

The Paradoxical Effect of Affective Commitment on Unethical Pro-Organizational Behavior: Evidence from Indonesian MSEs

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Abstract. This study investigates the influence of affective commitment (AC) on unethical pro organizational behavior (UPOR) among employees in Indonesian Micro and Small Enterprises (MSEs). Drawing upon the Cognitive-Affective Personality System (CAPS) theory and Social Exchange Theory, we examine the mediating role of job embeddedness (JE), specifically focusing on the dimensions of fit to organization and fit to community. Using a sample of 118 employees from Indonesian MSEs, we conducted a quantitative study employing regression analysis. Our findings reveal that affective commitment has a significant negative effect on UPOR, contrary to our initial hypothesis. Furthermore, we found that fit to community mediates the relationship between affective commitment and UPOR, while fit to organization does not. These results highlight the importance of considering the role of non-organizational factors in shaping employees' unethical behavior and offer practical insights for managers in MSEs to foster affective commitment and mitigate UPOR. Our study contributes to the literature by providing a nuanced understanding of the relationship between affective commitment and UPOR in the context of MSEs and underscores the significance of job embeddedness, particularly fit to community, in this relationship.

Keywords: Unethical Pro-Organizational Behavior, Fit to Community, Fit to Organization, Commitment Affective

1. Introduction

Unethical Pro-Organizational Behavior (UPOR) has emerged as a focal point of scholarly inquiry, garnering attention from researchers due to its pervasive occurrence and consequential impacts (Mishra et al., 2021; Luan et al., 2022). This form of misconduct encompasses a spectrum of actions, including concealing product defects, manipulating financial records to secure loans, and concealing organizational errors. Characterized by its voluntary nature (Brief & Motowidlo, 1986) and deviation from prescribed organizational protocols, UPOR is undertaken with the explicit aim of advancing the interests of the organization (Umphress, et al., 2010). This behavior is often without regard for the potential repercussions on others, contravening established ethical norms that are widely applicable (Jones, 1991; Umphress et al., 2010). Unethical pro-organizational behavior can occur due to the presence of a positive emotional bond among employees to organization. This bond reflects their desire and creates a strong sense of love towards the organization. It also drives their willingness to remain in the organization in order to achieve the organization's goals, which is known as affective commitment (AC) (Meyer & Allen, 1991; Meyer et al., 2004). This strong bond, desire, and sense of love is what motivates pro-organizational behaviors, even if it involves disregarding certain hypernorms (Grabowski et al., 2019). Aside from the emotional bond that is affective in nature, the cognitive bond of employees towards the organization that reflects the comfort felt by employees with the organization and its environment, also known as job embeddedness (JE) (Holtom et al., 2006; Zhao, 2013), can also drive employees towards norm-deviant behavior in order to achieve organizational goals as an effort to remain in the organization (Ghosh, 2017). In line with the Cognitive-Affective Personality System (CAPS) theory proposed by Mischel and Shoda (1995), this theory posits that both the cognitive and affective aspects of an individual's personality will influence their behavior. According to this theory, a person will activate both the cognitive and affective components before deciding on a course of action, even in relatively simple situations. The theory emphasizes the importance of considering both the cognitive and affective aspects in order to predict an individual's relatively stable behavior patterns. This raises the big question of why someone would engage in UPOR? (Umphress and Bingham, 2011; Nguyen, 2021). This study aims to answer this question, with the first objective being to expand research on the mechanism of affective commitment (AC) on UPOR by introducing job embeddedness (JE). The second objective is to broaden the perspective in examining UPOR using the CAPS (Cognitive-Affective Personality System) framework. The study was conducted on SMEs. The selection of MSEs was motivated by several factors. Firstly, these enterprises have historically been overlooked in studies concerning unethical pro-organizational behavior (Gilman & Edwards, 2008; Chadwick & Li, 2018), given that SMEs are part of business entities that have social responsibilities, underscoring the need for investigation within this understudied context. Secondly, the relatively low barriers to market entry in MSEs contribute to heightened competition, amplifying the direct impact of unethical behaviors on business sustainability, thereby accentuating the urgency of the research sample.

Despite ongoing research into the antecedents of UPOR, there remains a notable gap in the literature, necessitating further investigation, particularly concerning the role of organizational commitment (Chen, M. 2022; Farasat, 2022). Notably, only a few studies have addressed the nexus between organizational commitment and UPOR, with merely two research articles identified on this topic (Piercy & Carr, 2020; Grabowski et al., 2019). Meta-analytic findings underscore the significance of affective commitment among the facets of organizational commitment, exhibiting the strongest correlation with outcomes pertinent to both the organization and its employees (Meyer et al., 2021). Affective commitment, characterized by a positive emotional attachment and a sense of loyalty, has been shown to foster employees' inclination to remain within the organization and exert efforts towards its objectives (Meyer & Allen, 1991; Zhao et al., 2013). Indeed, empirical evidence suggests that affective commitment (AC) exerts a pronounced influence on UPOR (Grabowski et al., 2019), prompting calls for its further exploration in this context (Luan et al., 2022; Batra, 2023). Consequently, there is a

pressing need to delve into the myriad mechanisms through which employee affective commitment intersects with UPOR.

Beyond affective commitment, job embeddedness (JE) emerges as a relatively established construct within the UPOR literature, attracting attention from scholars (Yao et al., 2004; Ahmad et al., 2023). However, the linkage between JE and UPOR still needs to be explored (Lee et al., 2022), with only a few studies identified that delve into this relationship (Ghosh, 2017; Lee et al., 2022). Moreover, beyond examining the direct association between JE and UPOR, there exists a need to scrutinize the interplay between AC and JE. Meta-analytical findings advocate for thorough examinations of the relationships between commitment and its pertinent constructs, including job embeddedness (JE), underscoring the imperative for further empirical investigation in this domain (Arici et al., 2023).

Job embeddedness delineates the multifaceted amalgamation of factors that tether employees to their organization or workplace (Crossley et al., 2007). Comprising three distinct dimensions—link, fit, and sacrifice each of which focuses on work (organizational) and outside of work (community) (Crossley, et al., 2007; Ng & Felman, 2010). The majority of previous JE research has combined all dimensions (link, fit, and sacrifice) and focuses (organizational and community) in total. To effectively capture these nuanced components individually (Ghosh, 2017), thereby facilitating a comprehensive assessment of each dimension (Harris et al., 2021) and analyzed the focuses (organizational and community) separately, as they may not uniformly exhibit the same patterns of association with attitudes and behaviors (Harman et al., 2009; Mallol et al., 2007; Ng & Feldman, 2010). This study does not analyze all dimensions of JE, but only analyzes the fit dimension, in order to avoid respondent fatigue attributed to the considerable number of items involved, often totaling 40 items across all dimensions (Breugh & Colihan, 1994; Crossley, 2007). Consequently, this study aims to scrutinize the influence of AC on UPOR, contextualized within the parameters of employees' perceived fit within the organizational setting (FO) and their rapport with the broader community environment (FC), as delineated within the framework of JE. FO encapsulates the subjective perceptions of suitability and comfort experienced by employees within the organizational milieu. At the same time, FC pertains to the individual's sense of comfort and alignment with the external community environment, subsequently influencing their organizational tenure decisions.

In elucidating the mechanisms through which affective commitment influences pro-organizational unethical behavior, researchers turn to the Cognitive-Affective Personality System theory (CAPS) proposed by Mischel and Shoda (1995). CAPS posits that individuals are responsive to environmental stimuli, with behavior being shaped by both cognitive and affective components. When individuals engage in behavior, they weigh affective elements stemming from emotions and feelings alongside cognitive aspects derived from logical reasoning and thought processes. Notably, the affective domain precedes cognitive processing, manifesting as the initial reaction to a given event (Yao, et al., 2022). Our research posits that upon encountering environmental stimuli, individuals encode the situation through affective units, such as factors related to emotional attachment or affective commitment, thereby influencing their cognitive processing, such as job embeddedness, and subsequently guiding their behavior, such as Unethical Pro-Organizational Behavior (UPOR). To operationalize the affective unit, we adopt AC (Allen et al., 2016; Holtom et al., 2008), while JE, encompassing FO and FC, represents the cognitive domain (Sekiguchi et al., 2008; Allen et al., 2016; Felps, 2009). Accordingly, we propose a model delineating the pathways linking affective (AC) with cognitive (JE) and behavioral (UPOR) dimensions. This conceptual framework supports the tenets of CPAS theory (Mischel and Shoda, 1995) and the theoretical insights offered by Yao et al. (2022).

This research makes several notable contributions to the literature. First, it diverges from previous studies, which predominantly draw samples from large corporations in Western contexts, by empirically investigating the influence of employee Unethical Pro-Organizational Behavior (UPOR) within Indonesian Micro, Small, and Medium Enterprises (MSEs). This context has received scant attention in prior research. Second, we adopt the Cognitive-Affective Personality System theory (CAPS) proposed

by Mischel and Shoda (1995), revealing that UPOR can stem from the interplay between affective elements (specifically affective commitment) and cognitive factors (such as job embeddedness). By integrating Yao's (2022) conceptual framework with CAPS theory, we unveil novel mechanisms underlying UPOR, elucidating the affective-cognitive-behavioral processes mediating the relationship between affective commitment and UPOR in organizational settings. This nuanced understanding enhances our capacity to discern transient and enduring changes in individual behavior (Mischel & Shoda, 1995). Third, this research constructs a mediation pathway to elucidate the comprehensive process linking affective commitment to employees' engagement in unethical pro-organizational behavior, underscoring the pivotal mediating role of job embeddedness. The overarching theoretical model is visually depicted in Figure 1.

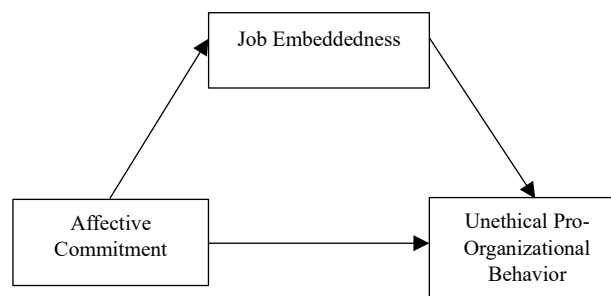


Fig.1: *Theoretical Model*

2. Literature Review

2.1. Cognitive-Affective Personality System (CAPS) Theory

Cognitive-affective personality system (CAPS) theory which was proposed by Mischel and Shoda (1995), assumes that individuals are reactive even to very simple events. The theory suggests that individuals have a cognitive-affective personality system that influences their behavior in response to situational cues. Analyzing the affective and cognitive aspects together can predict relatively stable behavior (Mischel and Shoda, 1995) and have strong predictive power (Allen, 2016). Therefore, we analyze affective commitment (representing the affective path) and job embeddedness (representing the cognitive path) in order to strongly and stably predict behavior, which is UPOR.

2.2. Unethical Pro-Organizational Behavior

Unethical Pro-Organizational Behavior (UPOR) is a departure from widely accepted norms, commonly referred to as hyper norms, executed to advance organizational interests (Mishra, 2021). It is characterized by voluntary and deliberate actions undertaken independently of organizational directives (Umphress, 2010; 2011). While UPOR may yield immediate benefits for the organization, such as falsifying tax reports or concealing critical product information, its long-term ramifications can prove detrimental, potentially tarnishing its reputation and credibility.

2.3. Affective Commitment

Affective commitment (AC) denotes employees' emotional bond with the organization (Zhao et al., 2013). It represents a profound sense of attachment and affection (Meyer & Allen, 1991) that motivates individuals to remain within the organizational fold and strive towards its objectives (Meyer et al., 2004). Positioned within the affective domain, affective commitment emanates from emotions and heartfelt sentiments (Allen et al., 2016; Holtom et al., 2008).

2.4. Fit to Organizational and Fit to Community-Job Embeddedness

Job embeddedness (JE) encompasses cognitive dimensions derived from rational deliberations or cognitive processes (Sekiguchi et al., 2008; Allen et al., 2016; Felps et al., 2009). It entails amalgamating internal organizational forces and external community influences, epitomizing the comprehensive web of ties that bind individuals to their jobs (Ahmad et al., 2023; Lee T.W. et al., 2004; Holtom & O'Neill, 2004). JE comprises non-affective or social network components indicative of employees' reliance on the organization, shaping their behavioral tendencies and deterring turnover (Mitchell et al., 2001; Holtom et al., 2006; Zhao et al., 2013). An individual's embeddedness within an organization is shaped by internal factors, termed fit to the organization (FO), and external factors, known as fit to the community (FC). FO pertains to employees' perceptions of suitability or comfort within the organizational context, whereas FC denotes the compatibility or comfort experienced by employees in their external environment, encompassing aspects such as living conditions and familial ties.

2.5. Affective Commitment and Unethical Pro-Organizational Behavior

Affective Commitment (AC) encapsulates an employee's emotional attachment (Meyer & Allen, 1991) to the organization or their work. Widely regarded as the form of commitment most pertinent to voluntary turnover (Vandenberghe & Bentein, 2009), AC is intimately linked to Unethical Pro-Organizational Behavior (UPOR), an autonomous action undertaken by individuals without organizational directives. Employees characterized by high levels of AC exhibit a profound sense of belonging, align closely with organizational objectives, and harbor a fervent desire to remain within the organization (Zhao et al., 2013; Ciby, 2023), thus incentivizing them to pursue UPOR initiatives. Such individuals are inclined to take actions benefiting the organization and are motivated to stay with the company due to internalizing its values (Peachey et al., 2014; Zhao et al., 2013), factors underpinning UPOR occurrences. Consequently, AC emerges as a robust predictor of UPOR (Grabowski et al., 2019).

- *H1: Affective commitment has a positive effect on unethical pro-organizational behavior.*

2.6. Affective Commitment and Job Embeddedness

The affective personality system theory (Mischel & Shoda, 1995) posits that individuals navigate various situations by considering both the affective and cognitive aspects of their behavior. These facets, in turn, can influence behavioral outcomes (Lee & Pee, 2015; Mischel & Shoda, 1995). Upon affiliating with an organization, individuals engage in a series of reciprocal interactions, fostering the potential for the development of high-quality relationships, as per the social exchange theory (SET) (Blau, 1964), known as affective commitment (Cropanzano, 2005). Consequently, identifying oneself as part of an organization activates the affective aspect, namely affective commitment, as it is typically the primary response to a given event (Yao et al., 2022). In addition to the affective aspect, individuals also engage their cognitive faculties. Affective elements swiftly trigger closely associated cognitive processes, which in turn shape behavior (Mischel & Shoda, 1995; Chaiken & Bargh, 1993). Thus, upon organizational identification, the formation of affective commitment influences the cognitive domain, specifically job embeddedness, ultimately shaping behavioral outcomes such as Unethical Pro-Organizational Behavior (UPOR) (Yao et al., 2022).

- *H2: Affective commitment has a positive effect on fit to organization.*
- *H3: Affective commitment has a positive effect on fit to community.*

2.7. Job Embeddedness and Unethical Pro-Organizational Behavior

Job embeddedness signifies a condition wherein individuals are bound to an organization through a combination of ties stemming from both internal organizational factors and external influences (Jiang et al., 2012; Lee et al., 2022; Ng & Feldman, 2010; Ng & Feldman, 2012). The strength of job

embeddedness engenders robust relationships with the organization (Hom et al., 2009), yet it may also precipitate adverse outcomes, including counterproductive behavior (Lee et al., 2022; Collins & Mossholder, 2017; Ghosh, 2017), such as Unethical Pro-Organizational Behavior (UPOR). Enhanced embeddedness may effectively 'trap' employees within the organizational context (Lee et al., 2022; Allen et al., 2016; Ghosh et al., 2017; Collins & Mossholder, 2017; Marasi et al., 2016), fostering a propensity to overlook ethical considerations in favor of organizational objectives and perspectives (Mitchell et al., 2001). Thus, heightened levels of embeddedness correlate with an increased likelihood of engaging in UPOR, driven by the perception that organizational success supersedes adherence to hyper norms (Lee et al., 2022). Consequently, the shadow side of job embeddedness manifests in the form of UPOR (Ghosh, 2017; Ng & Feldman, 2010, 2012; Lee et al., 2022).

Fit to organization pertains to the degree of suitability or comfort experienced by employees within the organizational setting, marked by alignment with job requirements (e.g., knowledge, skills), personal values, and career aspirations, which may consequently precipitate UPOR actions. When individuals perceive their work as meaningful, experience a sense of camaraderie, and share aligned values with the organization, they develop a strong sense of attachment (Rego et al., 2008; Zhang, 2020), fostering a sense of comfort or conformity within the organizational milieu. Drawing from social exchange theory, which posits that parties reciprocate benefits in social exchanges (Blau, 1964; Emerson, 1976; Gouldner, 1960; Zhang, 2020), employees with positive social exchange relationships are inclined towards UPOR engagement (Umphress & Bingham, 2011; Zhang, 2020). Similarly, fit to community encompasses the extent of suitability or comfort individuals experience within the external environment, such as their residential locale. Heightened levels of comfort in this realm may engender a concerted effort to maintain it, potentially leading individuals to overlook ethical considerations in their endeavor to sustain a living environment congruent with their work context (e.g., exerting additional effort to secure a sales bonus to meet mortgage obligations).

- *H4: Fit to organization has a positive effect on unethical pro-organizational behavior.*
- *H5: Fit to community has a positive effect on unethical pro-organizational behavior*

2.8. Affective Commitment, Job Embeddedness and Unethical Pro-Organizational Behavior

The research on the influence of commitment on UPOR is very limited, with only two studies conducted from 2010 to 2023 (Piercy & Carr, 2020; Grabowski et al., 2019), both of which have gaps. Piercy & Carr (2020) analyzed the overall dimension of organizational commitment and showed a significant negative influence on UPOR, in contrast to the findings of Grabowski et al. (2019), which showed a positive influence of affective commitment on UPOR. This gap is what drives this research to introduce JE to explain the mechanism of the relationship between AC and UPOR.

Fit to organization (FO) and fit to community (FC) are components of Job Embeddedness (JE). JE represents the non-affective forces that form a social network, indicating the level of an employee's attachment to the organization (Mitchell et al., 2001; Sekiguchi et al., 2008), both within the job (organizational) and outside the job (community) (Ahmad et al., 2023; Lee T.W. et al., 2004; Holtom and O'Neill, 2004). One way to understand these networks is to visualize the connections that link various aspects of a person's life. The more complex an individual's network, the more embedded or entrenched they are in the organization and situation (Lee J. et al., 2022; Allen et al., 2016; Ghosh D. et al., 2017; Collins & Mossholder, 2017; Marasi et al., 2016) compared to someone with fewer connections. As an illustration, an individual will be more embedded or trapped in an organization when they have many close friends, children enrolled at the workplace's daycare, comfortable housing close to the workplace (reflecting FC), compatibility with colleagues and the work environment, and a high-ranking position at the workplace (reflecting FO). These factors would cause a major disruption to their network if they were to leave the organization, compared to someone who is more isolated with fewer friends and connections to projects. The more complex an individual's network, the stronger their desire to remain

in the organization, and the greater their inclination to engage in Unethical Pro-Organizational Behavior (UPOR) or ethical violations (Mitchell et al., 2001) in an effort to maintain recognition, performance, or achieve organizational goals, as a means of preserving their existing network. JE is influenced by many factors, one of which is commitment (Holtom, 2006). Employees with strong AC tend to feel emotionally attached to the organization, making them more motivated to remain in the organization and feel a strong sense of embeddedness to the organization (Mitchell et al., 2001). From the CAPS theory perspective, the affective aspect is the first thing that is generated when a person experiences an event (Yao, Z. et al, 2022), which is AC. In addition to the affective aspect (AC) (Allen et al., 2016; Holtom et al., 2008), the individual also activates their cognitive aspect (job embeddedness) (Sekiguchi et al., 2008; Allen et al., 2016; Felps, 2009). Therefore, it can be concluded that affective commitment (AC) influences job embeddedness (JE) and influences behavior, in this case UPOR.

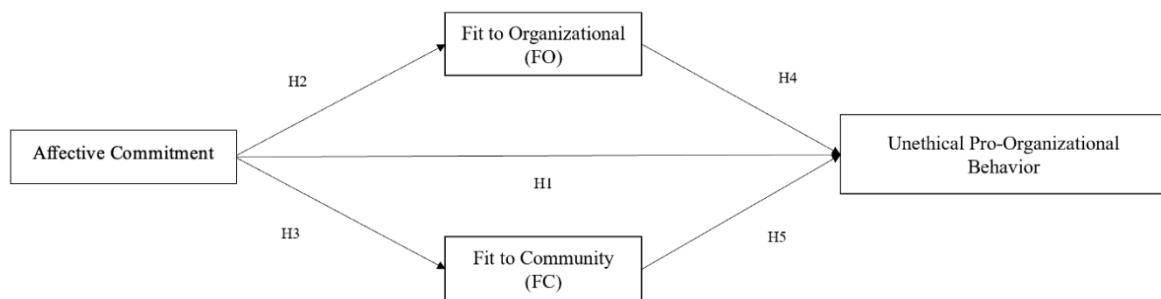


Fig.2: Research Model

Figure 2 shows the research framework used in this study. The research framework is a visual conceptualization of how the variables in the study are interconnected and how these relationships are expected to operate.

3. Research Methodology

3.1. Sample and Procedures

The research sample was from Micro and Small Enterprises (MSEs) in Central Java, Indonesia, the study targeted employees working in businesses with capital under 500 million owned by individuals. The sampling technique used was simple random sampling, which gave equal opportunity to SME employees.

Before we administer the questionnaire to the participants, we explain that the data is collected solely for academic research purposes and not for any other purpose. This is done to build trust, and we promise to maintain the confidentiality of the personal information provided, and inform them that there are no right or wrong answers, in order to alleviate any concerns that may arise. This is done to mitigate the potential for common method bias (Podsakoff et al., 2012; 2003; Farasat & Azam, 2022; Umphress, 2010). This research is also susceptible to social desirability issues, especially when employees believe that employers can see their responses (Greenberg & Folger, 1988). The impact of social desirability may be minimized, as research participants are asked to submit their responses directly through a Google form without revealing their identities, thus eliminating the possibility of negative consequences from the organizations where the respondents work.

The questionnaire was disseminated electronically through a provided link. Respondent are asked to provide some basic information such as education level, gender, age, and answering questions about AC, JE, and UPOR. We offered comprehensive assistance throughout the survey completion process to facilitate respondents' completion of the questionnaire and mitigate potential difficulties in responding

to online queries. We received a total of 151 completed questionnaires; however, only 118 met the criteria for inclusion in the data analysis after removing invalid items (i.e. unanswered questions, same answers for all questions).

3.2 Measurements

The research conducted over several decades on the optimal number of response categories for Likert scales has not yet determined a definitive answer (Preston & Colman, 2000). In this study, all items were assessed using a 4-point Likert scale, ranging from 1 (strongly disagree) to 4 (strongly agree). To diminish the likelihood of respondents selecting neutral responses, which could potentially skew data interpretation, we deliberately excluded neutral answer options, aligning with methodological recommendations (Hadi, 1991). The elimination of the neutral response option was done because the research topic was considered sensitive, and there was a high likelihood of respondents choosing the neutral option. By removing the neutral option, respondents were forced to make a more thoughtful and precise assessment (Garland, 1991; Adelson & McCoach, 2010). Additionally, the presence of a neutral option can lead to ambiguous data (Busch, 1993; Reid, 1990). Given the context of this research being conducted in Indonesia, the questionnaire was administered in the Indonesian language. Affective commitment was gauged utilizing items adapted from the seminal work of Meyer and Herscovitch (2001), while measures of fit to organization and fit to community were derived from the framework outlined by Mitchell et al. (2001). The variable assessing unethical pro-organizational behavior was operationalized based on the instrument developed by Umphress et al. (2010).

4. Results

4.1. Demographic Characteristics of The Sample

The data was collected from permanent employees of SMEs in Indonesia, with a final sample of 118 respondents, consisting of 55% females and 45% males. The educational level of the respondents was: Elementary School 13%; Junior High School 12%; Senior High School 59%; and Bachelor's Degree 16%. The age distribution of the respondents was: Under 19 years old 3%; 20 to 25 years old 40%; 26 to 35 years old 15%; and over 35 years old 42%.

4.2. Reliability and Validity Test

To ensure the quality of the measurement of each construct, we conducted tests of validity and reliability. The results of the validity test of all research items, which include FO with 7 items, obtained the lowest value of 0.690; FC with 5 items obtained the lowest value of 0.654; AC with 5 items obtained the lowest value of 0.732; UPOR with 7 items obtained the lowest value of 0.604. This indicates that all items show a value of <0.05 , meaning that all research items (FO, FC, AC, UPOR) are considered valid. Regarding reliability, the tests produced coefficients of 0.855 for fit to organization (FO), 0.839 for fit to community (FC), 0.808 for affective commitment (AC), and 0.884 for unethical pro-organizational behavior (UPOR). These coefficients surpass the threshold of > 0.60 , indicating satisfactory reliability. Additionally, the normality test, conducted using Kolmogorov-Smirnov, yielded an Asymp.sig (2-tailed) value of $0.200 > 0.5$, indicating a normal data distribution. Further, the Glacier Test yielded significance values of 0.925 for FO, 0.111 for FC, and 0.736 for AC, all exceeding 0.05, suggesting an absence of heteroscedasticity. Moreover, the Variance Inflation Factor (VIF) values for FO (1.788), FC (1.643), and AC (1.542), all fall below the threshold of 10, indicating no issues with multicollinearity (see Table 1 for detailed results).

Table 1. Validity, Reliability and Classical Assumptions Results

Variable/ Indicator	Validity (Pearson Correlation)	Reliability	VIF	Sig Value of Gletser Test	Asymp Kolmogorov- Smirnov Test Value
FO		0.855	1.788	0.925	
FO1	0.715**				
FO2	0.745**				
FO3	0.712**				
FO4	0.804**				
FO5	0.756**				
FO6	0.717**				
FO7	0.690**				
FC		0.839	1.643	0.111	0.200
FC1	0.784**				
FC2	0.845**				
FC3	0.842**				
FC4	0.802**				
FC5	0.654**				
AC		0.808	1.542	0.736	
AC1	0.777**				
AC2	0.732**				
AC3	0.771**				
AC4	0.743**				
AC5	0.741**				
UPOR		0.884			
UPOR1	0.793**				
UPOR2	0.844**				
UPOR3	0.838**				
UPOR4	0.759**				
UPOR5	0.729**				
UPOR 6	0.801**				
UPOR7	0.604**				

** . Correlation is significant at the 0.01 level (2-tailed).

4.3. Descriptive Statistics

Table 2 presents the means, standard deviations, and correlations among the variables investigated in the study. The findings reveal a positive correlation between affective commitment (AC) and both fit to organization (FO) and fit to community (FC) (FO: $r=0.555$, $p<0.1$; FC: $r=0.497$, $p<0.1$). However, unethical pro-organizational behavior (UPOR) demonstrates solely a negative correlation with affective commitment ($r=-0.198$, $p<0.05$).

Tabel 2. The Means, Standard Deviations and Correlations

No	Variable	Mean	SD	1	2	3	4
1	FO	3.137	0.363	1			
2	FC	3.198	0.454	0.592**	1		
3	AC	3.075	0.558	0.555**	0.497**	1	
4	UPOR	3.136	0.758	0.015	0.141	-0.198*	1

N=118; * $P<0.05$; ** $P<0.1$.

4.4. Hypotheses Testing

The results of the Sobel test are detailed in Table 3. The analysis indicates a significant, albeit unexpected, negative influence of affective commitment (AC) on unethical pro-organizational behavior (UPOR) ($\beta=-0.269$, $p=0.032<0.05$), contrary to the hypothesized positive direction, thereby failing to support H1. This result contradicts previous research that stated that AC will increase UPOR. The inconsistency of these results highlights the importance of explaining the mechanism of the relationship

between AC and UPOR. Under what conditions can AC increase UPOR, as the results show that AC does not always increase UPOR.

Conversely, the direct impact of AC on fit to organization (FO) manifests as significantly positive ($\beta=0.506$, $p=0.000<0.05$), corroborating the support for H2. Moreover, the analysis demonstrates a positive effect of AC on fit to community (FC) ($\beta=0.404$, $p=0.000<0.05$), thereby confirming H3. However, the effect of FO on UPOR fails to reach significance ($\beta=0.268$, $p=0.101>0.05$), failing to support H4. Conversely, the result supports H5, indicating that FC significantly influences UPOR ($\beta=0.530$, $p=0.002<0.05$). A graphical representation of these relationships is provided in Figures 3 and 4.

In Figure 3, the non-significant effect of FO on UPOR ($\beta=0.268$, $p=0.101>0.05$) indicates that FO does not mediate the relationship between AC and UPOR, consequently rendering it unnecessary to proceed with the Sobel test. Conversely, in Figure 4, all observed relationships between variables exhibit significant results, prompting us to conduct the Sobel test to ascertain whether FC is a mediator in the relationship between AC and UPOR. The results of the Sobel test indicate that FC indeed mediates the relationship between AC and UPOR (statistical test value: $2.791 > Z=1.96$ (Sig 0.05); $p=0.005<0.05$) (see Table 4). This mediation analysis underscores the significance of FC, as evidenced by its p-value of $0.005<0.05$, affirming its role as a mediator in the relationship between AC and UPOR. Based on the unstandardized value in the relationship between AC and UPOR with the presence of FC, indicates a positive value of 0.214 (Table 3). However, without FC, the relationship between AC and UPOR is negative (-0.269) (Figure 4). This suggests that the presence of FC is able to reverse the direction of the initially negative relationship into a positive one.

Table 3. The Result of Sobel Test Analyses

Model	Unstandardized B	Sig.	Hypotheses
AC-UPOR	-0.269	0.032	H1 not supported
AC-FO	0.506	0.000	H2 supported
AC-FC	0.404	0.000	H3 supported
FO-UPOR	0.268	0.101	H4 not supported
FC-UPOR	0.530	0.002	H5 supported
AC-FC-UPOR	$0.404 \times 0.530 = 0.214$	0.005	Mediation supported

(Source: Test Result Regression)

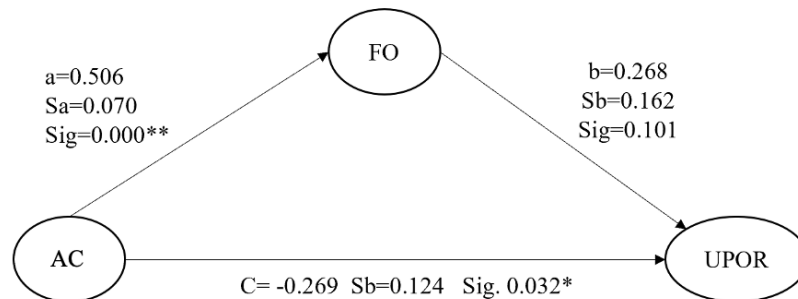


Fig.3: The Result for Direct and Indirect Effects (FO)

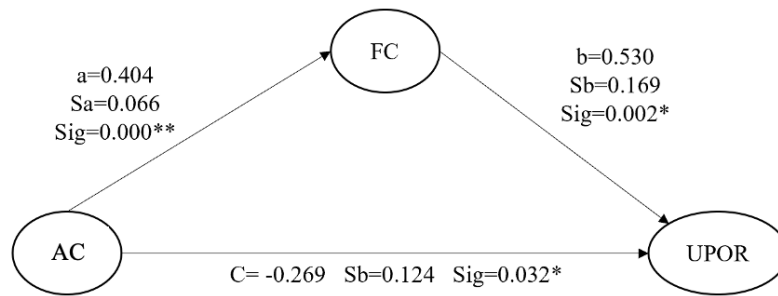


Fig.4: The Result for Direct and Indirect Effects (FC)

Table 4. Sobel Test Calculation Results (AC-FC-UPOR)

		Statistical tests	P-Value	Conclusion
a	0.404			
b	0.530	2.791>Z=1.96	0.005	Mediation Supported
Sa	0.066	(Sig 0.05)		
Sb	0.169			

4.5. Discussion

In response to the existing research highlighting the need for further investigation into the negative aspects of affective commitment (AC) (Ghosh, 2017; Ng & Feldman, 2012), this study endeavors to scrutinize the theoretical framework delineating how AC may influence unethical pro-organizational behavior (UPOR). The research findings show that employees with high AC are able to suppress UPOR. Employees’ positive emotional attachment to the organization is able to suppress actions that are detrimental to the organization. A person’s affective attachment encourages the alignment of values, beliefs, and norms with the organization (Riketta, 2005), thereby suppressing UPOR. The higher the AC, the lower the UPOR. The results of this study contradict Grabowski et al. (2019) who stated that AC can increase UPOR, but are in line with Piercy & Carr (2020), who stated that AC reduces UPOR. When viewed from the two studies (Grabowski et al., 2019 and Piercy & Carr, 2020). Piercy & Carr (2020) analyzed the Turkish society, which is collectivistic, in line with this study which analyzed the Indonesian society, which is also collectivistic, while Grabowski et al. (2019) analyzed the Polish society, which is individualistic (Hofstede, 2002). From this analysis, it can be concluded that AC does not always lead to deviant pro-organizational actions. AC under certain conditions, reduce UPOR, but in other conditions, AC can also increase the likelihood of engaging in UPOR (Peachey et al., 2014; Zhao et al., 2013). Cultural factors can influence the relationship between the two. In collectivist societies, individuals exhibit stronger emotional bonds (Feldman, 2004), are more likely to consider post-materialistic/helping others work (Andolsek and Stebe, 2004), have a tendency to seek conformity and connection with society which drives a fear of violating social norms, so individuals will tend to comply with the values in society (Gorodnichenko & Roland, 2015). Indonesia is classified as a collectivist culture, where employees will adjust to what is the goal of society (Hofstede, G et al., 2011), so they have a tendency to behave in line with generally applicable norms, a condition that may cause AC to reduce UPOR.

The analysis reveals a positive influence of AC on both FO and FC, aligning with prior research emphasizing the pivotal role of AC in shaping job embeddedness. Affective commitment epitomizes the affective dimension, whereas job embeddedness embodies the cognitive dimension (Allen et al., 2016; Holtom et al., 2008; Sekiguchi et al., 2008; Allen et al., 2016; Felps, 2009). When confronted

with a situation, individuals typically activate the affective aspect (AC) before engaging the cognitive aspect (Yao, Z. et al., 2022).

However, the impacts of FO and FC diverge noticeably. Notably, FO demonstrates no significant influence on UPOR, whereas FC substantially impacts UPOR. While organizational factors (FO), such as job suitability, fail to affect pro-organizational unethical behavior, FC's impact is notable. This disparity suggests that environmental suitability beyond the organization may drive UPOR. For instance, individuals may be motivated to engage in UPOR to safeguard conducive environmental conditions, such as ensuring timely mortgage payments to maintain home ownership. This observation resonates with previous studies (Ghosh, 2017; Mitchell et al., 2001; Harris et al., 2021), which underscore the divergent consequences or orientations of each dimension of job embeddedness.

The mediation analysis results show that only the community factor can mediate the relationship between employees' affective commitment and job embeddedness. The presence of FC needs to be vigilant, the strong external organizational factors are able to reverse the direction of the relationship between AC and UPOR. Emotional attachment to the organization, the desire to remain in the organization will encourage someone to seek environmental factors that can support the desire to remain in the organization, one of which is by buying a house close to the workplace and over time will think positively about the non-organizational factors they have, so a strong desire to maintain it arises, for example, a house close to the workplace will support and facilitate mobility at work. Over time, someone will think about the usefulness of the house (compatibility with the home environment, home condition, compatibility with neighbors) will increasingly drive a strong desire to maintain that community, "individuals are trapped in the situation" (Lee J. et al., 2022; Allen et al., 2016; Ghosh, D. et al., 2017; Collins & Mossholder, 2017; Marasi et al., 2016). In line with attachment theory (Bowlby, 1969) which states that there is an innate tendency to form strong bonds with close people, compatibility with people, the living environment that will create a sense of security, comfort and encourage someone to maintain that community or environment. When the existence in the organization can maintain the community they have, it will encourage a failure to pay attention to ethics (Mitchell et al., 2001; Lee J. et al., 2022), because UPOR can help employees get acceptance from the organization and reduce the risk of losing their job (Umphress & Bingham, 2011; Gosh, S.K., 2017).

The results of this study are in line with the CAPS theory, which states that cognitive and affective aspects need to be analyzed together in observing behavior (Mischel and Shoda, 1995). When considering only one aspect, the results can be different from considering both. It is proven that when only looking at the affective aspect (AC), it can reduce UPOR, but when there is a high cognitive aspect (FC), it can drive an individual's tendency to engage in UPOR. These results are also in line with the exchange theory, where individuals tend to engage in interactions that provide benefits for themselves (Blau, 1964; Thibaut & Kelley, 1959). Existence within the organization is beneficial in supporting the desire to maintain the community. This encourages the desire to remain in the organization, to be accepted in the organization, by reducing the risk of job loss (Umphress, 2011; Ghosh, 2017), thus triggering UPOR.

4.6. Theoretical Implication

Our study makes several contributions to the literature. First, we provide a nuanced understanding of the relationship between affective commitment and UPOR in the context of MSEs, challenging the assumption that high levels of affective commitment always lead to increased unethical behavior. Second, we highlight the importance of considering the role of non-organizational factors, such as fit to community, in the relationship between affective commitment and UPOR, extending the existing literature on job embeddedness and unethical behavior. Third, our findings offer practical insights for managers in MSEs, emphasizing the need to foster affective commitment while also addressing the potential detrimental effects of high levels of fit to community on unethical behavior.

4.7. Practical Implication

This research bears several practical implications. First, HR practitioners must make efforts to increase AC, because emotional attachment and love for the organization can suppress actions that are detrimental to the organization (UPOR). HR practitioners can create a positive and supportive work environment (Meyer & Allen, 1991), involve employees in decision-making (Allen & Meyer, 1990), provide support that is perceived positively by employees (Eisenberger et al., 1986), build good interpersonal relationships between employees and superiors (Rhoades & Eisenberger, 2002), training and career development (Meyer & Allen, 1997), a fair and competitive reward system (Mowday et al., 1979) as they are considered capable of increasing employee AC, thereby mitigating UPOR.

Second, managers should diligently manage employees' affective commitment to mitigate the potential for unethical pro-organizational behavior (UPOR). Contrary to prior assertions suggesting a positive correlation between affective commitment and UPOR (Grabowski et al., 2019), our findings underscore the nuanced influence of affective commitment within Indonesian MSEs. Notably, a high level of comfort associated with employees' residential environments, bolstered by an inherent drive to maintain such settings (fit to community), can redirect the trajectory of affective commitment towards augmenting UPOR. Accordingly, human resource (HR) practitioners must recognize that affective commitment can mitigate and exacerbate UPOR, particularly considering the external demands exerted by the organizational milieu, especially those intertwined with employees' community surroundings. Vigilant monitoring of employees exhibiting heightened levels of comfort within their residential spheres can be facilitated through regular interaction.

Furthermore, HR practitioners can guide employees concerning the long-term detriments of UPOR. Initiatives that nurture moral and ethical dispositions among employees can be pivotal in curtailing UPOR tendencies (Grabowski et al., 2019; Zonghua et al., 2022). Implementing stringent regulations on ethical transgressions, fostering an ethical organizational culture, and embracing ethical leadership practices (Hsieh et al., 2020; Fehr et al., 2019) can serve as effective deterrents against UPOR by instilling a sense of apprehension among employees. Moreover, HR practitioners may contemplate strategies to bolster employee commitment to ethical conduct, disrupting the deleterious cycle perpetuated by job embeddedness (Kouchaki, 2011).

4.8. Limitations and Future Directions

Despite its contributions, our study has several limitations that should be addressed in future research. First, our sample was limited to Indonesian MSEs, which may limit the generalizability of our findings to other contexts. Future studies should explore the relationship between affective commitment, job embeddedness, and UPOR in different cultural and organizational settings. Second, our study relied on cross-sectional data, which limits our ability to make causal inferences. Future research should employ longitudinal designs to better understand the temporal dynamics of these relationships. Finally, our study focused on two specific dimensions of job embeddedness (fit to organization and fit to community). Future research should explore other dimensions of job embeddedness, such as links and sacrifice, to provide a more comprehensive understanding of the role of job embeddedness in shaping unethical behavior.

4.9. Conclusions

This study investigates the influence of affective commitment on unethical pro-organizational behavior (UPOR) among employees in Indonesian Micro and Small Enterprises (MSEs), exploring the mediating role of job embeddedness, specifically focusing on the dimensions of fit to organization and fit to community. Our findings reveal that affective commitment has a significant negative effect on UPOR, contrary to our initial hypothesis, suggesting that high levels of affective commitment can mitigate unethical behavior in the context of MSEs. Furthermore, we found that fit to community mediates the relationship between affective commitment and UPOR, indicating that the external environment plays a crucial role in shaping employees' unethical behavior.

Acknowledgments

We express our heartfelt gratitude to our research supervisors; Prof. Sri Murni Setyawati, MM., PhD and Dr. Siti Zulaikha Wulandari, SE., MSi for their support and guidance in completing this research.

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