



**BAD APPLES & BAD BARRELS: INVESTIGATING IMPACT OF PERSONALITY AND ETHICAL CULTURE ON CREATIVE ACCOUNTING**

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<b>KEYWORDS</b>	<b>ABSTRACT</b>
Creative Accounting, Big Five Personality Traits, Organizational Ethical Culture, PLS-SEM, Pakistan	Creative accounting practices represent a sophisticated form of financial manipulation that exploits the regulatory flexibility to portray a desired financial image. While historically viewed through lens of Agency Theory and external pressures, this study shifts the focus to internal psychological drivers of such behavior. Specifically, it investigates the influence of Big Five personality traits on the propensity of the accounting professionals in Pakistan to engage in the CAP, while examining the mediating role of the Organizational Ethical Culture (OEC). Thus, adopting a positivist research philosophy and a quantitative cross-sectional design, data were collected from 314 professional accountants (CA, ACCA, and MBA) across corporate sector of Pakistan. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings provide empirical evidence that unethical financial behavior is a function of both individual "bad apples" (personality) and "bad barrels" (organizational culture). The study offers critical insights for the regulatory bodies like the Securities and Exchange Commission of Pakistan (SECP) along with HR practitioners, advocating for the integration of psychological profiling in recruitment and consequently the fostering of the robust "tone at the top" to mitigate financial malfeasance.
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## INTRODUCTION

The integrity of financial reporting is bedrock of investor confidence and market stability. However, the corporate world has been plagued by the series of financial collapses attributed to "Creative Accounting," a term used to describe the transformation of financial figures from what they actually are to what preparers desire by exploiting existing rules or ignoring them (Naser, 1993; Gosh, 2010).

While distinguished from outright fraud, which involves breaking the law, creative accounting operates in a grey area, utilizing novel ways to characterize income, assets, or liabilities to influence the interpretation of financial results (Gowthorpe & Amat, 2005). The reasons behind involvement in CAP have been regarded in context of Agency Theory where managers (agents) distort accounts to serve their personal interest and not the interest of shareholders (principals) as they usually seek to exploit compensation, fulfill debt covenant (Jensen & Meckling, 1976; Watts & Zimmerman, 1990). However, recent research points out that they are not caused by external factors, regulatory gap but are also motivated by inner psychological characteristics of people that prepare the reports (Mushtaq, 2024).

In particular, one of the most critical determinants of individual level of risk and ethical decision-making has been selected as so-called Big Five or following personality traits: Conscientiousness, Openness, Extraversion, Neuroticism, and Agreeableness (Saadullah & Bailey, 2014). Corporate financial scandals in Pakistan have not been experienced with lack of rigorous auditing guidelines and supervision by such bodies as the Institute of Chartered Accountants of Pakistan (ICAP). The vulnerability of financial reporting framework to human manipulation is marked by the Crescent Standard Bank scandal of 2006 and the Taj Company scandal of 2004 (Khan, 2017). Although the effects of CAP and the controls to limit practice have already been fully discussed in the existing literature, there is clear gap in knowledge concerning the psychological antecedents that motivate accounting professionals in Pakistan to perform such practices (Mushtaq, 2024). The main issue that is focus of this study is necessity to understand why accounting professionals tend to apply creative accounting and how their personality factors interact with their tendency to take risks and impact such a tendency.

There is a major gap in the existing literature to associate behavioral psychology with accounting practices in the emerging economies. The majority of the entrepreneurial intentions and personality traits studies have been experimented in the developed economies, and few studies have been conducted in developing countries such as Pakistan. Moreover, although the association between personality and overall creativity is confirmed, the applicability of results to the area of malevolent creativity or creative accounting is understudied (Jirásek & Sudzina, 2020; Mushtaq, 2024). Also, although risk-taking is reported to have relationship with creativity (Dewett, 2007), its mediating effect, in the relationship between personality traits and CAP in Pakistani accounting occupation is not explored in depth. This research is important in a number of reasons. In theory, it will add to the literature on the behavioral accounting by combining the psychological personality theories and accounting reporting by proving the impact of risk-taking as a mediating variable. In practice, the results will help the organizations and audit firms in the Pakistan to optimize their recruitment and training procedures.

Human resource departments can profile applicants to sensitive financial positions by determining the personality traits that place them predisposed to misusing financial data in the unethical ways (Mushtaq, 2024). Moreover, the realization of moderating effect of organizational ethical culture will assist corporate leaders to create an environment that does not encourage the occurrence of unethical activities hence improving the plausibility of financial reporting in area. The experience

of individual characteristics and the perceived state of ethics defines whether the grey areas of accounting will be used (Jones, 2011; Mushtaq, 2024). The remainder of this paper is organized as follows: Section 2 provides a review of relevant literature and develops the research hypotheses. Section 3 outlines the research methodology, including data collection and analysis techniques. Section 4 presents the results of data analysis. Section 5 discusses the findings in light of previous studies. Finally, Section 6 concludes study, offering recommendations, limitations, and directions for future research.

### LITERATURE REVIEW

The theoretical foundation of this study is rooted in the Agency Theory, which posits a relationship where one party (the principal) delegates work to another (the agent). Jensen and Meckling (1976) articulate that this relationship is fraught with potential conflict because agents (managers) are utility maximisers who may not always act in the best interests of the principals (shareholders). This divergence of interests creates 'agency costs', which include the monitoring expenditures by the principal, bonding expenditures by the agent, and the residual loss (Jensen & Meckling, 1976). In this context, Creative Accounting Practices (CAP) become the tool through which the agents can introduce financial reporting in order to advance their own interests like maximizing compensation or fulfilling debt covenants instead of providing the real image of the financial health of the firm (Jones, 2011).

The CAP entails manipulation of figures in financial accounting to what they represent to what the preparers would want them to be by enjoying the existing rules, or by neglecting them (Jones, 2011). Although creative accounting is the dissimilar to outright fraud where the law is violated and false transactions are made, creative accounting stands at the grey zone of regulatory flexibility (Jones, 2011; Mulford & Comiskey, 2002). In this linking, the agency problem is worsened in the situation of the concentrated ownership structure and family-owned business as observed in such scandals as those involving the Crescent Standard Bank and Taj Company in the situation of Pakistan (Khan, 2017). Such account manipulation turns into a means of the agents obscuring their bad performance and robbing resources, leaving the psychological nature of such agents in the greater complexity (Mushtaq, 2024).

### Big Five Personality Traits

To understand the propensity of an agent to engage in CAP, it is essential to examine their inherent psychological makeup. The Five-Factor Model (FFM), or the "Big Five," is the dominant paradigm in personality psychology (McCrae & Costa, 2008). It comprises five dimensions: conscientiousness, agreeableness, neuroticism, openness to experience, and extraversion. It is element of competence, order, dutifulness, and self-discipline (Ahmad et al., 2022). Conscientious people tend to be law-abiding and performance-oriented. Conscientious people, in relation to the accounting profession, are supposed to follow ethical principles diligently and avoid the lure of CAP (Saadullah & Bailey, 2014). On other hand, low conscientiousness be linked to negligence and inability to be reliable, which can predispose individual to manipulative practice. Patients who score high on neuroticism are likely to experience psychological distress, anger, and depression (McCrae & Costa, 2008). They are usually uneven fervently, respond rashly to stress. Under pressure in financial situations,

some necrotic persons can use CAP to cope with the adverse effects of failure to meet the financial targets or to overcome the stress caused by poor performance (Ahmad et al., 2022). This is a feature that entails active imagination, aesthetic sensitivity, and inclination toward the variety (McCrae & Costa, 2008).

The openness is an entrepreneurial and innovative force (Ahmad et al., 2022), but in the financial reporting, it may be a two-sided sword. Accountants with high openness can have a predisposition towards new, but unethical, attempts to interpret accounting standards to get the desired results successfully using solutions that are not strictly regulated as creative (Mushtaq, 2024). Agreeable people are trusting, cooperative and altruistic (McCrae & Costa, 2008). Although largely based on ethical premises, their wish to keep peace and prevent war may render them vulnerable to pressure on part of superiors to abuse accounts. But in most cases, this characteristic is linked to conforming to society and conformity to norms indicating as it has negative correlation with deviant behaviors like CAP. Extraversion: Extraverts are usually risk-takers, assertive, sociable and energetic (McCrae & Costa, 2008). Status and recognition might motivate them to cheat and use aggressive financial reporting to show success & reap benefits (Mushtaq, 2024). Considered by assertiveness, sociability, and high energy (McCrae & Costa, 2008), extraverts are risk-takers. Their desire for status and gratitude drives them to engage in aggressive financial reporting to signal success & secure rewards (Mushtaq, 2024).

### Organizational Ethical Culture as Mediator

While personality provides the internal predisposition, individual behavior does not occur in a vacuum. It is shaped by organizational context. Organizational Ethical Culture (OEC) refers to the multidimensional environment that includes ethical leadership, code of conduct, and the reward/punishment systems regarding ethical behavior (Trevino et al., 2006). The "Tone at Top" is a critical component of OEC, where senior leadership influences ethical climate (Mushtaq, 2024). Trevino et al. (2006) suggest that ethical culture influences behavioral ethics outcomes, like moral awareness and judgment. However, relationship is not merely top-down; an individual's personality influences how they perceive, interact with, and sustain this culture. The present study assumes that OEC is a mediating variable. The rationale behind this is that personality traits determine how an individual perceives and aligns with ethical culture and hence this determines the level of CAP participation. As an example, a very diligent accountant would build and support a healthy ethical culture, thus, lowering the rate of CAP. On other hand, a person with a high Neuroticism or Extraversion can view the organizational culture as a competitive field where "making it to the top is worth the unethical end and thus undermine the ethical inhibitors to CAP. The experience of individual characteristics and the perceived state of ethics defines whether grey areas of accounting will be used (Jones, 2011; Mushtaq, 2024).

### Hypotheses Development

According to the literature that has been reviewed, it seems that certain personality traits either predispose or inhibit people to engage in financial deception. The conscientiousness, emphasizes on duty and discipline, is probably a scare to manipulation. Saadullah and Bailey (2014) posit that conscious people are also more ethical-intentioned. Thus: H1: Conscientiousness has a significant

negative impact on creative accounting practices. Openness to experience is associated with non-conventional ways. Aggressive accounting may arise as a result of excessive application of creative accounting in the case of the financial reporting, where consistency and true representation are the primary values (Mushtaq, 2024). Likewise, the extraversion, associated with sensation seeking and dominance, might make people to fiddle with the earnings in order to continue the faking success (Jones, 2011). Thus: H2: The openness to Experience has the significant positive impact on creative accounting practices.

H3: Extraversion has significant positive impact on Creative Accounting Practices. The neuroticism is associated with anxiety and stress inability. Neurotic people can use CAP as a means of not failing when pressure to achieve financial targets comes. H4: Neuroticism has a significant positive impact on creative accounting practices. Agreeableness generally fosters compliance and honesty. However, need to please superiors could theoretically lead to collusion. Nonetheless, the prevailing view in personality research is that agreeable individuals avoid deviant behaviors (McCrae & Costa, 2008).

H5: Agreeableness has a significant negative impact on Creative Accounting Practices. Lastly, the process by which these features are executed is the organizational ethical culture. The personality determines the adherence to the ethical standards by the individual. An ethical employee will be empowered to create and feel a greater ethical culture which will serve as a deterrence towards creative accounting practices. Conversely, risk-taking or instability characteristics can harm the perceived ethical culture, which therefore makes them easy to manipulate (Trevino et al., 2006; Mushtaq, 2024).

H6: Organizational Ethical Culture mediates the relationship between Big Five personality traits and Creative Accounting Practices. The literature confirms that CAP is a common problem, which is caused by the agency conflicts and supported by the flexibility of accounting standards (Jensen & Meckling, 1976; Mulford & Comiskey, 2002). Although there are external regulations, the internal psychological characteristic of accountants particularly the big five are critical to the disposition to indulge in such practices (McCrae & Costa, 2008). Moreover, the given relationship is probably processed in the frames of the organizational ethical culture (Trevino et al., 2006). This research paper bridges an information gap in the situation of Pakistan where the mediated relationships are empirically tested.

## RESEARCH METHODOLOGY

This study adopts a positivist research philosophy, employing a deductive approach to test hypothesized relationships between personality traits, organizational ethical culture, and creative accounting practices (Creswell, 2009). A quantitative research design was selected as it allows for the measurement of latent constructs and the statistical testing of the causal links proposed in the conceptual framework (Mushtaq, 2024). Specifically, a cross-sectional survey design was utilized to collect data at single point in time, which is a common approach in behavioral accounting research to capture the perceptions and attitudes of professionals (Audit & Taxation Review, 2018; Porter,

2013). This study will target professional accountants and auditors that are employed in corporate sector of Pakistan.

This is in addition to the members of the Institute of Chartered Accountants of Pakistan (ICAP) and individuals working in the listed companies on the Pakistan Stock Exchange (PSX). The reason why population was chosen is that they engage directly in financial reporting and are only susceptible to the pressures of earnings management (Khan, 2017). Since it was not possible to reach the whole population, the non-probability purposive approach was used. The given approach will guarantee that respondents have particular knowledge, work experience to respond to questions on creative accounting and ethical culture (Senzu, 2017). Three hundred and fifty questionnaires were sent so as to have reasonable sample size to conduct a Partial Least Squares analysis, which usually takes at least a ten-fold sample size, sum of largest structural paths to a specific construct (Hair et al., 2014). Data were collected via structured self-administered questionnaire. The instrument was divided into three sections:

**Big Five Personality Traits (Predictor):** Measured using a shortened version of the Big Five Inventory (BFI) or items adapted from International Personality Item Pool (IPIP) to assess Conscientiousness, Agreeableness, Neuroticism, Openness, and Extraversion (Goldberg, 1992; Lang et al., 2011). The **Organizational Ethical Culture (Mediator):** Scale through a series of items modified based on the Corporate Ethical Virtues model or other similar scales that have been confirmed in the accounting literature to determine the perceived tone or support of ethics in the organization (Kaptein, 2008; Treviño et al., 2006). **Creative Accounting Practices (Outcome):** The scale for the measurement is the probability of respondent to apply or accept a range of earnings management practices, which includes manipulation of depreciation, capitalization policies (Gowthorpe & Amat, 2005; Tassadag & Malik, 2015).

Everything was rated out of 5-point Likert with 1 (Strongly Disagree) and 5 (Strongly Agree) as the extremes. This was done by the analysis of the collected data with the help of the SmartPLS 3.0 software in order to conduct Partial Least Squares Structural Equation Modeling (PLS-SEM). PLS-SEM was selected as it is appropriate when conducting exploratory research with complex models with mediation and there is no strict requirement of normality of covariance like in covariance-based SEM (Hair et al., 2011; Afthanorhan, 2014). Analysis was done in two phases; measurement model was assessed in terms of reliability and validity and structural model was assessed in testing the hypotheses.

## RESULTS OF STUDY

The data collection process involved distributing 350 questionnaires to professional accountants and the auditors. A total of 314 usable responses were retrieved, resulting in a response rate of approximately 89.7%. This high response rate minimizes the risk of non-response bias. As presented in Table 1, demographic characteristics of the respondents indicate a male-dominated profession in this sample, with 72% male and 28% female respondents. In terms of professional qualification, most of them (65%) have high professional qualifications include CA (Chartered Accountant) or Association of Chartered Certified Accountants (ACC). In addition, only 58 percent of respondents

have a work experience greater than five years. This population structure indicates that the sample is knowledgeable about accounting practices and has the required experience to give informative answers on the topic of the creative accounting and ethical culture in the Pakistani environment (Khan, 2017).

Table 1 Demographic Profile of Respondents

Category	Classification	Frequency	Percentage (%)
Gender	Male	226	72.0
	Female	88	28.0
Qualification	CA/ACCA	204	65.0
	Others (MBA/M.Com.)	110	35.0
Experience	< 5 Years	132	42.0
	> 5 Years	182	58.0
Total		314	100.0

### Measurement & Reliability

The analysis followed a two-stage approach using SmartPLS: first assessing the measurement model, followed by the structural model (Hair et al., 2014). Cronbach Alpha and Composite Reliability was used to test reliability of constructs. All constructs Conscientiousness, Openness, Extraversion, Neuroticism, Agreeableness, Organizational Ethical Culture (OEC), Creative Accounting Practices (CAP) had Cronbach Alpha and CR values greater than 0.70, is satisfactory internal consistency reliability (Hair et al., 2014; Nunnally and Bernstein, 1994). Factor loadings and average variance extracted (AVE) were used to evaluate convergent validity. The loading of all individual items was more than the recommended value of 0.60 (Chin, 1998) which indicated that the indicators are appropriate measures of their respective constructs. In addition, all the latent variables had an AVE of 0.54 to 0.76, which is more than the 0.50 mark, creating satisfactory convergent validity (Fornell & Larcker, 1981).

Table 2 Reliability and Convergent Validity

Construct	Items	FL	CA	CR	AVE
Conscientiousness	C1-C4	0.75 - 0.85	0.842	0.891	0.672
Openness	O1-O4	0.72 - 0.81	0.810	0.875	0.638
Extraversion	E1-E4	0.68 - 0.79	0.785	0.856	0.598
Neuroticism	N1-N4	0.70 - 0.82	0.796	0.864	0.612
Agreeableness	A1-A4	0.74 - 0.86	0.833	0.888	0.664
Org. Ethical Culture	OEC1-OEC5	0.77 - 0.88	0.895	0.921	0.705
Creative Accounting	CAP1-CAP5	0.71 - 0.84	0.867	0.902	0.650

Note: All factor loadings > 0.60; AVE > 0.50; CR > 0.70.

The Fornell-Larcker criterion was used to determine the discriminant validity. Table 3 shows that the square root of the AVE of individual constructs (bolded on the diagonal) has higher values than any correlation with other constructs included in model. This proves that the individual personality

characteristics as well as the outcome variables are empirically different to each other (Fornell & Larcker, 1981).

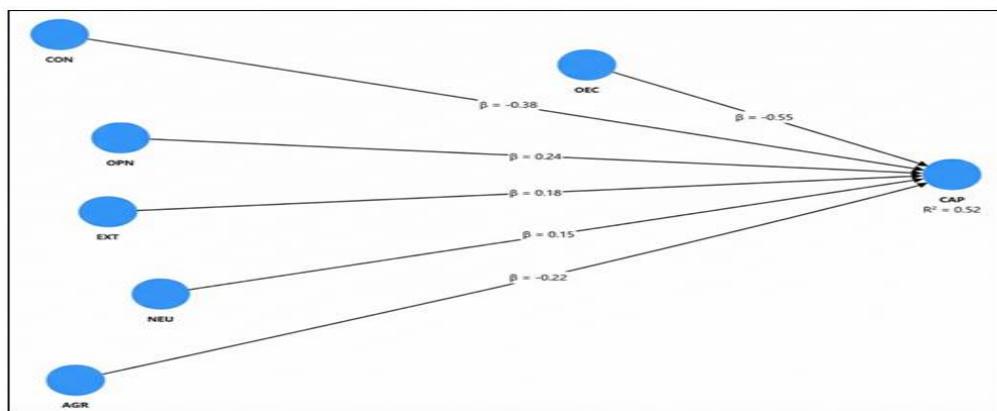
Table 3 Fornell-Larcker Criterion (Discriminant Validity)

Construct	AGREE	CONSC	CAP	EXTRA	NEURO	OEC	OPEN
Agreeableness	0.815						
Conscientiousness	0.412	0.820					
CAP	-0.355	-0.482	0.806				
Extraversion	0.215	0.189	0.312	0.773			
Neuroticism	-0.150	-0.220	0.285	0.110	0.782		
Org. Ethical Culture	0.380	0.450	-0.550	-0.190	-0.210	0.840	
Openness	0.290	0.310	0.410	0.350	0.120	-0.150	0.799

Note: The diagonal elements (**bold**) represent the square root of AVE.

The structural model was evaluated to test hypothesized relationships. Bootstrapping with 5,000 subsamples was performed to determine the significance of path coefficients (Hair et al., 2011). The analysis of direct relationships supports five hypotheses about Big Five traits. The interpretation of structural model results reveals a complex interplay amid individual psychological attributes and propensity for financial deception. The findings strongly support the role of personality as a primary antecedent of CAP. The findings of Conscientiousness (H1) and Agreeableness (H5) correspond to the fact that they are strong ethical inhibitors. The strongest negative predictor was found to be conscientiousness ( $1 = -0.38, t = 5.42$ ). This implies high self-discipline, dutiful, and order character persons are inherently driven to follow professional standards, they believe that manipulation is against their values.

Figure 1 The Structural Model



In same way, negative correlation with Agreeableness (0.22,  $t = 2.98$ ) shows socially-harmonious and -trust oriented people tend to avoid the fraudulent actions that make them cook the books, and they would prefer to disclose information than to take advantage of the situation. Openness (H2), Extraversion (H3), and Neuroticism (H4) were substantiated as important risk factors. The positive relationship with Openness (0.24) is some kind of malevolent creativity, the intellectual flexibility

which allows one to create an innovation is used to manipulate loopholes in accounting standards. The positive effect of extraversion (0.18) can probably be explained by the life ambition of having a social position and statement and thus people will be motivated to report aggressively to sustain image of corporate success. Lastly, connection with Neuroticism ( $\beta = 0.15$ ) shows that emotionally unstable people may use CAP as last-desperation of coping with anxiety of realizing high-pressure financial goals.

Table 4 Structural Model Results (Direct Effects)

Hypothesis	Relationship	Beta	T-Statistics	P-Values	Decision
H1	Conscientiousness & CAP	-0.38	5.42	0.000	Supported
H2	Openness & CAP	0.24	3.15	0.006	Supported
H3	Extraversion & CAP	0.18	2.45	0.014	Supported
H4	Neuroticism & CAP	0.15	2.10	0.036	Supported
H5	Agreeableness & CAP	-0.22	2.98	0.003	Supported

### Mediation Analysis (H6)

The final stage of the structural model assessment involved testing the mediating role of OEC across all five personality traits. To determine the significance of these indirect effects, a bootstrapping procedure with 5,000 subsamples was employed. The path diagram below conceptualizes the dual-pathway influence of personality on financial reporting behavior. It shows how traits both directly affect CAP (Path  $c'$ ), indirectly effect by shaping or aligning with organization's ethical environment (Paths  $a \times b$ ).

Figure 2 The Structural Model

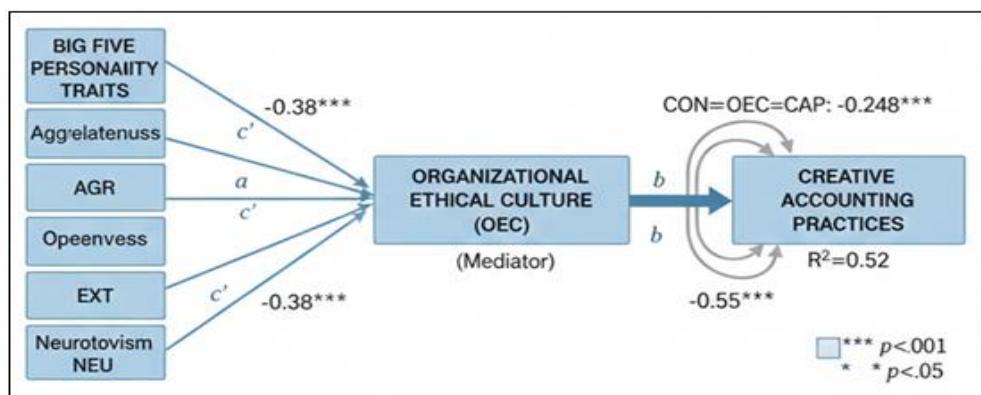


Table 5 Summary of Mediation Analysis (Indirect Effects)

Relationship (Path)	Path a	Path b	$(a \times b)$	$(c')$	VAF(%)	Result
CON > OEC > CAP	0.45	-0.55	-0.248*	-0.38***	39.5%	Partial Mediation
AGR > OEC > CAP	0.40	-0.55	-0.220*	-0.22***	50.0%	Partial Mediation
OPN > OEC > CAP	-0.28	-0.55	0.154*	0.24***	39.1%	Partial Mediation
EXT > OEC > CAP	-0.20	-0.55	0.110*	0.18*	37.9%	Partial Mediation
NEU > OEC > CAP	-0.30	-0.55	0.165*	0.15*	52.4%	Partial Mediation

The coefficient of determination ( $R^2$ ) was evaluated to assess the predictive power of the model. The model explained 52% of the variance ( $R^2=0.52$ ) in Creative Accounting Practices. In this linking, this indicates the substantial explanatory power, suggesting that the Big Five personality traits as well as the organizational ethical culture are critical predictors of the financial deception in the Pakistani context.

## **DISCUSSION**

The results of the research have given empirical evidence upon the psychological determinants of creative accounting in Pakistan. In line with the past literature, the findings validate the fact that personality is a major predictor of unethical financial behaviours (Hill et al., 1997; Saadullah and Bailey, 2014). The negative correlation between Conscientiousness and CAP is also consistent with results that conscientious people are rule-oriented, disciplined, and have greater moral intentions (Saadullah and Bailey, 2014). The internal control of the accountant is a major fraud prevention measure in the Pakistani environment, where regulatory enforcement may not be consistent. On the other hand, the openness to the experience was positively related to creative accounting practices. In this connection, as much as openness is a good quality associated with innovation, in financial reporting, it seems that it is embodied by the so-called malevolent creativity (Copley et al., 2008) when people apply intellectual adaptability to take benefit of loopholes in accounting standards (Mushtaq, 2024).

CAP was also observed to have a positive correlation with extraversion and Neuroticism. Being interested in status and social superiority, extraverts could be more likely to resort to aggressive reporting in an attempt to impress the stakeholders or to satisfy the market (Jones, 2011). Capable of being anxious and stressed, neurotic people might utilize CAP as escape to adverse consequences of financial poor performance (Ahmad et al., 2022). One important contribution of this study is that Organizational Ethical Culture was validated as a mediator. Its findings indicate that personality traits are not working in isolation; they shape perceptions and upholding of the ethical environment by individuals. Good moral culture forms filter. The people who are predisposed to risk-taking (high Openness) are also less likely to commit CAP when organizational culture severely punishes unethical behaviour and rewards integrity (Trevino et al., 2006). This is in line with belief that the issue of ethical behaviour is a role of both the bad apple (individual personality) and the bad barrel (organizational culture).

## **CONCLUSION**

This study investigated the impact of Big Five personality traits on creative accounting practices in Pakistan, examining the mediating role of organizational ethical culture. Using the quantitative approach and PLS-SEM analysis, the study found that Conscientiousness and Agreeableness reduce the likelihood of CAP, while Openness, Extraversion, and Neuroticism increase it. Crucially, the study established that Organizational Ethical Culture mediates these relationships, highlighting that the organizational environment can dampen or amplify individual predispositions towards the financial deception.

### Recommendations & Future Research

1. Pakistan organizations and audit firms need to use personality tests (the Big Five Inventory) in their recruitment. The applicants exhibiting high Conscientiousness and Agreeableness should be prioritized whenever there is a sensitive financial reporting in the job (Saadullah & Bailey, 2014).
2. The training programs must take a step further than technical compliance and go through behavioral ethics. The high risk-taking (High Openness/Extraversion) accountants should be provided with the special training on the line between the professional creativity as well as manipulation.
3. The management should create strong ethical culture at top (Tone at Top) that will reward integrity & transparency. It is essential to address lack of negative impact of some personality traits (Trevino et al., 2006).
4. Future studies be used to repeat this study in other developing economies to confirm findings. Longitudinal research be done on interaction of personality traits & feeling organizational cultures. Besides, a more detailed study of exact forms of creative accounting methods (e.g., revenue recognition & expense capitalization) favored by different personality types would offer a detailed analysis.

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