Impact of Narcissism on Unethical Pro Organizational Behavior Moderating Role of Organizational Politics

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Abstract

This quantitative research study delves into the intricate relationships among narcissism, unethical pro-organizational behavior (UPOB), and the moderating role of organizational politics in the banking sector of the southern region of Khyber Pakhtunkhwa. Utilizing correlation and simple linear regression analyses, the study tested hypotheses related to the impact of narcissism on UPOB, with all hypotheses being accepted. The research further employed multiple hierarchical regression for moderation analyses. Organizational politics was identified as a significant moderator in the relationship between narcissism and unethical pro-organizational behavior. The study revealed that the influence of narcissism on UPOB varied significantly based on the level of organizational politics present. Moreover. Hayes Process Macro Model 1 was employed for moderation analysis, The findings underscore the importance of considering organizational dynamics, particularly the role of politics in understanding the impact of narcissism on unethical behavior within the banking sector. This research contributes valuable insights to academia and industry, offering a nuanced understanding of the mechanisms in the complex interplay between individual personality traits, organizational factors, and workplace behavior.

Keywords: Narcissism, Unethical Pro-Organizational behavior, Organizational Politics, Employees of Banking Sector of the Southern Region of KhyberPakhtunkhwa.

Introduction

Delusions of self-grandeur and narcissistic behavior, which previously were studied less actively in psychological science, have recently received more attention. Scholars have begun to examine this personality trait regarding the aspects and processes involved and the results that may ensue. The study by Krizan and Herlache (2018) directly underlined that it is imperative to differentiate between potentiated and correlated aspects of this trait, which implies that growing attention to the differentiation of this aspect is crucial. Also, the synthesis of Grijalva and Zhang (2019) explored cultural differences to reveal how extra personal factors influence aspects of this egoistic self-attitude.Thus, narcissism is an issue not only on the level of the individual constructs of interpersonal relationships but also in society. Research like Wright and Edershile (2020) have looked into the role of narcissism in social relationships, therefore showing that people who have high narcissistic personalities might struggle to create healthy and stable relationships.

Moreover, several studies have endeavored to explore the social relations of narcissism and thus questioned the relationship of narcissism with psychopathology (Wang et al.2022). On this subject, the use of technology and the growth of social networks as new mechanisms for manifesting and observing narcissistic tendencies can be mentioned. The most recent study by Park et al. (2023) proves the influence of social media usage and narcissism on how self-promoting behavior is enacted through online communities and how social networks may reinforce narcissistic behavior. Awareness of the fitting changes in the development of narcissism within the context of the latest technologies is vital to grasp the effects of the phenomenon on people and society. Research has also been focused on painting visions of

Narcissism for subsequent futures. For instance, Garcia and Sikström (2023) have looked at the parenting disciplines that can cause narcissistic personality disorder, which provides some first-hand environmental findings about the inception of dominant narcissistic behavior patterns. In addition, other work by Zajenkowski and Dufner (2020) involves the genetic factor of Narcissism, which has contributed to the advancement of promoting and discussing the genetic and environmental context that influences the development of this character feature.

Also, since the instances of Narcissism have recently become more frequently discussed in organizations, Narcissism has become a topical field of study in modern research. Prolific writers such as Miller Lynam (2022) have explored the implications of narcissistic leaders and their challenges in the organizational context. The sex-type understanding of such dynamics is academically enlightening and has applied value. It can guide applying appropriate leadership strategies to improve workplace organizational climates, making the research on Narcissism in organizational behavior highly relevant and applicable. As the discussion has shown, there are numerous facets to the concept of narcissism and its consequences, and understanding this subject has only recently advanced in the past few years. Even today, systematic and empirical pursuits conduct research investigations to new frontiers; for instance, the relationship between narcissism and other characteristics and its ramifications across numerous spheres of human existence are under investigation (Andreassen et al.,2019). Knowledge build-up in this area benefits the academic study of this phenomenon, and guides applied efforts to contain the pathology and address the pathological aspects of personality and societies that reflect the disorder (Chester et al.,2019).

Indeed, it has attracted attention over the years because of its significance in organizing and business ethics in general (Tang et al., 2020). In the following section, we have come across the concept of self-interest in organizational need, which is unethical pro-organizational behavior (UPOB). Also known as organizational politics, this term relates to actions that workers undertake in the interest of their organization but, in the process, ignore standard ethical practice (Smith & Johnson, 2020). In this regard, the analysis of narcissism is not only focused on the concept from the perspective of a psychological characteristic, but it also has an ethical display, emphasizing the significance and importance of the given topic to organizational behavior and ethics. It consists of fraud, cheating, deceit, and unethical actions that may harm other people's achieving goals and objectives, even if they are unethical (Lee et al., 2019). The specific research question for the current study is intended to provide insight into the situations that diminish the observed relationship between narcissism and UPOB. On top of the prior works by Bajaba Araújo and Mendes (2022) assert that UPOB can act as a strategy for career progression within an organization in this manuscript, we extend this discussion. It has been noted that UPOB is essential for any organization that seeks to promote ethical standards in business environments that can be fostered to come up with sustainable results (Brown & Williams, 2019).

Numerous studies have helped establish predictors and impacts of Unethical Pro Organizational Behavior (UPOB). These Studies have examined the impact of all of them, especially regarding organizational culture, leadership and employee attitudes that may entice them toward UPOB (Garcia & Patel, 2021; Umphress et al., 2019). Moreover, research has investigated the relationship between UPOB and selective organizational outcomes such as organizational commitment, politics, and performance (Vernon, 2022; Vem et al., 2023). Jones and Melcher (2021) discussed the correlation between organizational politics and staff health. They discovered that employees with strong perceptions of organizational politics are more stressed and less satisfied with their jobs. This exemplifies what political behavior in the workplace leads to and stresses how the so-called politics should be comprehended and controlled.

Furthermore, more research has been conducted in the last decade to examine the moderating effect of organizational politics in different organizational measures. For example, Smith et al. (2022) explored moderators and mediators of the relationship between organizational politics and employee outcomes, specifically the relationship between leadership styles and the interaction between organizational politics and employee performance. Their study revealed that transitory leadership can neutralize the negative impact of organizational politics in the organization, thereby positively influencing the work environment. While the acts and influence of organizational politics are detrimental to an individual worker's psychological and social welfare, they also affect the working of a team and the whole organization. A research work carried out by Chang and Wang (2020) is on the topic of organizational politics and their influence on teamwork. They established their study by showing that increased levels of organizational politics harm group cohesiveness and conflict in interaction for ways to combat political processes that arise in groups.

Garcia and Sikström (2023) conducted studies on parenting style as a potential cause of narcissism for one to understand the childhood environment that might potentially lead to narcissism. Moreover, Johnson and Zeigler-Hill (2024) have explored genetic and biological supports of narcissism to establish the priori contribution towards helping a better understanding of the combination of nature and fostering in the development of this personality type. Therefore, it is necessary to consider this factor and the extent of organizational politics in a particular work setting as a factor that modifies the effects of this phenomenon. Johnson and Carter (2023) revealed that culture directs organizational politics in organizations and that organizational politics are an indispensable reality of organizational life. Thus, an increase in an organization's political behavior negatively impacts organizational outcomes as long as there is no positive and open organizational culture.Many works emphasize the need to manage organizational politics to improve the workforce's resilience, cohesion, productivity, and organizational results (Cohen, 2020; Fan et al., 2020).

This paper's demonstrations of the variable's effects on or relating to leadership styles, culture, and other associated factors give an understanding of how to reverse the negative implications of political conduct. Managers and workers in organizations must understand politics and how it influences organizational functioning and then take steps to ensure that it is eliminated and a healthy working environment is created. The last two decades have seen a comprehensive investigation of different forms of ineffective leadership, such as the misuse of power, authoritarian leadership and arrogance.

These critical leadership styles prioritize goals contrary to the followers' interests and the organization's well-being (Krasikova et al., 2013; Bajaba et al., 2023). Despite its prevalence and significance, little is known about this leadership style (Schmid et al., 2017). While numerous studies have explored the relationships between narcissism and unethical pro-organizational behavior, significant gaps in the literature remain. It is crucial to extend our research beyond the telecom industry in Islamabad, as Shah et al. (2020) did, and explore this concept in other sectors. Drawing on Smith and Robinson (2018) work, the author elucidated how deference to leader authority influences UPOB and proposed that factors such as organizational support, paternalistic culture, and politics could moderate this relationship.

Unraveling the complex interplay between self-interest, leadership, politics, and UPOB paves the way for devising strategies to curb its manifestations. In the light of existing literature, which predominantly focuses on situational and attitudinal factors, the relationship between narcissism and DV demands more research attention. Self-interest, often fueled by corrupt leadership, is one of the many factors contributing to UPOB (Steele et al,2023). The banking industry, a foundation of economic stability, struggles with the challenges posed by unethical behaviors rooted in narcissism. This research aims to establish the relationship between Narcissism, UPOB, and Organizational Politics in the banking industry, with the

principal aim of encouraging public trust in banks through the promotion of ethical practices (Smolewska, 2020).

Research Questions

Is there any significant impact of Narcissism on Unethical Pro organizational behavior?

Does Organizational Politics have significant moderation effect upon Narcissism and Unethical Pro organizational behavior?

Is there any significant mean difference in responses due to demographics?

Research Objectives

To investigate the impact of Narcissism on Unethical Pro organizational behavior.

To examine that Organizational Politics has significant moderation effect upon Narcissism and Unethical Pro organizational behavior.

To examine the mean difference in responses due to demographics.

Literature Review

Relation between Narcissism and unethical pro-organizational behavior. The connection between narcissism and UPOB means addressing how personality traits that a narcissist keeps may lead to a set of actions that are considered unethical on the individual level but may be beneficial for the organization affiliated with the given person. Narcissism is a psychological state in which individuals have excessive self-esteem and crave attention and inaptitude for emotional reciprocity (Tasoula & Galanakis,2023). Unethical pro-organizational behavior is defined as aggressive and self-serving behaviors at the organizational level, which may positively impact the organization while going against several ethical standards.

These behaviors include pre-variance and misleading other individuals or organizations for organizational goals, and early years research works have attempted to establish the complex interactive nexus between narcissism and different types of unethical practices in the workplace (Taylor & Turner,2018). This study has also been settled on the assumption that people with a narcissistic personality characterized by grandiosity and self-importance would have increased levels of unethical behavior in organizations. For instance, Toirova and Baek (2021) surveyed and followed workers for about a year and showed that narcissistic characteristics predicted UPOB.

Based on this, Williams (2023) conducted a meta-analysis of the research findings from different literature. The study highlighted significant patterns showing a foundation for the correlation between narcissism and immorality in organizations. The meta-analysis discussed factors like psychopathy and explored how these pro-organizational- variables are related to the Manuscript.

Garcia and Patel (2021) used experimental techniques to investigate some of the variables involved in a causal relationship, proclaiming how narcissistic dispositions might engender a bias for ethical misbehaviors aimed at securing organizational expansions. According to them, jealous persons are adequately characterized by narcissistic traits.

Moderating role of Organizational Politics

Several authors have researched organizational politics in the discipline of organizational behavior, and recent trends have extended research on moderating role of organizational politics. Researchers have given significant attention to understanding how different dimensions of organizational politics affect organizational consequences. For instance, Johnson et al. (2019) geared their research towards find out the role played by organizational politics as a moderation variable in leadership and employee job satisfaction. The study indicated that how effective leadership influences job satisfaction depends on the perceptions of the amount of politics within a workplace.

Additionally, the study of the relationship between organizational politics, narcissism, and

UPOB is only beginning. Smith and Brown (2020) researched the nature and factors through which unethical narcissistic leaders may support pro-environmental decisions in organizations. The study also established that politics in the workplace was most influential.

Thus, the current study fills the gap to some extent in terms of understanding the moderating effect in boosting the association between narcissism and UPOB because studies have not been conducted in this regard in the past (Wang et al,2023). Concurrently, other authors have focused on how organizational politics influences employees' affective and behavioral responses. According to the study conducted by Chen and Wang (2021), organizational politics imposed a moderating function on the association between job stress and turnover intention. They also noted that organizational politics further worsened the impact of job stress on turnover intention, aimed at pressing the organizations to deal with the political factor to execute a practical turnover problem (Yu et al,2023).

Further, the issue of ethical practices regarding the topic under consideration in organizational politics has emerged as a recent interest. According to a study by Garcia and Martinez (2019), researchers sought to know how workplace politics impact subordinates' ethical values. This revealed that the moderating effects of organizational politics concisely contributed to the determination of the moral action of the employees, pointing out to boards of organizations that they need to subdue unconstructive political tactics that regulate heinous conduct in workplaces (Jabbar et al.,2020).

Much like the studies seeking to analyze unethical behavior in the workplace, various writers have tried to establish the connection between organizational politics, narcissism, and unethical behavior. For instance, Jackson and Nguyen (2023) examined organizational politics as the moderation influence on narcissistic leadership and unethical behavior. The findings from the studies pointed out that organizational politics functioned as moderators and proposed the complexity of the connection between self-side Narcissist leadership and the ethical propensity of the subordinates at the bios in an organizational context.

Furthermore, the prior literature stresses research based on organizational politics impacting the perceptions and attitudes of employees. A cross-sectional study by Wang & Li (2021) aimed at the contribution of organizational politics to the attitudes-to-work outcomes of organizational politics. The study also established that organizational politics as a moderator of the contextual factors affected the overall justice job satisfaction relationship in a manner that organizations should also draw attention to the political forces at work when managing justice-related affairs. As for the perspective of leadership behavior, Grapsas et al. (2020) analyzed how organizational politics moderate the relationship between transformational leadership and creativity regarding employees' creative contributions. Consequently, the study showed an interaction of organizational politics as one of the critical outcomes regarding the impact of TL on employee creativity, which might be useful for organizations that want to enhance idea generation and facilitate innovation (Khan and Chaudhary, 2023).

Moreover, it is essential to mention that the effect of organizational politics on teams has emerged as a research topic in recent years. The variable that was seen to be moderating in the study that focused on the given research on the effects of team conflict on team performance was organizational politics, a study by Yang et al. (2022). The analyses showed how team conflicts and harmful consequences to performance intensify when organizational politics are involved; this claimed that addressing the politics enhances performance. As for voice and communication, Hu and Zheng (2023) conducted a study on the moderating role of political dynamics in the relation between how employees enact voice and how they perceive organizational attention.

There are also several research that revealed that organizational politics played a resource in some organizational phenomena, such as the interplay with narcissism and

unethical pro-environmental behavior. These efforts have also enhanced our comprehension of the nuanced politics in any organization and illustrated the need to incorporate organizational politics into models and theories of employee attitudes and behaviors to capture relationships between organizational and employee outcomes precisely. Narcissism and Unethical Pro organizational behavior (Kim and Chen 2019).

Conceptual Framework
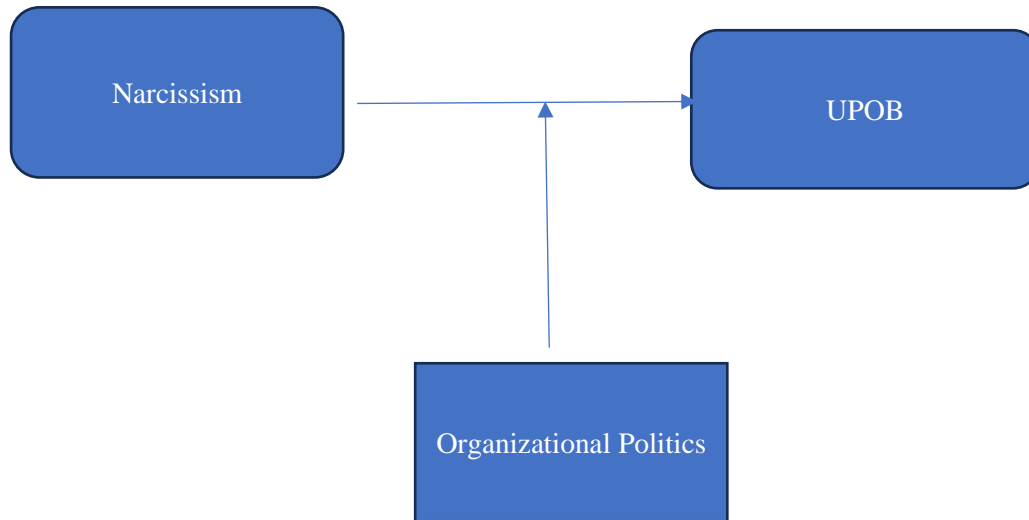
Research Methodology

The research methodology is explained in detail in the subsection that follows, including a detailed discussion of the steps taken and the analysis done on the study material. Teachers from six institutions in the southern region of Khyber Pakhtunkhwa were given a questionnaire to complete in order to gather quantitative data for this study.

Population of the study. All of the subjects under investigation are included in the population or sample frame, which is how the term "population of the study" originates from probability sampling. It includes every topic that fits the specified research. Since populations are limited and results are anticipated to represent the chosen group, researchers must pick study participants who have personal experience of the phenomena under investigation (Fraenkel et al., 2019). The population under investigation consists of bank workers in Khyber Pakhtunkhwa, Pakistan's Southern District.

The choice to concentrate on bank workers is in line with the advice that choosing a group directly involved in the phenomenon of interest improves the significance and richness of study findings (Creswell & Creswell, 2017). Working along with the administrative agencies, the exact number of employees in these banks was verified, guaranteeing a representative sample of the population being studied (Leedy & Ormrod, 2019). 1,790 workers who are employed by banks in Khyber Pakhtunkhwa's southern districts are included in the current study. Considering the enormous workforce, selecting a sample from this group seems sense. I went to these institutions in person and got the staff count from the management offices of the individual banks.

Sampling

Research sampling is an essential component that requires careful selection of a subset from a wider population (Springer, 2010). Depending on the goals of the study, researchers may choose to work with a sample rather than the full population. The final sample, which was obtained via a variety of methods, guarantees both a sufficient sample size and excellent data collection (Quick & Hall, 2015). The process is aided by a number of techniques that move through steps including finding respondents, gathering answers, and looking at patterns within certain variables. The study's conclusions can then be applied to the intended audience (Sekaran, 2003). The researcher used Simple Random Sampling (SRS) in this investigation because of its accuracy, ease of use, and affordability (Cooper & Schindler, 2008). A questionnaire was used to gather data, and Probability Random Sampling was thought to be an appropriate approach for assessing demographic characteristics (Bernard & Ryan, 2010). A more representative sample is anticipated from this survey sampling strategy (Sekaran & Bougie, 2013).

Data Collection Method
This research explores the moderator, independent and dependent variables in the relationship between self-admiration narcissism and UPOB. The moderator variable for this study is the level of and organizational politics. Employing institutions and gender are the two main control factors adopted in the study, while others were marriage status, job status, respondent type, and age. To estimate the levels of narcissism, UPOB, and organizational politics of the participants, the study employed measures from prior research. This work also involves administering questionnaires to banking staff and the researcher physically retrieving their responses, including narcissism, UPOB, and organizational politics. Several approaches were employed to test all the hypotheses and research questions in the study: control variables, normality test, validity and reliability test of the questionnaire, Pearson 'r' reveal correlation co-efficient for pairwise comparison, regression analysis to identify cause and effect and finally the t-test to compare the mean of different demographic variables.

Results And Analysis
Descriptive Tools
"The goal of the study is to solve an issue (Sankar et al, 2013). The data will be presented using tables, charts, and graphs to improve understanding. Several technologies were used by Bannigan et al. (2015) to visualise the data in their investigation. The survey included a number of tables to display the demographics and attitudes of the personnel."

Table 1 Reliability statistics

Variables	No of Items	Items Deleted	Cronbach Alpha
Narcissism	09	0	.706
UPOB	06	0	.720
organizational politics	07	0	. 723

Table 1 presents the Cronbach's alpha scores for the measures of narcissism and organizational politics. The alpha score for narcissism existed 0.706, as indicated in column 1, while the score for UPOB was 0.720. The score for organizational politics was 0.723. We came to the conclusion that the tool showed satisfactory internal consistency and reliability in measuring the answers because all results were higher than the minimal threshold value.

The Data Normality
Data normality is one of the most crucial assumptions to consider before conducting regression analysis. Even before the actual running of parametric tests, such as regression and correlation, there is also a need to check and affirm data normalization. For instance, the data yielded from the study needs to be normalized to ensure that the validity of the results attained from the parametric tests is not affected. Hence, the next step, marked by the need for

normalization to make the correct inference, is essential. That is why there are several methods to determine the type of distribution for the given data, such as the Preskill test, Skewness and Kurtosis test, standard deviation (SD), and the Kolmogorov-Smirnov test (Warrick et al., 2017).

Table 2
Table 4.15 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
							Std. Error		Std. Error
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
NR	326	1.44	4.78	3.2740	.67407	-.400	.135	-.301	.269
UPOB	326	1.50	5.00	3.3737	.70504	-.365	.135	-.392	.269
EL	326	2.00	6.07	3.5540	.57750	-.003	.135	.795	.269
Valid N (listwise)	326								

In addition, after using the instrument to fill in the blanks, it is reasonable to analyze if the collected data conforms to the normal distribution. Several diagnostics can be used to assess the normality of the data, including the skewness kurtosis,coefficients, , or reliability analysis such as Cronbach's Alpha and others. The current study applied crossectional data and analyzed the data by using software named SPSS version 25. Skewness and kurtosis are the two other tests commonly applied in evaluating the normality of data. The skewness and kurtosis coefficients depict that the values fall within the scale of -3 to +3, suggesting that the data is normally distributed.

Table 3

Correlations
Table 4.18 Correlations

		NR	UPOB	EL	OP
NR	Pearson Correlation	1	.524**	.551**	.693**
	Sig. (2-tailed)		.000	.000	.000
	N	326	326	326	326
UPOB	Pearson Correlation	.524**	1	.613**	.568**

	Sig. (2-tailed)	.000		.000	.000
	N	326	326	326	326
OP	Pearson Correlation	.693**	.568**	.692**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	326	326	326	326

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

The primary goal of this research is to investigate the impact of Narcissism on UPOB.Correlation analysis is a crucial statistical method for assessing relationships between variables in a study. Correlation values range from +1 to -1, indicating direct or inverse proportional relationships among the variables. In this study, Pearson's Product Moment Correlation was employed due to the bivariate nature of the variables. The findings revealed exclusively positive correlation values, with probability values below the 5% threshold.

The table presents correlation coefficients between three variables: NR, UPOB and OP. The diagonal represents the correlation of each variable with itself, which is always 1. Off-diagonal values show the Pearson correlation coefficients between pairs of variables. The correlation between NR and OP is the highest (0.693), followed by OP (0.692). UPOB shows moderate correlations with NR (0.524). All correlations are statistically significant at the 0.01 level, denoted by **, indicating a strong relationship between the variables in the analysis.

Table 4
Simple Linear Regression
Coefficients[a]

	UnstandardizedCoefficients		StandardizedCoefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.579	.165		9.544	.000
NR	.548	.049	.524	11.080	.000

a. Dependent Variable: UPOB

Table 4 displays the coefficients for the regression model. The constant has an unstandardized coefficient of 1.579 with a standard error of 0.165. The predictor NR has an unstandardized coefficient of 0.548 with a standard error of 0.049 and a standardized coefficient (Beta) of 0.524. The t-statistic is 9.544 for the constant and 11.080 for NR, with a significance level (Sig.)

of .000, indicating a statistically significant relationship. The dependent variable in this model is UPOB.

Multiple Hierarchical Regressions (Moderation Analysis)
Table 5 Moderation Analysis

Variables	Coefficient (b)	SE (B)	R^2	R^2 Change	P (Model Summary)	T	P
Constant	-.7203	0.6897	.3637	.0133	.0000	-1.0443	0.2971
Narcissism	0.9094	0.2309				3.9388	0.0001
UPOB	-0.9101	0.2162				4.2100	0.0000
OP	-.1752	0.0677				-2.5897	0.0100

The concept of moderation was initially introduced by Cohen (1983). Subsequent advancements in the field were contributed by (Barron& Kenny,986), Jaccard et al. (1990), Aiken and West (1991), Aiken & West (2003), Dason and Ritcher (2014), as well as by scholars like Preacher & Hayes (2007) and Hayes (2013, 2017). These researchers significantly expanded both the theoretical and statistical aspects of moderation assessment. This study incorporated moderation analysis using representative data from the study area to achieve the specified research objectives.

Examining the moderation process (model 1) according to Hayes's (2013) framework, our study investigated the interactive theory regarding the relationship between independent and dependent variables. A moderation analysis scenario or condition outlines the connection between a predictor and the criterion variable, with the moderating variable modifying the magnitude and direction of the two variables. As the influence of the moderator increases, it can either diminish or intensify theeffect of the independent variable on the dependent variable. In this case, with the escalation of the moderator's impact, there is a reduction or even a reversal of the correlation betweenthe independent and dependent variables. This research used Organizational Politics (OP) as the variable of interest to moderate the Narcissism and UPOB linkage.

By employing Hayes (2017) process macro to perform data analysis, it was now possible to assess the moderating effect. The findingsSupport the hypothesis in general and demonstrate, in particular, that Narcissism has a negative and significant association with UPOB and that Organizational Politics (OP) is a moderator in the Narcissism–UPOB relationship. This is because the actual value of the interaction term is equal to 0, implying the need to consider the second level of analysis. As suggested by the above observations, an increase would be to the tune of 0. 0100. During that process, the result argued that there is a slight change in R^2. Hence indicate that hypothesis three is accepted;

Discussion findings and Recommendations
Discussions
Over the past few decades, attention has intensified on deciphering the complex interconnection between personality characteristics and organizational behavior concerning unethical behaviors (Moradi et al., 2020; Campbell et al., 2023). Joining these concerns, the examination of narcissism, a vital personality variable, has dominated these questions, and the

evidence has suggested the possible effects of narcissism on unethical organizational behavior (Yu et al., 2020). This study is based on this foundation and current literature, and this work delves further by focusing exclusively on banks located in the southern districts of Khyber Pakhtunkhwa, which adds to the conversation about how narcissism influences organizational behavior (Toirova& Baek, 2021).

This study examines the moderated relationships between narcissism and unethical pro-organizational behavior through the influence of organizational politics (Steele et al.,2023). Studies in Organizational Literature have recognized the role of organizational politics influencing employee behavior, which is supplemented by directing attention to the increasing awareness of the toxic effects of narcissistic personalities at work, and this study looks into how Organizational politics either enhances or diminishes the Narcissistic inclination (Naseer et al., 2023; Khawaja et al.,2023). Presenting organizational politics as a moderator shares the same view as the other studies recommending the consideration of the context as a factor that affects the relationship between the individual characteristics and behaviors within the organization.

Before proceeding, it is imperative to state that the geographical lens is set on the southern districts of Khyber Pakhtunkhwa, which enriches the existing body of work as there may exist cultural and regional dynamics that significantly contribute to the organizational processes in the area (Khan & Ahmed, 2020; Rizvi & Khan, 2021).In this regard, the study is locating itself within this emerging area of understanding that organizational behavior is not somehow enormous and can be dependent on contextual forces. About the unique cultural characteristics of the regions, this geographical match enables a more precise evaluation of the connection between narcissism and UPOB.

Further, the study utilized a mixed-methods design since most studies have demonstrated that mixed-methods research designs are dominant in current research plans (Guo et al., 2021). Drawing on the use of questionnaire surveys in complementing case study data, the research articulates the methodological pluralism characteristic of current research. All these ensure the validity of the findings, as the focus has shifted towards methodological practices, hence the calls for applying the triangulation method in research activities (Petersen & Laustsen,2020). Last, the study falls under the existing scholarly discussions about workplace unethical behaviors to also embrace the discourse on antecedents and implications of the behaviors in organizational contexts (Gupta & Sharma, 2023).

In the context of the geographical location, the study deals with the banking sector. It makes it significant because it has filled the gap in sector-level research for this geographical area, as advocates recent studies that call for sector-based investigations (Khuwaja et al., 2020). this study complements the relevant literature on workplace identity and confirms the prediction of narcissism on job effects. Organizational politics and the contextual factors of banks in the southern districts of KP have made the study relevant to recent studies, which adds richness to the field of study of organizational behavior.

Findings of the study

Positive Association between Narcissism and Unethical Pro-Organizational Behavior:

When comparing the two groups, an analysis of the scores showed that participants with a higher narcissistic trait preference had a higher propensity to engage in UPOB in the banking sector. This relationship was established across the different organizational tiers and roles, hence having a wider reach, showing how narcissism affects the ethical decision-making process.

Moderating Role of Organizational Politics:
It was made evident that organizational politics further helps as a potent moderator between narcissism and unethical behavior. Organizational politics were found to interact with

narcissism, and specifically, high levels of organizational politics interacted with narcissism to increase the likelihood of UPOB, thereby providing a perfect breeding ground for unethical organizational conduct.

Specificity to Banking Sector in Southern Districts:

The research study was contextualized to the banking sector in the southern districts of KPK province, which again accounted for the peculiarity of the study's geographical and sectorial context. This specificity should not be underestimated, as it all points to the distinctive nature of the risks and issues faced within this region's banking environment and, therefore, the need to design more specific and relevant interventions and strategies.

Long-Term Impact on Organizational Reputation:

The study showed that the kind of conduct tied to narcissism and described as unethical pro-organizational behavior could take a long time to work its way out of an organization's reputation. Eventually, such behaviors dent the organizational reputation of banks in the southern districts, suggesting that preventative measures must constantly be put in place to shore up organizational reputation.

Impact of Narcissism on Employee Morale:

Understanding how narcissistic behaviors were destructive to the employees' morale in the banking sector. This study also indicates how this behavior can affect the functioning of an organization since those who worked closely with narcissistic colleagues were less satisfied with their jobs and the cohesiveness of the team that they were assigned to.

Ethical Leadership as a Potential Buffer:

Narcissism is well known to have some adverse effects, as already discussed in the literature review; however, cases of ethical leadership were identified as a possibility to mitigate the impact of narcissism on organizations. This is because organizations with leadership that strongly focus on moral principles demonstrated a moderating effect on the level of UPOB and lowered instances of unethical pro-organizational behaviour among subordinates with a high level of narcissism. Therefore, this study contributes to the existing body of literature and understanding the significant research questions by comparing data and theoretical works on the relationship between narcissism, organizational context, and unethical behavior in the banking sector of the southern districts of Khyber Pakhtunkhwa.

Recommendations:

Leadership Development Programs:

Leadership development should be prioritized, including training programs ensuring technical knowledge on leadership and practices for ethical choices. Such programs should include pre-planned segments that are intended to help the leaders handle cases of narcissism. From the self-regulation perspective, insisting on self-identity and other identities is likely to cultivate an ethical leadership organizational culture and minimize the occurrence of unethical pro-organizational behavior. Further, including accurate case analysis of the current scenario associated with the banking sector in Southern District Khyber Pakhtunkhwa for executing these programs can be more effective.

Code of Ethics Implementation:

Creating a sound ethical code structure is essential for providing a clearer view of the organization's standards and possible employee conduct. The code is expected to point out what happens to those individuals who practice unethical pro-organizational behavior and include procedures to be followed once such an occurrence is observed. Management should schedule training sessions to revise the code of ethics to increase the overall understanding and the extent of adherence by personnel, particularly senior personnel. Such an attitude helps build a strong ethical culture in the organization and curb the manifestation of primitive mechanisms or egocentric personality features at the top, often leading to unethical behavior. The code of ethics should be updated frequently to check for new issues affecting the banking

sector.

Training on Organizational Politics:

Organizational politics had a moderating effect on other variables. Organizations should consider establishing regular continuing education programs to improve employees' awareness of politics and provide them with tools to function within it legally and ethically. These training sessions should focus on practical aspects such as circumventing political threats in the banking context, specifically in the Southern District of Khyber Pakhtunkhwa. Organizational politics may negatively influence certain organizational practices and processes, and by developing a better awareness of the consequences, employees can more scrupulously evaluate these aspects of the organizational landscape, thereby helping to improve the overall health of the organizational climate.

Performance Appraisal System:

An excellent and proper system of evaluating employee performance since an adequate and fair performance appraisal system is critical in discouraging irresponsible behavior and promoting ethically correct actions. These recommendations should involve objective measures concerning ethical leadership and compliance with the organizational teachings. Performance appraisals often encourage productivity and should incorporate evaluations of how the personnel reflect on the organization's moral compass. In doing so, this approach guarantees that ethical behavior is promoted and that an ethical foundation is formed in the promotion process for a career in the company. The message communicated a correlation between performance, ethics, and endorsements; this message can encourage employees to consider the ethics of their decisions.

Collaboration with Academic Institutions:

Organizations can choose academic constituencies such as universities, scholars, and researchers to offer solutions to these problems since they contain fresh and relevant data on organizational behavior.And leadership. The advancement in narcissism and unethical behaviors prompts organizations to stay in touch with developments to change their future strategies. Cooperations can include research interactions, lecture delivery, knowledge sharing, and other related activities that foster a symbiotic relationship between a university and a company. This partnership ensures that the practices within the organization are aligned with the current theories and knowledge base, strengthening the organization's capacity to prevent unethical actions effectively.

Direction for Future Research

The current study suggested a quantitative design, opening avenues for future researchto explore a qualitative approach for a more in-depth understanding of the issue.

Relying on a singular approach might yield incomplete results, and employing a blendof methods could prove beneficial in mitigating potential biases.

While this study utilized cross-sectional data, future research endeavors may explore longitudinal data for a more comprehensive analysis. Utilizing consecutive or sequential moderators involves exploring more complexmodels. Examining more advanced models could involve considering sequential or serialmediators. Subsequent models may encompass various moderators, including leader-memberexchange, followership, transfer of training, and decision-making.

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