

The Impact of Organizational factors on Sales Force Unethical Behavior in Sri Lankan Life Insurance Industry

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Abstract

As a service providing company image and success of the insurance industry vastly depend on the ethical behavior of their salespersons. Because they are the persons who have direct relationship with customers which in turn builds up the customer's satisfaction and trust towards the organization. Therefore managers must have the knowledge of the key determinants of unethical behavior of their salespersons if they want to ensure the ethical behavior among salespersons. Different factors contribute to this behavior and organizational factors were more important among them. The purpose of this research was to identify the organizational factors affecting the unethical behavior of salespersons in Sri Lankan life insurance industry. An extensive literature review was conducted and five organizational factors were identified as impacting on unethical behaviour of salespersons in Sri Lankan life insurance industry. Namely, they were manager behavior, sales targets, organizational culture, code of ethics and a rewarding system. Data were collected from 200 individual salespersons from 10 life insurance companies through the structured questionnaire. The stratified random sampling method was used for the selection of the respondents to the sample and data were analyzed using multiple regression. The findings of the research indicated that manager behavior, sales targets and rewarding system significantly predict the unethical behavior of salespersons. Further, it revealed that sales targets predict unethical behavior strongly, compared to the rewarding system and manager behavior. Findings of this research also gave some implication on the code of ethics where there is no code of ethics in the companies or if exists, not practiced or enforced. Accordingly, research provides recommendations that can be used to minimize the unethical behavior of salespersons. To improve the generalization of the findings, future research should broaden the sample by including general insurance companies and finance companies. Continuing research is needed to analyze the other factors in addition to organizational factors and future research could also look at customer perspective rather than the salesperson perspective.

Key Words: Business Ethics, Life Insurance Industry, Organizational Factors, Sales Persons, Unethical Behavior

INTRODUCTION

Sales profession is not being considered as a profession by many people due to bad experience while performing certain transactions with an unethical salesperson. It indicates that the issue of ethics is also related to the sales profession (Adnan *et al.*, 2013).

According to Talwar and Ali (2016) the biggest problem for any life insurance company is mis-selling of policies to the customers resulting in high lapsation of policies and high agent turnover. Looking at the Sri Lankan life insurance industry, having high policy lapse rate due to the over-selling and it indicates the industry's sales pitch is overenthusiastic because salespersons not acting honestly when they selling life insurance product to the client. Insurance salespersons should explain clearly to a client what the policy is, its benefits and what the policy holder's obligations are, an international expert Rudy Verrilli said in National Forum for Life Insurance Advisors in Colombo 2007. Further, he said that some salespersons do not do so and instead focus on merely selling the insurance policy to make gain through the sales commission. By confirming it Insurance Ombudsman Mr. Wickrama Weerasooria said that some salespersons were not explaining the policy before getting a client signature to it. Further, he said that he himself had brought the practice to the notice of the insurance companies but they responded that they were unable to do anything about it as once the policy has been signed by the client there was no proof how the signature was obtained (Lanka Business Online, 2007).

These unethical and misleading sales practices of some of the salespersons have earned insurance professionals and industry a bad name among the people (Sandi Kruse Insurance, 2005-2015). Due to that more effort was required to increase the insurance penetration rate. So, it was important to protect the individual salesperson's reputation as well as industry reputation. In addition unethical behaviors by salespeople cause problems within sales organizations and with other business functions, damage customer relationships, decrease customer retention, and reduce sales. In contrast, ethical behavior is a key ingredient to the success of every insurance producer and to the insurance industry as a whole. Therefore increasing the ethical behavior of salespeople is especially important in today's sales environment (Jones *et al.*, 2005).

Despite the importance of understanding salespeople's unethical behaviour, only a few studies have been empirically tested the determinants of unethical behavior of insurance salespersons. According to our knowledge, none of them has analyzed the unethical behavior of insurance salespersons in Sri Lanka. Therefore the main focus of this research study relates to the unethical behavior of salespersons in the Sri Lankan life insurance companies. According

to Askew *et al.* (2015) organizational factors are the most important category in understanding unethical behavior because organizational factors can be changed in order to influence the behavior of employees. Accordingly, this research does not intend to examine all the factors affect to unethical behavior of salespersons and only look at the impact of organizational factors on unethical behavior of salespersons.

Accordingly, the objectives of this paper are (1) to find the organizational factors which affect the unethical behavior of salespersons in Sri Lankan life insurance industry, (2) to identify most influential organizational factor relating to the unethical behavior of salespersons, (3) To recommend measures to minimize unethical behavior.

The following sections develop the hypotheses, test them empirically and delineate the discussion, conclusion, and direction for future research.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Unethical Sales Behavior

Among the unethical behavior of the employees, unethical selling behavior is considered as the important unethical behavior (Bellizzi & Hasty, 2003; Roman and Munuera, 2005). The salesperson may behave unethically when interacting with different stakeholders such as customers, competitors, and employers. In the hierarchy of stakeholder importance, it appears that salespeople regard ethical transgressions against customers as being less ethical than any controversial actions against competitors or their employer (Chonko & Burnett, 1983; Chonko & Hunt, 1985). Mostly the sales people mislead the customers or show the inappropriate conduct in order to make greater sales revenue.

According to Roman and Munuera (2005) ethical sales behavior is fair and honest actions that enable the salesperson to foster long-term relationships with customers based on customer satisfaction and trust. If sales person's actions fall outside of fair and honest it indicates the unethical sales behavior. Examples of such activities include: lying on a sales call, selling products the customer does not need, losing focus on customer needs, lying about product availability and the competition, providing false answers, applying an inordinate amount of sales pressure, and portraying products as better than they actually are, making false promises and withholding information and so on.

Life insurance business is based on trust and honesty (Haron *et al.*, 2011). Therefore requires a high degree of responsibility and professionalism from the insurance sales persons. But mostly the sales persons show unethical behavior (Adnan *et al.*, 2013) and it leads to image problem of the insurance industry. Hence, it is important for life insurers to understand the fact that

ethics in marketing of insurance products is not only a moral obligation but also important for long-term business sense. Being ethical might lead to a loss for the insurers in the short run, but ultimately helps them to win over customers, resulting in new business because ethical behavior is the number one characteristic customer want in their insurance producer. And strong ethical behavior is an invaluable characteristic to an insurance producer's success.

The conceptual model we propose is shown in Figure 1, namely managers behavior, sales targets, organizational climate, organizational culture, code of ethics and rewarding system affect the salesperson's unethical behavior. The logic for the choice of such variables and their hypothesized relationship with unethical sales behavior is explained below.

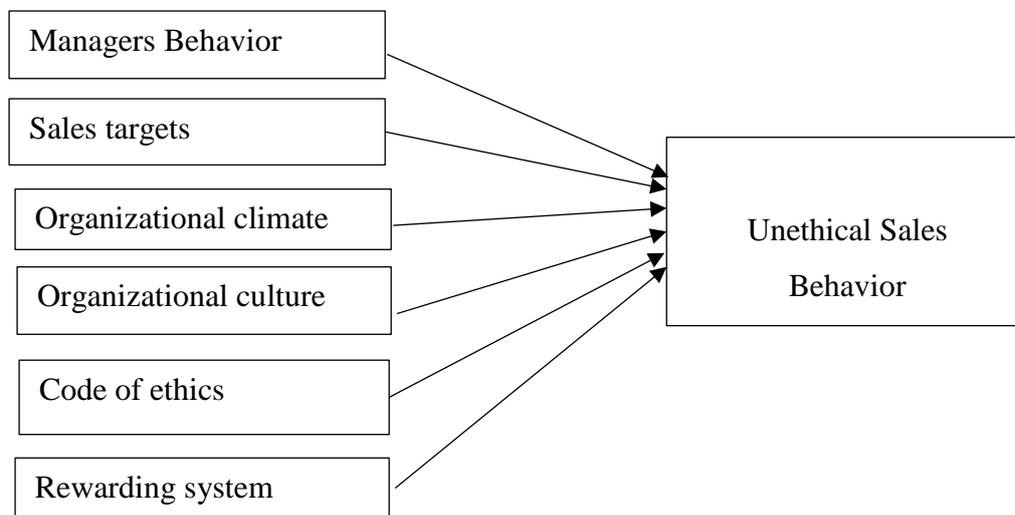


Figure 1: Conceptual Model

Determinants of Unethical Sales Behavior

Managers Behavior

Leadership is considered an important factor to have an impact on effectiveness and efficiency of the organization. Effective leadership helps to develop the morale of the employees, builds the effective work environment, motivates and guides the employees towards goal achievement, and helps to create the confidence in employees (Adnan *et al.*, 2013).

Northouse (2010) defines leadership as a process whereby an individual influence a group of individuals to achieve a common goal. Accordingly, leaders influence the employees working under him (Ingram *et al.*, 2005). According to Abratt *et al.*(1999) manager's practices are followed by the employees. It means the way the manager will act will be followed by the employees. If managers want to incorporate ethical standards into the employee, they need to

act accordingly. Manna and Smith (2004) highlight in their research many winning managerial skills like self-awareness, self-regulation, self-motivation, and effective communication, these skills help out the employees to work effectively and to achieve the targeted goals of the organization.

The Relationship between Manager Behavior and Ethical Behavior

Adnan *et al.* (2013) conducted a research and found that there is a highly significant relationship between leader's characteristics and sales ethical behavior. However, according to them authentic leadership style negatively related to ethical behavior development.

Zhang and Zhang (2016) conducted a research on the relationship between ethical leadership, ethical climate and business ethical sensitivity of Chinese insurance agents. The findings indicated a significant positive relationship between ethical leadership and ethical sensitivity. Furthermore, ethical leadership positively related to the ethical climate and ethical climate mediated the relationship between ethical leadership and ethical sensitivity.

In a study titled "Salesperson Ethical Decision Making: The Impact of Sales Leadership and Sales Management Control Strategy", Ingram *et al.* (2007) conclude that sales leadership has a significant relationship with ethical behavior of salespeople.

As for the factors influencing employees to behave unethically, Zabid and Alsagoff (1993) found that the behavior of one's immediate superior is more important in contributing towards such a conduct.

In a study titled "Ethical leadership and moral behavior of employees" Hendriks (2011) conclude that ethical leadership has a significantly negative relationship with moral behavior. Further, she mentions that when the leader is perceived as ethical, the employee will show less moral behavior.

On the basis of the above discussion about manager behavior we set the following hypothesis:

H₁: Managers behavior significantly effect on the unethical behavior of salespersons

Sales Target

A sales target is the portion of the sales forecast that allocated to a particular salesperson or sales group during a specified time period (Okwandu, 2002) and it is one of the most used managerial tools in sales management in order to motivate and direct the effort of salespersons (Good & Stone, 1991). It is also frequently used as performance evaluation to assess the productivity of salespeople and captured in the broader concept of the control system (Ouchi,

1979; Anderson & Oliver, 1987; Schwepker Jr & Good, 1999). When marketing executives achieve their quota, they often receive some sort of reward for their performance. Sales quotas and performance targets are different names used for sales targets (Schwepker Jr & Good, 1999; Ojikutu *et al.*, 2013; Nebo & Chinwuba, 2017; Franco-Santos & Bourne, 2008).

The Relationship between Sales Targets and Ethical Behavior

Haron *et al.* (2011) investigate the relationship between sales target and intention to perform unethical behavior. They indicate that sales target significantly influence on the insurance agents' intention to the unethical behavior. Further, they mention that attitudes partially mediates the relationship between sales target and intention to perform unethical behavior.

Nebo and Chinwuba (2017) conducted a research entitled "Salesforce – customer relationship and ethical behaviors in the Nigerian banking industry. They state that sales quotas have a significant effect on salespeople's ethical behaviors.

Ojikutu *et al.* (2013) assessed the Relationship Between Sales Quotas and Moral Judgment of Insurance Salespersons: the Moderating Effects of Personal Moral Values, Quota Failure Consequences, and Corporate Ethical Climate, using survey research design method. Findings revealed that perceived difficulty in sales quota attainment has a significant effect on salespeople's ethical behaviours.

In their study titled "Issues and problems in ethical practices amongst takaful agents" Aziz *et al.* (2016) mention that agents act out of control, either consciously or unconsciously to achieve the sales target set by the company. According to them, it leads towards unethical behavior.

Salespeople behave against the firm's ethical norms in order to achieve sales quotas when they appraised by their short-term sales performance. This unethical behavior destroys the long-term buyer-seller relationships and thus losing customers or even more serious consequences (Lin, 2012).

On the basis of the above discussion about sales targets we set the following hypothesis:

H₂: Sales Targets significantly effect on the unethical behavior of salespersons

Organizational Culture

Organizational culture can be defined as the shared set of assumptions, values, norms, beliefs and behavior patterns that are practiced in the certain organization to cope with the external and internal environment (Adler, 1986; Odom *et al.*, 1990; Scholz, 1987).

According to Hunt *et al.* (1989) organizations may have different cultures such as cultures that guide service and product quality, selection of distribution channels, advertising content, treatment of customers and etc. However foundation of all these cultures is ethical culture (Chadegani & Jari, 2016) which establishes and maintains the standards that explain the right behaviour and the right conducts which worth doing. Therefore it can be a good predictor of employee behavior (Key, 1999).

The Relationship between Organizational Culture and Ethical Behavior

Shafer and Wang (2010) study the impact of organizational ethical context and Machiavellianism on organizational-professional conflict and affective organizational commitment among Chinese accountants. They highlight that the employees perceive that the ethical culture of the organization has the deep impact on the organizational commitment and ethical decisions done by the employees.

By investigating US and Chinese business executives Baglione and Zimmener (2007) contend that the culture has a deep impact on the ethical practices. Further, they said that People from different cultures show different ethical behaviors.

Douglas *et al.* (2001) examine the relationship between organizational ethical culture in two large international CPA firms, auditors' personal values and the ethical orientation that those values dictate, and judgments in ethical dilemmas typical of those that accountants face. The findings highlight the impact of organizational culture on the ethical behavior of the employees. Cooper and Frank (1991) in a survey of 1,170 Chartered Life Underwriters (CLUs) and Chartered Financial Consultants (ChFCs) with a response rate of 31 percent or 361 CLUs and ChFCs identified that organizational culture does not encourage agents to compromise their ethical values.

Kuyeet *al.* (2013) conducted an empirical study on organizational culture and ethical behaviour from a strategic standpoint. The result of the findings indicated that organizational culture has a significant relationship with ethical behavior and good employees' values. Thus, they conclude that behavior of employees in an organization is largely determined by the acceptable organizational norms, values, attitudes, rules, and rituals.

On the basis of the above discussion about an organizational culture we set the following hypothesis:

H₃: The organizational ethical culture significantly effect on the unethical behavior of salespersons

Code of Ethics

The Code of Ethics states the rights, duties, and responsibilities of the company towards all its stakeholders. Likewise, it contains behavior principles and rules of conduct need to use in decision-making processes and therefore it is a source of behavioral rules for the company's employees (Sacconiet *al.*, 2002). Codes of ethics are formally written and explicit policies intended to guide employee and corporate behavior by establishing the boundaries of ethical behavior (Nebo & Chinwuba, 2017). According to Withanage (2010) a code of ethics or conduct is a statement of central company values supporting best practices, behaviors, and standards. Therefore the code of ethics can be defined as a document or agreement that specifies morally acceptable behavior inside an organization.

The Relationship between Code of Ethics and Ethical Behavior

Nebo and Chinwuba (2017) conducted a research entitled “sales force – customer relationship and ethical behaviors in the Nigerian banking industry”. They found that there is a negative impact on the banks' code of ethics and salespeople's ethical behaviors.

Cleek and Leonard (1998) done the survey to found the effectiveness of the codes of ethics in promoting ethical decision-making behavior and the results of the survey indicated that codes of ethics are not influential in determining a person's ethical decision-making behavior.

According to Trevino (1986) organizations attempt to guide member's behavior by developing formal codes of ethical conduct. Further, he mentions that codes must be consistent with the organizational culture and must be enforced. Thus codes of ethics have the potential of impacting on ethical behavior in organizations.

Schwartz (2001) conducted a study in order to examine the relationship between corporate codes of ethics and behavior. The study found that codes of ethics are a potential factor influencing the behavior of corporate agents.

Weeks and Nantel (1992) also did a research to investigate the relationship between a code of ethics and sales force behavior. The findings revealed that a well-communicated code of ethics can be related to ethical sales force behavior. Furthermore, it appears that a sales force that is employed in such an environment can be profiled as being relatively high in job performance and receiving equally high satisfaction from their positions.

On the basis of the above discussion about the code of ethics we set the following hypothesis:

H₄: The code of ethics significantly effect on the unethical behavior of salespersons

Rewarding System

The organizational rewarding system refers to the monetary and non-monetary mechanisms by which workers are rewarded within the firm. Monetary rewards include wages and salaries, cash bonuses and prizes, fringe benefits, stock options and employee profit-sharing plans. However among these lot of monetary rewards salary and bonus are the mostly used monetary rewards. Non-monetary rewards are benefited that the employees receive which do not include money. It can be consist of promotions, trips, public recognition such as 'Employee of the month', non-monetary prizes such as theater tickets or tickets to the sporting events, opportunities to develop in the organization and health benefit (Harvey, 2000; Caballero, 1988). Several scholars use the word compensation system instead of the rewarding system because compensation is reward individual received in exchange for performance (John *et al.*, 2013).

The Relationship between Rewarding System and Ethical Behavior

Kurland (1996) examined the influence of commission, along with experience, income, professional accreditation, and a modified theory of planned behavior on sales agents' ethical intentions toward clients. He indicates that compensation system did not significantly influence on sales agents' ethical intentions toward clients. Rather, results suggest that agents are driven primarily by their moral obligations, perceived behavioral control, and attitudes.

Honeycutt *et al.* (2001) propose a model that explains the ethical behavior of automobile salespeople. The findings suggest that ethical perception is the most important determinant of ethical behavior. Also, the method of compensation is a major determinant of ethical behavior. In their study titled "A Typology of Situational Factors: Impact on Salesperson Decision-Making about Ethical Issues" Ross and Robertson (2003) found that both demographic factors and personality factors have main effect on ethical decision making. Furthermore larger commission affects to choose an unethical alternative in decision making.

Robertson and Anderson (1993) conducted a research on Control System and Task Environment Effects on Ethical Judgment. Findings indicate that the proportion of salary versus commission in the salesperson's compensation system does not have an effect on ethical judgment.

The results of the study by Roman and Munuera (2005) titled "determinants and consequences of ethical behavior: an empirical study of salespeople" indicate that method of compensation and control system are important determinants of ethical behavior.

On the basis of the above discussion about the rewarding system we set the following hypothesis:

H₅: Rewarding system significantly effect on the unethical behavior of salespersons

METHODOLOGY

Sampling and Data Collection

This research involved a sample of 200 insurance salespersons from 10 Sri Lankan life insurance companies. These 200 salespersons for the sample and 10 companies are selected based on the percentages of individual insurance salespersons registered with insurers. The questionnaire was distributed to the salespersons both by hand and online. Among 221 questionnaires, 200 useable questionnaires were selected.

Method of analysis

This study used the descriptive statistics as well as inferential statistical techniques to analyze information gathered. First of all present the demographic analysis about respondents. Rest in this research Cronbach's Alpha coefficient was used for ascertaining the reliability, normality of the distribution of variables, multicollinearity and descriptive statistics are used to describe characteristics of single variables and multiple regression analysis used to measure the impact of independent variables on dependent variable.

Measures

Cheng *et al.* (2014) explained five types of unethical behavior among life insurance salesperson. These five items were used to measure the unethical behaviour of the insurance salespersons. Ethical leadership has been measured by using three items from the Ethical Leadership Questionnaire developed by Yukl *et al.* (2013). According to Locke and Latham (1990) behavioral effects of the use of sales targets in the sales environment is normally attributed to three factors. They are; target difficulty, target specificity, and target participation. Using these three factors sales target was measured. The organizational ethical culture was measured using three items from CEV (Corporate Ethical Virtues) questionnaire developed by Kaptein (2008). According to Somers (2001) existence of the code of ethics not enough for ethical behavior, it must be communicated to all employees and need to adjusted according to the current ethical situation. Therefore these three factors were used to measure the code of

ethics. Reward system was measured by three items getting from the questionnaire developed by Nel (2008).

DATA ANALYSIS AND RESULTS

The demographic factors of the respondents showed that the highest number of respondents came from male salespersons; ages from 18 to 25 years; married; job experience from 1 to 5 years; education was G.C.E. (A/L) and monthly income was below 50,000.

In this study, coefficient alpha was 0.865 for unethical behavior, 0.708 for manager behavior, 0.749 for sales targets, 0.730 for organizational culture, 0.865 for the code of ethics and 0.945 for the rewarding system. These results reveal that the reliability for each variable exceeds the suggested cut-off point of 0.7 and indicating scale reliability.

Before any formal statistical analysis, it is essential to test the data for multivariate assumptions such as normality, multicollinearity, homoscedasticity and linearity and all variables satisfied the multivariate assumptions.

In order to identify the variables Managers behavior, Sales targets, Organizational culture, Code of ethics and Rewarding system descriptive statistics are used. The mean value (2.43) of the unethical behavior indicates that there is an unethical behavior among salespersons in Sri Lankan life insurance industry. Reviewing the mean values of independent variables, overall manager behavior is ethical; sales targets set by the managers not fair; organizational cultures of the respondents fairly ethical; code of ethics are not implemented and communicated in the organizations and finally, ethical behavior is not considered when rewarding salespersons.

Multiple regression analysis was used to predict the dependent variable unethical behavior based on Manager Behavior, Sales targets, Organizational culture, Code of ethics and Rewarding system.

R-value of 0.675 indicates that the linear combination of the five independent variables moderately predicts the dependent variable. R^2 is 0.455 and it indicates 45.5% of the variance in the dependent variable is explained by the independent variables in the model.

Table 1: Multiple Regression Analysis Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.053	.393		5.229	.000
Manager behavior	-.279	.064	-0.237	-4.365	.000
Sales targets	.399	.050	0.447	7.975	.000
Organizational culture	-.002	.075	-0.002	-.030	.976
Code of ethics	-.081	.076	-0.061	-1.058	.292
Rewarding system	.311	.056	0.349	5.536	.000
R = 0.675					
R ² = 0.455					
F = 32.432					

Testing Hypotheses

The results of hypothesis 1 showed that manager behavior significantly effects on the unethical behavior of salespersons ($\beta = -0.237$, $p < 0.05$). The results of hypothesis 2 showed that sales targets significantly effect on unethical behavior of salespersons ($\beta = 0.447$, $p < 0.05$) and results of hypothesis 5 showed that rewarding system significantly effect on unethical behavior of salespersons ($\beta = 0.349$, $p < 0.05$). p-value of organizational ethical culture (0.976) and code of ethics (0.292) is not at an acceptable level. Accordingly alternative hypothesis H_3 and H_4 are rejected.

DISCUSSION

This study investigates the organizational factors effect on salespersons unethical behavior. In our study, H_1 accepted showing that manager behavior as significant determinants of salespersons behavior. Accordingly results support the notation of manager behavior has significant negative relationship with unethical behavior of salespersons. It indicates that when managers having ethical behavior or leadership it helps to reduce the unethical behavior of salespersons.

As it was expected, results show that sales targets have a significant positive effect on unethical behavior. Accordingly second finding (hypothesis 2) provide additional support for previous theoretical arguments and empirical evidence favoring the positive effect of sales targets on

unethical behavior (Ojikutu et al., 2013; Nebo & Chinwuba, 2017; Haron *et al.*, 2011; Aziz *et al.*, 2016; Lin, 2012)

Contrary to our expectation, the result shows that an innovative culture does not have a significant effect on sales people's unethical behavior. The result is somehow consistent with the findings by Cooper and Frank (1991) that organizational culture does not encourage agents to compromise their ethical values. Therefore warrants further research.

Previous research analyzing the relationship between ethical behavior and code of ethics has led to mixed findings. Cleek and Leonard, 1998; Nebo and Chinwuba, 2017 did not find significant relationship whereas findings from Trevino, 1986; Adams et al., 2001; Schwartz, 2001 indicate that the code of ethics significantly influences the ethical behavior. The use of a disaggregated conceptualization of code of ethics has yielded clearer results, as our test results of hypothesis indicate that the code of ethics does not have a significant impact on salespersons unethical behavior.

Geeta et al. (2016) highlighted the importance of studying the rewarding system as an organizational factor affects to behavior. We have responded to their challenge by analyzing how the rewarding system affects sales people's unethical behavior. Our results provide evidence that rewarding system has a significant impact on unethical behavior. Accordingly our finding contributes to the literature by providing further empirical evidence for the significant result obtained by Honeycutt *et al.*, 2001; Ross & Robertson, 2003; Roman & Munuera, 2005.

CONCLUSION

According to the result of the study three hypotheses (H1, H2 and H5) were accepted in 95% level of confidence. Therefore it can be concluded that three factors namely, manager behavior, sales targets and rewarding system significantly predict the unethical behavior of salespersons. Further, the analysis reveals that sales targets predict unethical behavior strongly, compared to rewarding system and manager behavior.

Accordingly following recommendations were made to address the significant factors identified by the study. To address a manager's behavior, need to incorporate stricter recruitment practices where potential employees are assessed in terms of their integrity and ethics. In terms of addressing the behaviour of existing managers, the organization could provide ethics training to all its managers and supervisors to make aware them towards behaving more ethically. As well as organization could include a reward or incentive into managers' annual increases and performance bonuses for displaying ethical behaviour.

To address sales targets as a factor impacting on unethical behavior should assign a reasonable quota to the salespersons, make salespeople comfortable with their assigned quotas, established proper monitoring system to guide salespersons and do not put too much pressure on salespersons to meet challenging, short-term financial goals.

It is must to design a rewarding system that rewards the salespersons for behaving ethically, to address the rewarding system as a factor impacting on unethical behavior.

Other than those findings of this study also gave some implication on code of ethics. According to the findings of the study, majority (44.5%) of the respondents not giving favorable answers on code of ethics and it indicates that there is no code of ethics in the companies or if exists, not practiced or enforced. But organizations must have a code of conduct as well as implement, communicate and reinforce it to raise the level of the ethical behavior of employees.

SUGGESTIONS FOR FUTURE RESEARCH

Organizational factors were not able to account for more than 46% of the variance in unethical behavior of salespersons. It means some important variables may left out of the model, behavior models in future researches can be extended to include other factors in addition to organizational factors. Future research can also be done in considering general insurance companies, banks and finance companies. In banks financial executives are fixed salary employed and in other finance companies marketing officers are getting fixed salary with commission. Future research could also look at customer perspective rather than the salesperson perspective.

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