. The results supported the mediation hypothesis. Hence, it is proved that the link between OI and UPOB is not direct; instead, it is indirect and is explained by externally motivated OCB. The existing literature has also shown similar results (Chen, Chen & Sheldon, 2016; Graham, Ziegert, & Capitano, 2015). This hypothesis also validates the assumptions of social identity theory according to which group members do not hesitate to engage in unacceptable behaviors if these behaviors are beneficial for the organization.

5.2.4 Mediation of Externally Motivated OCB between Organizational Identification and Pro-Social Rule Breaking

Hypothesis 18 stated that externally motivated OCB mediates the relationship between OI and PSRB. The results supported this hypothesis. These results are aligned with past studies that stated that OI enhances OCB and deviant behaviors among employees (Bolino et al., 2018; Chen, Chen & Sheldon, 2016; Koopman et al., 2019; Naseer et al., 2020; van Knippenberg et al. 2000). The social identity theory also supports this association. This theory states that highly identified

group members, due to their strong bonding with their group, often engage in behaviors that can benefit their organization even if they are unacceptable.

5.2.5 Mediation of Psychological Entitlement between Organizational Identification and Status Striving

Hypothesis 19 proposed that psychological entitlement mediates the relationship between organizational identification and status striving. The regression results supported this association, which led to the validation of existing studies which tested similar relationships (Galvin, Lange, & Ashforth, 2015; Klimchak et al., 2016; Tamborski, Brown, & Chowning, 2012; Redford & Ratliff, 2018). The social identity theory supports this indirect effect. It states that individuals get the membership of those groups they deemed better than others, enhancing their self-esteem. High identification with the group motivates the individuals to keep striving for better status for them as it will directly benefit their group.

5.2.6 Mediation of Psychological Entitlement between Organizational Identification and Unethical Pro Organizational Behavior

Hypothesis 20 proposed the mediating role of psychological entitlement between OI and UPOB. The results of the current study supported this indirect relationship. These results are in accordance with past studies which proved that OI predicts psychological entitlement (Galvin, Lange, & Ashforth, 2015; Naseer et al., 2020) and psychological entitlement causes an increase in UPOB (Lee et al., 2019; Umphress, Bingham, & Mitchell, 2010). These results are in accordance with social identity theory, which states that highly identified group members have higher self-esteem, and they are more likely to go out of their way to benefit their group. High OI is the social categorization and identifying themselves gave a sense of superiority and boast their self esteem that is psychological entitlement. Then entitled individuals feels a sense of responsibility and authority to promote their group in comparison to other groups (i.e social comparison).

5.2.7 Mediation of Psychological Entitlement between Organizational Identification and Pro-Social Rule Breaking

Hypothesis 21 stated that psychological entitlement mediates the relationship between OI and PSRB. The results confirm this proposition leading to the acceptance of this hypothesis. The existing studies support these results in which it was proved that OI leads to psychological entitlement (Galvin, Lange, & Ashforth, 2015; Naseer et al., 2020) and psychological entitlement causes negative behaviors (Lee et al., 2019; Umphress, Bingham, & Mitchell, 2010). These results also validate the social identity theory that suggested that those group members who have a strong bonding with their group tend to have higher self-esteem and pride due to their membership. This bonding with the organization motivates them to engage in pro-group behaviors.

5.2.8 Mediation of Status Striving between Organizational Identification and Unethical Pro Organizational Behavior

Hypothesis 22 proposed the indirect effect of OI on UPOB via status striving. The results supported this relationship. The existing studies also predicted similar findings. For instance, several studies showed that those employees who have a higher level of identification with their organization are more likely to display those behaviors that are beneficial for the organization (Ye, 2012; Zappalà, Toscano & Licciardello, 2019). Similarly, it was found that the love for status and power changes the moral orientation of individuals, as a result of which they do not hesitate to engage in unethical behaviors if these behaviors can help them in achieving status (Pettit et al., 2013; Qazi, Naseer, & Syed, 2019). These results are supported by social identity theory. The main idea behind the social identity theory is that individuals tend to become members of those groups to which they feel related, and it is due to this bonding that they strive to achieve status in the group even if it requires them to go to extreme lengths.

5.2.9 Mediation of Status Striving between Organizational Identification and Pro-Social Rule Breaking

While hypothesis 22 tested the mediating role of status striving between OI and UPOB, hypothesis 23 proposed the mediating role of status between OI and PSRB, which is a form of constructive deviance like UPOB. In contrast to the existing studies that linked OI and status striving with deviant behaviors (Naseer et al., 2020; Qazi, Naseer, & Syed, 2019), the study's results rejected this indirect effect. This rejection proves that organizations do not want their employees to engage in rule breaking even if it is done with good intentions. The rejection is in accordance with a recent study conducted in Pakistan, which also revealed that Pakistani organizations discourage employees from engaging in PSRB (Majeed, Jamshed, & Mustamil, 2018). PSRB is not encouraged in high uncertainty avoidance culture of Pakistan having low tolerance for ambiguity. In such culture, rule following behaviors are more encouraged and promoted than rule breaking behaviors. Since PSRB is characterized as bad behaviors in the eyes of management, employees might avoid this behavior (Shum, Ghosh, & Gatling, 2019).

5.2.10 Mediation of Psychological Entitlement between Externally Motivated OCB and Status Striving

Hypothesis 24 tested the mediating role of psychological entitlement between externally motivated OCB and status striving. The regression results led to the acceptance of this hypothesis. These results are in accordance with existing studies which proved that external pressure to engage in OCB, which is very common in contemporary organizations, provoke employees to demand preferential treatment from their organization (Cooper et al., 2018). The display of extra-role behavior due to external demands enhances their desire to get special treatment and extra benefits in return (Bradley & Rector, 2010). The existing studies have also shown that those who seek preferential treatment are willing to do anything to achieve the status (Tamborski, Brown, & Chowning, 2012). The social identity theory

also accepts this perspective. This theory states that group members are bound to follow the norms of their group due to which they feel more entitled to resources and status, which encourage them to do anything deemed necessary that can help them climb up the ladder.

5.2.11 Mediation of Psychological Entitlement between Externally Motivated OCB and Unethical Pro Organizational Behavior

Hypothesis 25 proposed the mediating role of psychological entitlement between externally motivated OCB and UPOB. This indirect hypothesis is accepted as per the mediation results. These results are consistent with existing studies which proved that externally motivated OCB enhances self-esteem and pride among employees, both of which are an essential characteristic of entitled employees (Cooper et al., 2018). Similarly, substantial evidence links psychological entitlement with unethical behaviors (Naseer et al., 2020). These results validate the social identity theory, which states that group members are bound to follow group norms and displaying extra-role behavior is a norm of every other group these days. Those individuals who follow this norm tend to demand special treatment from the group due to their extra-role behavior. One way of getting preferential treatment is engaging in pro-organizational behaviors even if they are unethical.

5.2.12 Mediation of Psychological Entitlement between Externally Motivated OCB and Pro-Social Rule-Breaking

Hypothesis 26 talked about the mediating role of psychological entitlement between externally motivated OCB and pro-social rule-breaking. The results supported this indirect effect. Although there is no study according to the best of researcher knowledge that tested the mediating role of psychological entitlement between externally motivated OCB and PSRB however some studies have already tested the direct link between OCB and psychological entitlement (Cooper et al.,

2018) as well as psychological entitlement and constructive deviance (Naseer et al., 2020). These results are in accordance with tenants of the social identity theory, which states that group members are bound to perform extra-role behaviors due to members starting expecting special treatment from the group. Due to their need to get treated well, they start engaging in pro-group behaviors in the hope that the group will treat them well after seeing that they have engaged in pro-group behaviors.

5.2.13 Mediation of Status Striving between Externally Motivated OCB and Unethical Pro Organizational Behavior

Hypothesis 27 proposed the mediating role of status striving between externally motivated OCB and UPOB. This indirect effect was supported by the data resulting in the acceptance of this mediation hypothesis. These results are in accordance with existing studies which revealed that displaying externally motivated OCB creates an urge among employees to get higher status due to display of extra-role behaviors (Marinova, Moon & Dyne, 2010), and this love for status forces them to engage in negative behaviors (Pettit et al., 2013; Qazi et al., 2019). The social identity theory also states that group members are expected to engage in extra-role behaviors; those employees who display these behaviors tend to seek higher status and prestige. This love for status provokes them to engage in pro-group behaviors even if they are unethical. They do so to earn status and prestige from the group.

5.2.14 Mediation of Status Striving between Externally Motivated OCB and Pro-Social Rule Breaking

Hypothesis 28 predicted that status striving mediates between externally motivated OCB and PSRB. The results did not support this indirect hypothesis. One possible justification for this rejection is Pakistani organizations' strict culture, which does not allow employees to engage in PSRB as suggested by a recent study

done in Pakistani settings (Majeed, Jamshed, & Mustamil, 2018). The Pakistani organizations treat PSRB as a symbol of poor performance (Shum, Ghosh, & Gatling, 2019), which might be why employees do not engage in this behavior. Further, PSRB is not generally encouraged in the Pakistani organizations having highly uncertainty avoidance culture, which demands rule following behaviors from their employees.

5.2.15 Mediation of Status Striving between Psychological Entitlement and Unethical Pro Organizational Behavior

Hypothesis 29 proposed the mediating role of status striving between psychological entitlement and UPOB. The mediation results supported this indirect association. These results are in line with the past studies that showed that psychologically entitled employees are always looking for ways to achieve status to get preferential treatment (Tamborski, Brown, & Chowning, 2012). Further, there are several studies that have proved that psychologically entitled employees are more likely to engage in deviant behaviors (De Cremer et al., 2009; Naseer et al., 2020). The social identity theory also supports this link. This theory states that every group seek to enhance their self-esteem and prestige, for which they engage in pro-group behaviors.

5.2.16 Mediation of Status Striving between Psychological Entitlement and Pro-Social Rule Breaking

Hypothesis 30 stated that status striving mediates the relationship between psychological entitlement and PSRB. The mediation results were insignificant, which led to the rejection of this hypothesis. This insignificant relationship might be due to the lack of acceptance of PSRB behavior in Pakistani organizations as revealed by Majeed et al. (2018) in their study conducted in Pakistan. Another possible cause of this rejection is the prevailing belief system in which PSRB is symbolized as poor performance rather than good performance (Shum, Ghosh, & Gatling,

2019). Psychological entitled employees are in quest of getting higher status in organizations and they are looking for ways to improve their image in the eyes of top management. As stated earlier, PSRB is not valued by managers in Pakistani organization that might be the reason for refraining entitled individuals to engage in PSRB through status striving.

5.3 Serial Mediation

5.3.1 Serial Mediation of Externally Motivated OCB, Psychological Entitlement and Status Striving between Organizational Identification and Unethical Pro Organizational Behavior

Hypothesis 31 stated that externally motivated OCB, psychological entitlement, and status striving serially mediate between OI and UPOB. The results of serial mediation were significant, which resulted in the acceptance of this hypothesis. Although OI has been directly linked with deviant behaviors (Naseer et al., 2020); however, the mediating mechanisms proposed in this study are not studied earlier as per the best of research knowledge. Similarly, OI has been directly linked with psychological entitlement (Naseer et al., 2020), but the mediating mechanism was missing. This study's results are consistent with similar studies that linked OI with deviant behaviors (Umphress & Bingham 2010; Umphress, Bingham, & Mitchell, 2010; Vadera & Pratt, 2013) using different underlying mechanisms. The serial mediation hypothesis is supported by the social identity theory, which has explained the group membership and its consequences in detail. This theory states that individuals tend to adopt the membership of those groups with similar values and norms and are perceived more successful than other groups. Since group members are bound to follow group rules, so they are frequently involved in performing extra-role behaviors, which have become a norm in almost all contemporary groups. Displaying externally motivated extra-role behaviors enhances the self-esteem and pride of group members, which creates an urge to get preferential

treatment. This need for special treatment motivates them to attain higher status as higher status promises special treatment and prestige. The individuals engage in pro-group behaviors to get their desired results.

5.3.2 Mediation of Externally Motivated OCB, Psychological Entitlement and Status Striving between Organizational Identification and Pro-Social Rule Breaking

Hypothesis 32 stated that externally motivated OCB, psychological entitlement, and status striving serially mediate between OI and PSRB, which is a form of constructive deviance. Despite the acceptance of hypothesis 31, which proposed the serial mediation of externally motivated OCB, psychological entitlement and status striving OI and UPOB, which is a form of constructive deviance, hypothesis 32 is rejected, which means that OI does not promote PSRB through the serial mediation of externally motivated OCB, psychological entitlement and status striving. This might be due to Pakistan's high power distance culture in which PSRB is considered a big no (Majeed et al., 2018). Highly identified members of organization are favoring the organizational interest more than other stakeholder's interest. They might place high value on organizational values, norms, policies and regulations than pro social behavior.

5.3.3 Moderating Role of LMX between Organizational Identification and Externally Motivated OCB

Hypothesis 33 proposed the moderating role of leader member exchange between OI and externally motivated OCB. The results supported this hypothesis resulting in the revelation that those employees who are part of the leader in-group are more likely to display externally motivated OCB due to OI. The existing literature also supports this notion as several numbers of studies have linked LMX with positive employee outcomes (Agarwal et al., 2012; Le Blanc, & González-Romá, 2012; Newman et al., 2017; Volmer, Spurk, & Niessen, 2012). The existing studies

have also shown a positive association between OI and LMX (Farmer, Dyne & Kamdar, 2015; Farrel & Oczkowski, 2012). The results are supported by social identity theory, which states that those individuals who perceive to have shared values with their group are more likely to display positive behaviors, particularly when bonding with the group leader.

5.3.4 Moderating Role of Social Dominance Orientation between Psychological Entitlement and Status Striving

Hypothesis 34 stated that social dominance orientation moderates the relationship between psychological entitlement and status striving, such that the relationship will be stronger between psychological entitlement and status striving when Social dominance orientation is high than low Social dominance orientation. This hypothesis is also accepted. These results are in accordance with the existing body of knowledge, which suggested that entitled individuals are more likely to strive for status (Redford & Ratliff, 2018; Lee et al., 2017). Rose and Anastasio (2014) showed that psychologically entitled employees are looking for social dominance. These results are supported by social identity theory, which says that group membership is a way of enhancing self-esteem and pride. Individuals become a part of certain groups because of their need for dominance, which motivates them to get membership of that group more successful.

5.4 Summary of the Results

The direct effect of OI was found significant on its outcomes variable i.e. UPOB, EMOCB, psychological entitlement and status striving. However, the direct effect of OI on PSRB doesn't get proper support from the results of the collected data. These results are supported by previous studies. E.g. highly identified members subsume their own identity to organizational identity and they are more likely to engage in UPOB for promoting the success of their organization (Chen, Chen, &

Sheldon, 2016). Additionally, highly identified individuals feel special and deserving than others due to their organizational membership and contribution towards the organization, which inflate their self-oriented perceptions i.e. psychological entitlement (Galvin, Lange & Ashforth, 2015). Highly identified members are motivated to perform and they have to compete in term of performance for justifying their membership status i.e. status striving (Cornwell et al., 2018). Contrary to the expectation, OI and PSRB relationship was found non-significant. The possible reason can be contextual factors highlighted by a recent study that Pakistani culture does not allow rule breaking even if it is done with good intention in mind (Majeed, Jamshed, & Mustamil, 2018).

The effect of EMOCB was found significant on UPOB, PSRB, psychological entitlement and status string. These results are in line with the previous studies on the outcomes of externally motivated OCB. When employees are compelled to perform citizenship behavior then they are more prone to ignore ethical values and organizational rules for the benefit of organization due to citizenship pressure (Dahling et al., 2012; Liu, Liu, & Zhou, 2019). Furthermore, researchers found that EMOCB enhance employees unrealistic expectations due to performing extra role behavior i.e. psychological entitlement (Bolino, Klotz, Turnley, & Harvey, 2013; Bolino et al., 2010; Marinova, Moon & Dyne, 2010; Yam et al., 2017). EMOCB also promotes the culture of competition and employees strive to improve their status in the organizations (Cheng, Tracy, & Henrich, 2010).

Psychological entitlement was found in significant relation with UPOB, PSRB and status striving. These results are consistent with the previous studies, that highlights the high need for achievement, power, and prestige of entitled individual, status striving helps them to achieve those (Redford & Ratliff, 2018). Umphress, Bingham and Mitchell (2010) found that entitled individual have blemished approach towards morality which motivates them to engage in UPOB. Lee et al. (2019) also found unacceptable behavior of entitled individuals that can be PSRB for getting attention in organization. The effect of status striving on UPOB was found significant, however its effect on PSRB was found non-significant. Status strivers are seeking the mean to promote themselves in organization and UPOB is the one to help their cause. PSRB is normally discouraged in high power distance

societies like Pakistan (Majeed, Jamshed, & Mustamil, 2018), that might be the reason to restrain status striver to engage in PSRB.

Overall the indirect effect of OI on UPOB, EMOCB psychological entitlement and status striving was found significant. The indirect effects of EMOCB was found significant on UPOB, psychological entitlement and status striving. The indirect effect of psychological entitlement on UPOB was also found significant. However, the indirect effect of OI, EMOCB and psychological entitlement on PSRB was found non-significant. All these results are well supported by previous literature (reason presented above). The non-significant indirect effect on PSRB might be due to contextual factors that discourage and punish rule breaking behaviors even they are beneficial for the organizations (Majeed, Jamshed, & Mustamil, 2018).

The moderating role of LMX on the relationship of OI and EMOCB was found significant. These results are supported by previous literature by arguing that membership of a particular group bound individuals to follow the norms and values of this group (Tajfel et al., 1979). The dual membership of organizationally identified in-group members compels employees to engage in EMOCB, which is valued by the organization. The moderating role of social dominance orientation on the relationship of psychological entitlement and status striving also get strong support from the results. The entitled and social dominance oriented individuals will look for getting more power and authority for satisfying their inflated self and need for power. Status striving can act as useful mean for gaining power and respect in the organizations (Redford & Ratliff, 2018; Lee et al., 2017).

5.5 Limitations of the Study

Just like any other study, this study is also not free from limitations. One of the limitations of this study is that it has only investigated OI outcomes while ignoring other forms of OI such as dis-identification, over-identification, and ambivalent identification. This study has only taken perceived OI as a predictor of constructive deviant behaviors while ignoring other important predictors such as contextual factors including but not limited to leadership styles, ethical climate, and management interventions. Another limitation of this study is that it has taken only two

deviant behaviors that are constructive while ignoring the rest. Similarly, studying only two employee-related outcomes is also a limitation of this study. This study has not measured employee performance-related outcomes, physical and mental health-related outcomes, and positive employee outcomes such as career success. This study has only tested one employee state that is psychological entitlement when other employee states could also have been studied. This study has ignored the role of emotional factors in predicting outcomes due to OI, which is also a limitation of this study.

This study has only considered externally motivated OCB while ignoring the internally motivated OCB, which is also its limitation. This study has only tested the adverse outcomes of status striving to lead to positive outcomes. This study has only tested only one contextual factor that is LMX, as a boundary condition between OI and externally motivated OCB while ignoring other contextual factors. Similarly, this study has not taken personality disposition as a boundary condition, which is its limitation. This study has only tested social dominance orientation as a boundary condition between psychological entitlement and status striving while ignoring other contextual factors. Another limitation of this study is that it has taken self-reported measures. This study has used a time-lagged research design, which is also its limitation. Although time-lagged research design has its strengths over cross-sectional design; however, it has its limitations as compared to longitudinal research design.

5.6 Future Research Directions

The current study opens several new research avenues for future research that can benefit the researchers. The first area of further inquiry is studying other forms of OI. For instance, future researchers can test the consequences of ambivalent identification, narcissistic identification, or over-identification. Similarly, contextual factors such as positive or negative leadership styles and ethical climate can be studied as predictors of constructive deviance. Additionally, future researchers can study the impact of OI on other less studied constructive deviant behaviors such as whistleblowing and voice behavior. Future studies can also look into the

other less studied organizational identification outcomes such as deviant behaviors and workaholics. The existing literature is saturated with studies highlighting the positive outcomes of OI, with less investigation on its negative outcomes. Future researchers might study other negative outcomes of OI. It will also be worthwhile to study the emotional responses to OI such as emotional labor and employee burnout. Future studies might also link OI with physical wellbeing and psychological wellbeing. Future researchers might also study other employee states instead of psychological entitlement such as narcissism.

Also, future studies might also investigate the impact of OI on internally motivated OCB and externally motivated OCB simultaneously. It will also be fruitful to study the positive outcomes of status striving, such as career-related outcomes or performance-related outcomes. Future studies might also investigate other underexplored underlying mechanisms such as emotional reactions and attitudes between OI and employee outcomes. Researchers might also investigate other contextual factors and personality dispositions as boundary conditions between OI and externally motivated OCB. Another important contribution will be testing OI outcomes by using any other overarching theory, such as conservation of resources theory or affective events theory. Future studies might also collect data from multiple sources such as peers and supervisors to see the real picture. It is also useful to conduct longitudinal studies to test this model to check the indirect effect of OI on constructive deviant outcomes over time.

5.7 Theoretical Implications

The current study has several theoretical implications for organizational behavior researchers. This study adds to the existing body of knowledge on OI by studying its adverse outcomes. This has balanced the literature on OI, which is saturated with studies highlighting the positive side of OI. Another significant theoretical contribution of this study is that it has tested the antecedents of constructive deviance. The previous studies have mostly investigated the antecedents of destructive deviance. This study has also investigated the antecedents of UPOB and pro-social rule, breaking, both of which are lesser studied. Another theoretical

significance of this study is that it has tested the antecedents and consequences of externally motivated OCB. Although there is a sufficient amount of literature on organizational citizenship behavior, however, research on externally motivated OCB is still in its growing stage. This study has contributed to this underexplored area. In contrast to existing studies that have studied psychological entitlement as a stable tendency, the current study has tested it as a state and identified its antecedent, which is a significant theoretical contribution.

Similarly, it is amongst the few studies to test the antecedents and consequences of status striving as the existing literature on status striving is limited to only a handful of studies. This is amongst the pioneer studies to investigate the interactive effect of OI and leader member exchange. The past studies have proposed LMX as the predictor of OI. This study has also tested the moderating role of social dominance orientation, a concept lesser studied in organizational settings. Another theoretical strength of this study is the unique underlying mechanism between OI and constructive deviant outcomes. This study has also validated the assumptions of social identity theory in the Asian Context, which is characterized by high power distance and collectivistic orientation. The majority of the studies done on social identity theory have used the U.S and European samples, which resulted in biased results.

5.7.1 Practical Implications

The current study offers several practical implications that can prove to be fruitful for managers and practitioners alike. First, the current study results proved that OI might not always result in positive employee behaviors. Some employees may also engage in UPOB and PSRB due to it. High OI is the dream of all employers and it benefits the organization in short term but the over-identification not only effect the health and personal lives of employees but it can also results in some unethical practices that can damage the organizational image in the public. The negative outcomes of OI can be reduced by explicitly communicating the do's and don'ts of organizations. The role of ethics is pivotal to the goodwill of organizations and unethical behaviors of identified members adversely effect the image

of organization in the society. Managers should ensure the ethical practices of identified members and unethical practices should be discouraged and punished even they are undertaken in the favor of organization. Another takeaway from this study is that organizations should not suffocate employees with a higher level of identification by expecting them to engage in externally motivated OCB. If organizations do not want to create a team of entitled employees who want to get preferential treatment, then it is important to avoid giving employees the feeling that they should engage in extra-role behaviors.

Nowadays, a large amount of the workforce is entitled, which has made it difficult for the managers to handle. For a long time, the managers have been thinking that psychologically entitled people are born this way. There is nothing that can be done about it except identifying this trait while recruiting employees to avoid giving the job to highly entitled employees. However, this study has given good news to the practitioners that they can now decrease psychological entitlement among employees. One way to decrease psychological entitlement among employees is by removing the norm of displaying OCB. Being a manager, you should tell employees that they are not bound to engage in extra-role behaviors and that it completely depends on their will to volunteer for such behaviors. Those organizations who already have psychologically entitled employees should give the status and prestige to the entitled employees to work for the benefit of the organization. Simple gestures like encouraging their work, giving them protocol, offering them a cup of tea, and appreciating them in front of others can make them feel that they are being treated well.

An interesting finding of this study is that employees striving for status engage in UPOB. There are two main implications of these results. First, managers should stop seeing UPOB as a negative behavior as it is a form of constructive deviance done by the employees with good intentions. So, managers should immediately stop punishing employees or giving them a penalty for engaging in UPOB. Instead, they should have a culture where employees are given respect and support every time they engage in pro-organizational behaviors, even if they are unethical. Here, it is also important to let employees know that frequent display of UPOB is highly discouraged. Employees should only opt for this behavior when it offers more

benefits and that too by taking the management into confidence. This study also shows that those employees who are part of the leader's in-group are more likely to display externally motivated OCB. This means that managers should try to stay closer to their employees, which will motivate them to engage in externally motivated OCB.

5.8 Conclusion

There has been a paradigm shift from the positive side of OI towards its negative or dark side. The current study adds to this relatively new and under explored research stream by empirically investigating the both positive and negative outcomes of OI along with the underlying mechanisms and boundary conditions that link OI to these outcomes. The results of the current study unveiled the dark side of OI by considering it the culprit behind an increase in UPOB and OI association with constructive deviance i.e. PSRB. The study results showed that OI enhances externally motivated OCB among as their identification with their organization bound them to engage in behaviors that are encouraged and endorsed by the organizations, externally motivated OCB is one of them. Those employees who have a higher level of OI and are members of the leader in-group are more likely to display externally motivated OCB as they have a double responsibility on their shoulders that is their strong bonding with the organization and their closeness with their leader. This study showed that OI enhances externally motivated OCB. Still, externally motivated OCB gives birth to entitled perceptions among employees, as they want to get preferential treatment due to engagement in OCB. Going further, psychological entitlement enhances employees' urge to strive for higher status as entitled employees always want to be treated better than others. This urge to strive for status is particularly stronger among those entitled employees who have social dominance orientation. Employees striving for status engage in UPOB and PSRB to achieve the desired status in the organization and maintain the superiority of their organization.

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Appendix-A

Questionnaire

Dear Respondent

I am Ph.D. scholar at Capital University of science and technology Islamabad. I am going to conduct a research project on “**The Cascading Effect of Organizational Identification through Psychological Entitlement: Testing Sequential Mediation for Positive and Negative Outcomes**”. For this purpose I will need your cooperation for filling the below attached questionnaire and your participation in this research activity is totally based on your discretion. You are not bound to answer each and every question. Responses to this questionnaire will be used to develop general findings and conclusions without specific reference to institutions or clients. Your data will be kept confidential and will be only used for the purpose of research analysis. I will be extremely grateful for your support and participation.

Regards

Muhammad Irshad

PhD Scholar,

Faculty of Management and Social Sciences,

Capital University Science and Technology, Islamabad.

Section 1: Demographics

Employee Questionnaire

Time 1

Employee Identification Code

Your Gender	1- Male 2- Female
Your Martial Status	1- Single 2- Married
Your Age	1 (18-25), 2 (26-33), 3 (34-41), 4 (42-49), 5 (50 and Above)
Education	1 (Matric), 2 (FA/FSC), 3 (BA/BSC), 4 (MA/MS), 5 (M.Phil/MS), 6 (PhD)
Experience	1 (0-5), 2 (6-10 years), 3 (11-15), 4 (16-20), 5 (21-25), 6 (26 and Above)

Section 2: Organizational Identification

Please rate the following statement: 1 = Strongly Disagree, 2 = Disagree, 3 = Neither agree nor Disagree, 4 = Agree, 5 = Strongly Agree.

1	When someone criticizes my organization, it feels like personal insult.	1	2	3	4	5
2	I am very interested in what others think about my organization.	1	2	3	4	5
3	When I talk about my organization, I usually say 'we' rather than 'they'.	1	2	3	4	5
4	This Organization success is my success.	1	2	3	4	5
5	When someone praises my organization, it feels like a personal compliment.	1	2	3	4	5
6	If a story in the media criticized my organization, I would feel embarrassed.	1	2	3	4	5

Section 3: Leader Member Exchange

Please rate the following statement by keeping your relationship quality with your leader in mind: 1 = Strongly Disagree, 2 = Disagree, 3 = neither agree nor Disagree, 4 = Agree, 5 = Strongly Agree.

1	I stand very close to my leader and my leader is satisfied from my work.	1	2	3	4	5
2	My leader understands well my job problems and needs.	1	2	3	4	5
3	My leader fully recognizes my potential.	1	2	3	4	5
4	Regardless of his/her formal authority he has built into his/her position, the chance are very high that my leader would use his power to help me in solve work problems	1	2	3	4	5
5	Regardless of the amount of formal authority my leader has, the chances are very high that he/she would “bail me out,” at his/her expense.	1	2	3	4	5
6	I have enough confidence in my leader that I defend and justify his/her decision if he/she is not present to do so.	1	2	3	4	5
7	I characterize my working relationship with my leader extremely effective	1	2	3	4	5

Employee Questionnaire

Time 2

Employee Identification Code

Section 4: Externally Motivated Organizational Citizenship Behavior

Most employees have engaged in some forms of citizenship behavior in your organization. Why do you engage in these behaviors? Provide your answer on the basis of given options.

1 = Strongly Disagree, 2 = Disagree, 3 = Neither agree nor Disagree, 4 = Agree, 5 = Strongly Agree.

1	Because I'll get in trouble if I don't.	1	2	3	4	5
2	Because that's what I am supposed to do.	1	2	3	4	5
3	So that others won't yell at me.	1	2	3	4	5
4	So others won't get mad at me.	1	2	3	4	5
5	Because others will reward me.	1	2	3	4	5

Section 5: Internally Motivated Organizational Citizenship Behavior

Please rate your behavior on the base of given statements.

1 = Strongly Disagree, 2 = Disagree, 3 = Neither agree nor Disagree, 4 = Agree, 5 = Strongly Agree.

1	I cooperates fully with others by willingly sacrificing own personal interests for the good of the team..	1	2	3	4	5
2	I know and follow both the letter and the spirit of organizational rules and procedures, even when the rules seem personally inconvenient.	1	2	3	4	5
3	I consistently takes the initiative to pitch in and do anything that might be necessary to help accomplish team or organizational objectives, even if such actions are not normally part of own duties.	1	2	3	4	5
4	I avoids performing any tasks that are not normally a part of own duties by arguing that they are somebody else's responsibility.	1	2	3	4	5
5	I go out of his or her way to congratulate others for their achievements.	1	2	3	4	5

6	I look for opportunities to learn new knowledge and skills from others at work and from new and challenging job assignments.	1	2	3	4	5
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Employee Questionnaire

Time 3

Employee Identification Code:

Section 6: Psychological Entitlement

Please rate your perception on the basis of the following statements

1 = Strongly Disagree, 2 = Disagree, 3 = Neither agree nor Disagree,
4 = Agree, 5 = Strongly Agree.

1	I honestly feel I'm just more deserving than others.	1	2	3	4	5
2	Great things should come to me.	1	2	3	4	5
3	If I were on the Titanic, I would deserve to be on the first lifeboat!	1	2	3	4	5
4	I demand the best because I'm worth it.	1	2	3	4	5
5	I do not necessarily deserve special treatment*	1	2	3	4	5
6	I deserve more things in my life.	1	2	3	4	5
7	People like me deserve an extra break now and then.	1	2	3	4	5
8	Things should go my way.	1	2	3	4	5
9	I feel entitled to more of everything.	1	2	3	4	5

Section 7: Social Dominance Orientation

Rate the Following statements on the base of the following options

**1 = Strongly Disagree, 2 = Disagree, 3 = Neither agree nor Disagree,
4 = Agree, 5 = Strongly Agree**

1	Some groups of people are simply inferior to other groups.	1	2	3	4	5
2	In getting what you want, it is sometimes necessary to use force against other groups.	1	2	3	4	5
3	It's OK if some groups have more of a chance in life than others.	1	2	3	4	5
4	To get ahead in life, it is sometimes necessary to step on other groups.	1	2	3	4	5
5	If certain groups stayed in their place, we would have fewer problems.	1	2	3	4	5
6	It's probably a good thing that certain groups are at the top and other groups are at the bottom.	1	2	3	4	5
7	Inferior groups should stay in their place.	1	2	3	4	5
8	Sometimes other groups must be kept in their place.	1	2	3	4	5
9	It would be good if groups could be equal. *	1	2	3	4	5
10	Group equality should be our ideal. *	1	2	3	4	5
11	All groups should be given an equal chance in life. *	1	2	3	4	5
12	We should do what we can to equalize conditions for different groups. *	1	2	3	4	5
13	Increased social equality. *	1	2	3	4	5
14	We would have fewer problems if we treated people more equally. *	1	2	3	4	5
15	We should strive to make incomes as equal as possible. *	1	2	3	4	5
16	No one group should dominate in society. *	1	2	3	4	5

Employee Questionnaire

Time 4

Employee Identification code

Section 8: Status Striving

Explain your thoughts on the basis of the following statements.

1 = Strongly Disagree, 2 = Disagree, 3 = Neither agree nor Disagree,
4 = Agree, 5 = Strongly Agree

1	I frequently think about ways to advance and obtain better pay or working conditions	1	2	3	4	5
2	I focus my attention on being the best employee in the office	1	2	3	4	5
3	I set personal goals for performing better than anyone else	1	2	3	4	5
4	I spend a lot of time contemplating ways to get ahead of my coworkers	1	2	3	4	5
5	I often compare my work accomplishments against coworkers accomplishments	1	2	3	4	5
6	I never give up trying to perform at a level higher than others	1	2	3	4	5
7	I always try to be the highest performer	1	2	3	4	5
8	I get excited about the prospect of being the most successful employee	1	2	3	4	5
9	I feel a thrill when I think about getting a higher status position at work	1	2	3	4	5
10	I am challenged by a desire to perform my job better than my coworkers	1	2	3	4	5
11	I get worked up thinking about ways to become the highest performing employee	1	2	3	4	5

Peer/Colleague Questionnaire

Time 4

Employee Identification Code:

Section 9: Unethical Pro Organizational Behavior

Please rate your perception about your peer on the basis of the following statements.

1 = Strongly Disagree, 2 = Disagree, 3 = Neither agree nor Disagree, 4 = Agree, 5 = Strongly Agree.

1	If it would help his/her organization, She/he would misrepresent the truth to make his/her organization look good.	1	2	3	4	5
2	If it would help his/her organization, She/he would exaggerate the truth about his/her company's products or services to customers and clients.	1	2	3	4	5
3	If it would benefit his/her organization, She/he would withhold negative information about his/her company or its products from customers and clients.	1	2	3	4	5
4	If his/her organization needed his/her, She/he would give a good recommendation on the behalf of an incompetent employee in the hope that the person will become another organization's problem instead of his/her own.	1	2	3	4	5
5	If his/her organization needed his/her, She/he would withhold issuing a refund to a customer or client accidentally overcharged.	1	2	3	4	5
6	If needed, She/he would conceal information from the public that could be damaging to his/her organization.	1	2	3	4	5

Section 10: Pro-Social Rule-Breaking

Please rate your aforementioned colleague behavior on the base of the below statements.

1 = Strongly Disagree, 2 = Disagree, 3 = Neither agree nor Disagree, 4 = Agree, 5 = Strongly Agree.

1	She/he break organizational rules or policies to do his/her job more efficiently.	1	2	3	4	5
2	She/he violate organizational policies to save the company time and money.	1	2	3	4	5
3	She/he ignore organizational rules to “cut the red tape” and be a more effective worker.	1	2	3	4	5
4	When organizational rules interfere with his/her job duties, She/he break those rules.	1	2	3	4	5
5	She/he disobey company regulations that result in inefficiency for the organization.	1	2	3	4	5
6	She/he break organizational rules if his/her coworkers need help with their duties.	1	2	3	4	5
7	When another employee needs his/her help, She/he disobey organizational policies to help him/her.	1	2	3	4	5
8	She/he assist other employees with their work by breaking organizational rules.	1	2	3	4	5
9	She/he help out other employees, even if it means disregarding organizational policies.	1	2	3	4	5
10	She/he break rules that stand in the way of good customer service.	1	2	3	4	5
11	Give good service to clients or customers by ignoring organizational policies that interfere with his/her job.	1	2	3	4	5
12	She/he break organizational rules to provide better customer service.	1	2	3	4	5

13	She/he bend organizational rules so that he/she can best assist customers.	1	2	3	4	5
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