



01

# 亲组织非伦理行为 (PUNB) 的研究演进

Pro-organizational Unethical Behavior, PUNB

# 定义与现实应用场景

**亲组织非伦理行为(Pro-organizational Unethical Behavior, PUNB):** 指员工为促进组织效能或保护组织利益, 而有意识地违反核心社会价值观、法律规范或道德标准的行为。

- (1) 违反伦理道德规范
  - (2) 意图是促进组织利益(而非个人利益)
  - (3) 行为主体具有主观能动性
- 

- (1) 财务造假: 安然公司(Enron)员工为使公司业绩看起来更好而进行会计欺诈
- (2) 产品安全隐患: 大众汽车排放门事件, 工程师为了达到公司目标而安装排放作弊软件
- (3) 销售欺诈: 销售人员为完成业绩目标对产品功效夸大或隐瞒缺陷
- (5) 商业间谍: 为获取竞争优势而窃取竞争对手商业机密
- (6) 监管应对: 向监管机构提供虚假信息以避免处罚或检查

定义

现实场景

Umphress, E. E., & Bingham, J. B. (2011). When employees do bad things for good reasons: Examining unethical pro-organizational behaviors. *Organization Science*, 22(3), 621-640.

# 研究现状及测量方法

2010-2014

概念提出与界定期：确立概念，区分其他相关概念

Umphress, E. E., Bingham, J. B., & Mitchell, M. S. (2010). Unethical behavior in the name of the company: The moderating effect of organizational identification and positive reciprocity beliefs. *Journal of Applied Psychology*, 95(4), 769-780.

2015-2017

理论拓展与机制探索期：探索前因、后果及中介机制

Effelsberg, D., Solga, M., & Gurt, J. (2014). Transformational leadership and follower's unethical behavior for the benefit of the company: A two-study investigation. *Journal of Business Ethics*, 120(1), 81-93.

2018-2020

跨文化研究与新影响因素期：扩展文化背景下的PUNB理解

Zhang, Y., Liao, Z., & Li, Y. (2018). Collectivism and employees' unethical pro-organizational behavior: The mediating role of ethical leadership. *Journal of Business Ethics*, 159(4), 1071-1083.

2021至今

系统整合与应用期：综合性理论框架构建，应用拓展

Lee, A., Schwarz, G., Newman, A., & Legood, A. (2019). Investigating when and why psychological entitlement predicts unethical pro-organizational behavior. *Journal of Business Ethics*, 154(1), 109-126.

## 测量方法

### (1) 问卷量表

Umphress量表(最常用)：6题版本，评估为组织利益从事的不道德行为

*Umphress et al. (2010). Journal of Applied Psychology*, 95(4), 769-780.

修订版量表：Graham等(2015)的8题量表，增加了情境特异性题项

*Graham et al. (2015). Journal of Business Ethics*, 126(3), 423-436.

### (2) 实验法

情境操纵实验：通过设置伦理困境情境测量PUNB行为

*Chen et al. (2016). Journal of Applied Psychology*, 101(8), 1082-1096.

### (3) 多源评价法

结合自评、同事评价和主管评价，减少共同方法偏差

*Wang, T. et al. (2019). Journal of Business Ethics*, 159(2), 473-489.

### (4) 案例分析与质性研究

深度访谈与案例分析，探索PUNB发生的具体情境

*Pierce & Aguinis (2015). Academy of Management Annals*, 9(1), 385-418.

# 1、可用选题

时间动态研究

领导模型

心理健康

数字化背景下

组织韧性

积极干预

文化差异

跨层次效应

## 2、相关模型变量

干预策略：预防和减少PUNB的有效方法



# 理论来源及重要观点

## 社会认同理论

Chen, M., Chen, C. C., & Sheldon, O. J. (2016). Journal of Applied Psychology, 101(8), 1082-1096.

强烈的组织认同使员工将组织利益视为自身利益，从而愿意为组织利益而违反伦理规范。

## 道德脱离理论

Fehr, R., et al. (2019). Organizational Behavior and Human Decision Processes, 153, 27-40.

强烈的组织认同使员工将组织利益视为自身利益，从而愿意为组织利益而违反伦理规范。

## 社会交换理论

Wang, T., et al. (2019). Journal of Business Ethics, 159(2), 473-489.

员工感知到组织支持后，可能通过PUNB回报组织

## 角色认同冲突理论

Zhu, L., et al. (2018). Journal of Business Ethics, 153(3), 829-844.

员工角色与道德自我之间的冲突可能导致PUNB

## 伦理决策模型

Treviño, L. K., Den Nieuwenboer, N. A., & Kish-Gephart, J. J. (2014). Annual Review of Psychology, 65, 635-660.

PUNB是伦理决策过程的结果，受多种因素影响

## 双刃剑效应

Zhao, H., & Xia, Q. (2022). How and when authentic leadership influences employees' unethical pro-organizational behavior: A moderated mediation model. Journal of Business Ethics, 184(4), 1085-1104.

## 演变与传染

Duan, J., Li, C., Xu, Y., & Wu, C. H. (2023). An irony of good intention: when and why unethical pro-organizational behavior spirals into unethical pro-self behavior. Journal of Business Ethics, 188(4), 913-935.

## 不安全感

Wen, P., Wu, X., & Liu, Y. (2023). When job insecurity leads to unethical pro-organizational behavior. Journal of Business Ethics, 185(4), 1119-1139.

## 组织嵌入

Li, C., Wang, H., Wu, J., & Yang, T. (2023). What gets employees in? When job and organization embeddedness lead to unethical pro-organizational behavior. Journal of Business Ethics, 186(3), 505-526.

## 伦理型领导的复杂效应

Liao, Z., Sun, J. M., & Lee, H. W. (2022). "This is for your own good": Ethical leadership and employees' unethical pro-organizational behaviour through moral motivation and neutralization techniques. Journal of Business Ethics, 179(3), 865-879.