

Explaining the Relationship Between Idiosyncratic Deals and Unethical Pro-Organizational Behaviors in the Pharmaceutical Industry

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ABSTRACT

Background: The organizations extend idiosyncratic deals for wellbeing of their employees which are likely to be transformed into unethical pro-organizational behaviors at the disregard of moral principles. Unethical pro-organizational behaviors in pharmaceutical industry are prevalent and have social repercussions.

Objectives: This study aims to examine the role of reflective moral attentiveness (RMA) between task & responsibility, schedule flexibility idiosyncratic deals (i-deals) and unethical pro-organizational behaviors (UPB).

Methodology: The data of three hundred pharmaceutical sales managers was analyzed through Hierarchical multiple regression and SEM with SPSS 23 version to test this mediated model.

Result: Task & responsibility and Schedule flexibility idiosyncratic deals exhibit significant positive association with unethical pro-organizational behaviors. Reflective moral attentiveness shows significant mediation.

Conclusion: Both idiosyncratic deals are transformed into UPB at the disregard of moral principles. The managers should improve RMA as a way to diminish prevalent unethical pro-organizational behaviors in the organizations.

Keywords: *Idiosyncratic deals, Reflective moral attentiveness, Pharmaceuticals, Unethical pro-organizational behaviors, Social exchange (SET) and cognitive theory (SCT),*

INTRODUCTION

In recent years the unethical pro-organizational behaviors have captured the scholarly attention due to their pro-social nature and detrimental consequences for the organizations [1,2]. The prevalent unethical practices are serious threat to pharmaceutical sales sector of Pakistan [3-7]. This research is an attempt to emphasize the cognitive abilities in reducing UPB in pharmaceutical sales segment [8] and to expand the nascent work on the i-deals and UPB relationship [9].

In pharmaceutical business, the medical representatives call on the doctors to persuade them to prescribe the drugs of their firms [4]. The unethical practices are prevalent in pharmaceuticals like other sectors and bring bad name to the organization [5,10]. The UPB are unethical, intended to provide the benefits to the organization [11]. I-deals are individualized work arrangements negotiated between worker and employer to create an atmosphere of wellbeing and acknowledgements [12]. The RMA is the extent to which the workers reflect on the moral issues [13].

The association of i-deals with UPB is best illuminated in terms of SET [14] that describes when one party extends the benefits to other party; this second party is indebted to reciprocate to build the complementary relationships [9]. The employees perceive that this reciprocation is essential and wanted by the organization [2]. It is probable that employees transgress the ethical limitations during this reciprocation and engage in UPB [2]. The employees have to cognitively minimize the norms and ethics as a way to escape self-condemnation in accordance with postulates of social cognitive theory [15]. Therefore the cognitive abilities of the employees need to be enhanced to reduce the UPB [1,16,17].

The study adds to the theory by highlighting the importance of RMA in decreasing the growing problem of UPB in the individuals with i-deals in unexplored pharmaceutical sales sector. The study also expands the scanty scholarly work on the association between i-deals and UPB [9]. Future researchers are advised to replicate the results in other sectors and investigate the influence of other antecedents on UPB. The HR management has to continuously increase the thinking and analytical abilities of the employees [1]. The managers must encourage the ethical performance [1,8].

LITERATURE REVIEW

Unethical pro-organizational behaviors

UPB are threatening every workplace but they are more prevalent in pharmaceutical drug promotion [18]. UPB have gained the focus of scholars in recent years because of their conflicting nature [2]. UPB on one hand are unethical and at the same time they are prosocial in nature, executed to support the organization and organizational members [2]. UPB may be beneficial for the shortened span of time but are devastating in the future [1]. SET [5] offers the foundation for the best understanding of the phenomenon of UPB. In pertinent within theory, the workers feel motivated to pay back to the organization to maintain mutual relationships [2]. In this reciprocating effort, it is likely that employees cross the ethical boundaries and engage in UPB [2]. The employees perceive that this reciprocation is essential to endure the trust and appreciations of the management [11]. In the case of failing to reciprocate, they might be deprived of the approval and acknowledgements of the management [2]. The

employees would have to cognitively minimize the moral implications of this transgression in an attempt to safeguard self-contempt in accordance with the dictates of social cognitive theory [15]. The UPB are flagrant as the employees think that these practices are warranted and required by the organizations [2]. The UPB are undesirable as they are detrimental to the organizational reputation and can cause damages in the shape of customer loss and ultimately financial losses [2]. The subsequent section describes the flourishing UPB in pharmaceutical drug promotion.

Pharmaceutical Industry

Factually, the country in 1947 was not having any medicine producing capability and depended predominantly on imports. The pharma segment experienced stable growing rates and in 1980, it began exports of finished medicines that touched a figure of 1.2 billion US\$ by 2007. The expansion rate of the indigenous pharma segment in 2013 was above 17% in comparison with the worldwide growing level of almost 8% and in 2015 Pakistan's pharma market volume extended to 2.6 billion dollar [3]. Presently, the universal pharma market magnitude is about \$1 trillion while our country stakes merely 0.3% [5]. The whole volume of the pharma business in the country is 423 billion PKR, domestic and MNCs capture a market portion of sixty nine percent and thirty one percent correspondingly [3]. The upper 25 companies relish a 60% segment and the topmost 50 firms assert an 80% stake with the industry growing at the rate of 13.23% [3]. Almost 650 firms are functioning in Pakistan however MNCs are just 31 which are less than 3% [5].

National Pharmaceutical Companies:

The native pharma market one time ruled by multinationals until 1990, is currently headed by domestic firms and about 92% of the requirement is satisfied by homegrown products [3]. The success of domestic Pharma companies improved and they are now capable to fulfill the international criterions of quality and good manufacturing practices [5]. Pharma business is rapidly-developing and innovative research-driven products are arriving into the marketplace in partnership with foreign research centers and organizations to develop the health caring arrangements [5]. A lot of trained professionals became superfluous as a result of mergers and acquisitions of MNCs. National businesses took advantage of this opportunity and employed

multinational skilled experts to expand the qualitative superiority and manufacturing capability [3]. National companies invested heavily in the construction of innovative manufacturing facilities to tailor the requirement of the indigenous and transnational marketplaces and ultimately their disseminations abroad considerably improved [3].

Multinational Companies MNCs

MNCs are the foremost centers for performing research activities as they finance substantial sums for the advancement of novel products [3]. This is the key reason of extensive knowledge within the industry and hence everyone get the benefit from this flow of information [19]. The first multinational firm undertook functions in this country in 1951 and within a period of just four years, there emerged 9 multinationals and this figure enlarged to 40 in 1990 [3]. Nevertheless, by the growth of domestic firms and seizing main market segment, presently, merely 8 or 9 firms are vigorously involved in the manufacture of medicinal drugs [3]. The drop in the market portion of multinationals is attributed to the upgrading of production abilities, employing capable experts, proposing them commensurate remunerations, spending profoundly in sales promotion, and offering incentives to the doctors by domestic firms. Additionally there was price embargo for a lengthened period (2011-2013), unsuccessful administration of Intellectual Property rights, and hard-hitting competing efforts from domestic firms due to sweeping enhancement in the quality of their manufacturing lines contributed to an atmosphere of hard competition for MNCs [3].

UPB in pharmaceutical sales

The patients access to the doctors and bear their exorbitant fees; in exchange, they justify the impartial unsurpassed choice of drug without any impact [8]. The medic's prescription need to be in the greatest concern of the sufferer both in sense of cost effectiveness and usefulness [3]. When physicians accept costly giveaways, pecuniary prizes, and inducements on the quantity of prescriptions for a certain product, a severe conflict of interest state emerges [10,20]. Doctors frequently get influenced by the pharma firm's marketing gifts and recommend new costly drugs, when treatment can successfully be done prescribing inexpensive alternative drugs [3]. Doctor's contacts with the industry shape intricate dealings, impact doctor's decisions and prescribing

approaches, and hurt patient's belief in the profession [6,10,19]. Immoral promotional activities of the pharma business in this country have turned so perverse that it is problematic to counter this vicious trend now [8]. The medicines are promoted by offering financial rewards; visits abroad under the disguise of scientific activities are the techniques of promotion [3]. Corrupt practices in the pharma business must take watchful and independent analysis as it has a straight impact on the effectiveness of the health caring system [4]. Overwhelmingly, pharmaceutical enterprises are complicated in unethical practices by offering costly incentives on prescription, to the doctors [8]. Nonexistence of any monitoring structure on ethical promotion, the autonomous attitude of the doctors, and deteriorating moral standards have shown the impact on qualitative excellence and cost effectiveness of treatment [4]. The pharmaceutical businesses are required to be under the legalized framework to restraint such unethical activities [10,20].

The orientation to ethical norms is essential to ensure success in pharma firms without any need to resort to adopting unethical practices [18]. Pharma drug promotion necessitates all convincing efforts by manufacturers to raise drug demand [19]. Worldwide, including Pakistan, pharma businesses promote their medicines to medics through medical representatives [3]. Hence, to increase the drug sales and to reach their allocated objectives, MRs practice various promotion tactics, including the presenting drug samples, exclusive gifts with engraved or printed names of particular drugs, in an effort to win the prescription support of the doctors [8]. In Pakistan, this liaison even spreads to financial support in form of renovating doctor's clinics, wholly funded visits to transnational conferences, and even funding brand new leased cars [19]. In Pakistan, the term "unethical promotion" is a famous practicing reality in the domain of pharma promotion, predominantly made and practiced by MNCs because of sufficient funds to meet these practices [5]. In line with MNCs, the domestic firms adapt the similar activities vigorously, since the native products cannot compete with multinational's product, though with few exemptions [7]. A research from Pakistan indicated that the doctors as well as pharma companies are liable for unscrupulous promotion of the drugs [19]. Furthermore, pharma businesses, reluctant to deal money disbursements to the doctors often are

unsuccessful to win the prescriptive support for their product [7]. Hence, the preceding reports and the existing drug promotion practices suggest that the unethical drug promotion has appeared as a desirable norm of country's pharma industry, supported and performed to the satisfaction major stakeholders at the cost of patient wellbeing [5].

We argue that UPB are commonly practiced in pharma drug promotion unrestrained. These happen to be more openhandedly in national pharma drug promotion due to more profit orientation [19]. The pharma sales representatives frequently over exaggerate the products, or may even conceal genuine information or may tell a lie and give untrue information or sometimes sell expired products to give the benefits to the organizations [11]. We contend that i-deals are thought to be the predominant precursors of UPB in pharma drug promotion. We are motivated to expand the nascent work on the relationship between i-deals and UPB by incorporating the role of RMA in pharma firms yet to be explored.

I-deals and UPB

I-deals are personalized work arrangements between the worker and employer purported to retain the skilled workers [12]. The organizations use i-deals to create an atmosphere of wellbeing and happiness [21]. The organizations anticipate that the workers would do their utmost efforts to improve organizational performance in return [22]. Also the organizations expect that the skilled and capable workers would maintain their association with the organizations [21]. In pertinent with SET [15] the employees feel motivated to reciprocate the organizations to nurture the relationships with the employer. They feel that this reciprocation is desired by the organizations to maintain the complementary ties [21]. When they reciprocate, they feel trusted and appreciated otherwise they would lose the respect and recognition of the employer [23]. We argue that in this process of reciprocation, it is likely that i-deals are transformed into UPB in violation ethical principles and established norms. This transformation of i-deals into UPB necessitates the employees that they minimize their moral cognitions to escape self-contempt [2]. Previous studies have associated i-deals with UPB [9]. UPB are recognized as prosocial behaviors performed to support the organizations with indifference to ethical practices [2]. Some recent studies have linked i-deals with creative deviance [22]

and deviant behaviors [23] and others with innovative behaviors [24]. Task & responsibility i-deals and schedule i-deals frequently occur in the pharma firms that is why this study is intended to examine the effects of these antecedents on growing UPB in the pharma firms in Pakistan. Therefore, we hypothesize

H1: Task & responsibility i-deals are positively associated with UPB.

H2: Schedule flexibility i-deals are positively associated with UPB.

Mediating role of RMA

RMA describes the extent to which one reflects upon the moral issues and considers the consequences of moral matters [1,16,17]. The individuals with high RMA demonstrate cognitive abilities and are more attentive to moral matters while individuals with low RMA are not rationally developed and are less focused on moral issues [16]. We argue that individuals with less RMA are more likely to execute UPB transgressing the moral ethical principles. We argue that less morally attentive employees display cognitive minimizations as a way to avoid self-condemnation in consistent with social cognitive theory [15]. These employees feel motivated to perform UPB as they think that UPB are required by the organizations [1]. They think they would lose the trust and recognitions of the organization when they do not execute UPB [1]. We contend that employees with high task & responsibilities i-deals and schedule i-deals are more probably to perform UPB in disregard to moral practices. Less morally attentive employees are morally dubious and are more vulnerable to UPB [1].

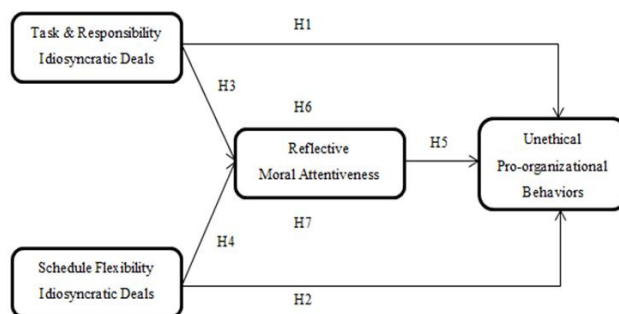


Figure 1. Research Framework.

Therefore, we hypothesize that

H3: Task & responsibility i-deals have negative association with RMA.

H4: Schedule flexibility i-deals have negative association with RMA.

H5: RMA is negatively related to UPB.

H6: RMA mediates between Task & Responsibility I-Deals and UPB.

H7: RMA mediates between Schedule Flexibility I-Deals and UPB.

METHODOLOGY

Research design and sampling

The study is intended to examine the mediating role of RMA between i-deals and UPB in pharma sales sector of Pakistan. The study is quantitative and cross sectional in design. The self-administered questionnaires were used to collect the responses from national & multinational pharma sales sector managers through convenience sampling. The data of UPB and demographic variables was collected in the first phase while the data of RMA and i-deals was collected one month after to prevent the response biases [25]. Out of 405 questionnaires, 300 forms were collected and entered in SPSS 23 version for hierarchical multiple regression and SEM analysis. All scale items load into a single latent variable that describes 42.341% of the entire variance, under the 50% threshold, signifying no problem of common bias. The study has not revealed any statistically significant relationships among demographic variables and key variables. The variables were measured with the help of following instruments.

Measurement of variables

UPB

UPB was measured with a six-item measure [11]. One sample item is "If it would help my organization, I would misrepresent the truth to make my organization look good". The alpha value was .88.

Reflective Moral Attentiveness

The scale of RMA [23] consists of with 5 items. One sample item is "I often reflect on the moral aspects of my decision". The Cronbach's alpha was 0.91.

Idiosyncratic Deals

The study used six items for task and work responsibilities, three items for schedule flexibility i-deals [12]. In the present study, the alpha value was of 0.92 for task and work responsibilities, 0.91 for schedule i-deals, respectively. All scale Items were measured on a 5-point scale; 1 for strongly disagree and 5 for strongly agree.

RESULTS

The table 1 below shows the direction and strength of relationships among the variables. There exists significant strong negative relationship between RMA and UPB. Both i-deals display significant strong positive relationship with UPB and significant strong negative relationship with RMA at 0.01. The alpha coefficients for reliability shown in parentheses are in congruence with previous studies. The sample includes 80% males (60/300) and 80 % females (240/300). There are 204 respondents (68%) in the age group 20-29, the rest are above 30 years of age. As regards education, 168 respondents, 58% are graduates, 36 (12%) are undergraduate others 96(32%) hold MPhil degrees. Majority (150, 50%) of the respondents has one to five years of experience. means and standard deviations are also represented in the table.

Measurement Model

As part of the analysis, the measurement model was assessed first. It showed good model fit ($\chi^2=218.967$, $df = 164$, $\chi^2/df = 1.335$, $RMSEA = 0.033$, $CFI = 0.99$, $NNFI = 0.98$) [26].

The convergent and discriminant validity

The convergent validity of the model was determined using composite reliability (CR) and average variance extracted (AVE). This model demonstrates convergent validity, as both CR and AVE are greater than 0.70 and 0.50, respectively, as shown in Table 2. Furthermore, square roots of AVE are greater than correlations of variables in the main diagonal, which implies that discriminant validity is present [27].

Table 3 displays the outcomes of analyses designed to first five study hypotheses, and Figure 2 signifies them in a research model. Task & responsibility idiosyncratic deals is statistically significant linked to UPB ($\beta= 0.235$, $p\leq 0.001$) generating the support for Hypothesis 1 While schedule flexibility idiosyncratic deals is statistically significant linked to UPB ($\beta= 0.259$, $p\leq 0.001$) supporting Hypothesis 2. The study results give support to hypotheses 3 and 4 and 5. Both idiosyncratic deals are negatively linked to RMA whereas RMA is negatively linked with UPB ($p\leq 0.001$).

Table 1. Descriptive Statistics, Internal Reliability, and Correlation (r).

	1	2	3	4	5	6	7	8	9
1.UPB	(.88)								
2. Reflective Moral Attentiveness	-.52**	(.91)							
3. Task & Responsibility I-Deals	.50**	-.52**	(.92)						
4. Schedule Flexibility I-Deals	.52**	-.50**	.46**	(.91)					
5. Age	-.036	.024	-.008	-.007					
7. Experience	.054	-.008	.002	.077	.012				
8. Education	-.050	.010	-.057	-.008	.138*	-.008			
9. Gender	-.082	-.030	.043	.048	.033	-.012	.092		
Mean	3.35	3.28	3.12	3.27	1.47	1.72	2.20	1.20	
SD	.92	1.15	1.02	1.22	.76	.80	.63	.40	

** $p \leq 0.01$, * $p \leq 0.05$. Cronbach's alphas (α) are on the diagonal in parentheses.

Gender: 1 = male, 2 = female

Age groups: 1= 20-29, 2= 30-39, 3= 40-49, 4= 50-59, 5= 60 or above

Experience: 1= 1-5, 2= 5-10, 3= 11-15, 4= 16-20

Educational level: 1= undergraduate, 2= graduate, 3= M.S/M.phil.

Table 2. Fornell-Larcker Criterion.

Variables	CR	AVE	1	2	3	4
1. Task & Responsibility Idiosyncratic Deals	0.91	0.620	0.787			
2. Reflective Moral Attentiveness	0.93	0.723	-.52**	0.850		
3. Schedule Flexibility Idiosyncratic Deals	0.91	0.777	.46**	-.50**	0.881	
4. Unethical Pro-Organizational Behaviors	0.88	0.548	.50**	-.52**	.52**	0.740

Table 3. SEM Results.

Hypotheses	Hypothesized Paths	(β)	t-value	P-value
H1	TI→UPB	0.235	4.172	***
H2	SI→UPB	0.259	5.400	***
H3	TI→RMA	-0.456	-7.433	***
H4	SI→ RMA	-0.339	-6.598	***
H5	RMA→UPB	-0.223	-3.784	***

*** $p \leq 0.01$, * $p \leq 0.05$.

TI: Task & Responsibility Idiosyncratic Deals // SI: Schedule Flexibility Idiosyncratic Deals

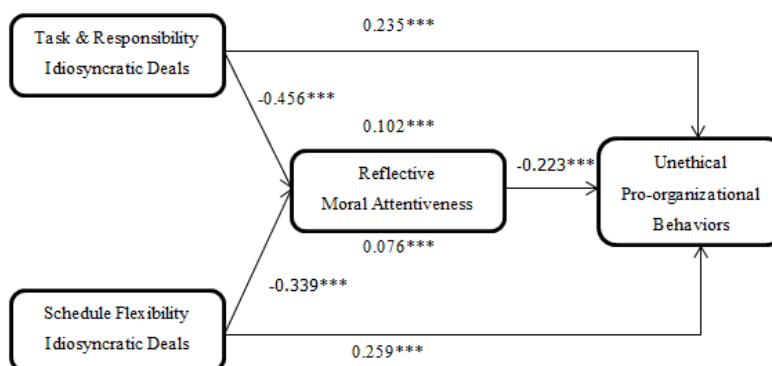


Figure 2. The SEM Results.

***, $p < 0.01$, **, $p < 0.05$, *, $p < 0.10$.

Table 4. The Direct and Indirect Effects.

	Bootstrap BCa 95 % confidence intervals				Result
	Estimate	Lower	Upper	P	
Direct effect of task & responsibility i-deals on UPB	.235	.124	.357	.001	Partial
Indirect effect of task & responsibility i-deals on UPB	.102	.051	.168	.000	
Direct effect of schedule flexibility i-deals on UPB	.259	.161	.367	.001	Partial
Indirect effect of schedule flexibility i-deals on UPB	.076	.040	.130	.000	

BCa: bias-corrected and accelerated bootstrapping confidence intervals. Estimate based on 10,000 bootstrap samples.

The table 4 confirms hypotheses 6 and 7. As expected RMA exhibits significant mediation role in the relationships of task & responsibility and schedule flexibility i-deals with UPB. Both antecedents translate into UPB at the cost of RMA. Therefore the organizations should enhance RMA of employees to convert the relationships of task & responsibility and schedule flexibility i-deals with UPB into negative.

The result conclude that task & responsibilities and task & schedule flexibility i-deals are positively related to UPB and RMA significantly mediates between these study predictors and UPB giving the support to theory and earlier studies [1,9,14-17]. We can see that direct and indirect relationships are significantly positive. This explains that both i-deals translate into UPB at the cost of RMA implying that managers should improve the thinking and analytical abilities of the subordinates as a way to decrease prevalent UPB in the organizations

DISCUSSIONS

In this article, we examine the receipt of i-deals as a precursor to UPB. Idiosyncratic employment agreements, often known as "i-deals," are non-standard employment conditions that are negotiated between specific workers and their employers and are advantageous to both sides [21]. For instance, some R&D workers enter into special contracts that provide them greater possibilities to advance their professional abilities and more resources to support their personal requirements [23]. Employers provide i-deals to attract, acquire, and retain people via this procedure, while workers may request i-deals to suit their particular interests and preferences. Obtaining i-deals is a strong predictor of employee emotional commitment, job performance, and voice behavior, according to study [24]. However, little empirical research has been done on how receiving i-deals may enhance UPB at the workplace.

Pharmaceutical companies have fetched much injury to their reputes and the only tactic to reclaim consumer assurance is confirming a meticulous observance to ethical principles at entire stages of the business chain of process [18]. Pharmacies, by and large, are micro images of the pharmaceutical business, and as such, have a main role to play in safeguarding that customer trust is maintained in their (pharmaceutical industry) ability to observe the principles [18]. The medicine prescriptions and dispensing section is prone to unethical practices [6,10,20]. When the pharma employees give wrong information to the doctors or hide genuine information regarding the product just to benefit the organization, they are certainly transgressing the ethical norms [4]. This study explains that task & responsibilities and schedule i-deals are significant predictors of UPB in pharma drug promotion system. The HR managers should develop the thinking and analytical abilities of the staffs as a way to curb UPB [8].

With a market value of roughly \$3.2 billion, Pakistan's pharmaceutical industry is one of the developing nations' rising marketplaces. Pharmaceutical businesses advertise their goods to physicians, patients, and healthcare institutions in an effort to increase sales revenues. However, these campaigns are usually impacted by the corporations' conscious efforts to increase profits and market share [19]. Pharmaceutical companies face a number of obstacles when it comes to the ethical promotion of their products, including a lack of exterior accountability, price wars, pressure to meet sales goals, an unnecessary push to sell inferior-quality products, the materialistic approach of doctors, sales managers who support unethical promotion, and uncompetitive salaries that encourage unethical promotion in order to meet incentive-driven targets [19].

Theoretical implications

The research adds to i-deals literature by demonstrating that i-deals are likely to increase UPB in line with SET. The SET postulates that when one party offers the benefits to the other party, this second party is obliged to reciprocate to maintain exchange relationships. While reciprocating, employees are likely to transgress the moral principles and execute UPB [2]. In consistent with social cognitive theory [15], these employees need to improve their cognitive capabilities as a way to reducing rampant UPB. Therefore, HR managers have to consider the shady sides of i-deals and consistently improve the RMA of the employees as a way to diminish UPB [1,16,17]. The study establishes that i-deals are likely to translate into UPB when employees minimize moral cognitions as a way to circumvent self-censure.

Practical implications

The organizational managers should recognize that UPB exist as a first step towards resolving the prevalent problem threatening the organizations. The managers should bring the ethical dilemmas into discussion at the meetings. The managers themselves should be a role model in cultivating a culture of ethics. They should encourage both performance as well as ethical behaviors. When managers motivate their employees only on performance figures ignoring the unethical practices, this would certainly send a wrong message and nurture a culture of moral decadence. The organizational executives should place the morally attentive employees at the key positions so they become the source of inspiration for others. HR managers must recruit the new aspirants based on their sensitivity to moral matters. The HR managers should recognize that i-deals are likely to transform into UPB so they are expected to be conscious of this dark side of using i-deals. The HR managers have to continuously work on training and development efforts to improve the cognitive abilities of the employees as tool to bring down the emerging problem of UPB [8].

Potential limitations

This study is not without potential limitations like other research endeavors. First of all research was conducted on managers from pharmaceutical sales sector who work on prescription generation from doctors, so there could be the generalizability issue. The research should be repeated in other segments of pharmaceuticals such as distribution, procurement,

manufacturing, registration, selection of drugs (for public procurement) and other services sectors notably health, education, hospitality to validate these results and increase the generalizability. Secondly the study relies on the perceptions of the respondents; the results could be more interesting when the research is executed on the real decision making in the organizations. Lastly the cross sectional study design is likely to be limiting factor in way of generalizability as we know the longitudinal study design contributes to establish the cause and effect relationships.

Future directions

The future researchers are recommended to explore other antecedents of UPB in sectors other than pharma such as health, construction, education, hospitality, banking, insurance and accounting. They are encouraged to investigate UPB in six key zones in the pharmaceuticals that are crucial decisional points and major targets for corrupt practices such as, manufacturing, registration, selection of drugs, procurement, distribution, prescribing and dispensing by pharmacies [4]. Also the future researchers are advised to focus on other potential mediators and moderators in context of UPB. The prospective researchers are expected to continue the research on ethical leadership, ethical climate as an instrument in diminishing blatant UPB.

CONCLUSION

This leads to the conclusion that if one upholds moral norms across all levels of operation, the playing field in business may be both open and fair. Despite the fact that there are many laws governing commercial organizations, it is obvious that legislation by themselves cannot guarantee adherence to ethical standards [18]. The organizations use i-deals for the wellbeing and welfare of the employees. The organizational managers must be cognizant of the shadowy side of i-deals as i-deals have the potential to translate into UPB in disregard of moral principles. The UPB are beneficial for short span of time but are devastating in long run as these can cause reputational and financial damage to the organizations. The employees need to be attentive to moral issues as a way to lessen the UPB. The HR managers have to improve the cognitive abilities of the employees. The immediate managers should discuss the ethical dilemmas in the meetings. Lastly the unethical behaviors must be discouraged.

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