Does Supervisor Expediency Begets Expediency in Employees; Testing the Mediating Role of Moral Disengagement and Moderating Role of Moral Identity

by

Anum Muneer

A thesis submitted in partial fulfillment for the degree of Master of Science

in the

2018

Every challenging work needs effort as well as guidance of elders especially those who are very close to our hearts. It is with my deepest gratitude and warmest affection that I dedicate this work to

My parents and siblings

Whose affection, encouragement and prays make me able to get such success and honor,

Along with all hard working and respected

Teachers

Who have been constant source of knowledge and inspiration

CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY

ISLAMABAD

CERTIFICATE OF APPROVAL

Does Supervisor Expediency Begets Expediency in Employees; Testing the Mediating Role of Moral Disengagement and Moderating Role of Moral Identity

by

Anum Muneer

MMS-171007

THESIS EXAMINING COMMITTEE

S. No.	Examiner	Name	Organization
(a)	External Examiner	Dr. Hassan Rasool	PIDE, Islamabad
(b)	Internal Examiner	Dr. Muhammad Ishfaq Khan	CUST, Islamabad
(c)	Supervisor	Dr. Sajid Bashir	CUST, Islamabad

_____
Dr. Sajid Bashir
Thesis Supervisor
September, 2018

_____
Dr. Sajid Bashir
Head
Dept. of Management Sciences
September, 2018

_____
Dr. Arshad Hassan
Dean
Faculty of Management & Social Sciences
September, 2018

Author's Declaration

I, **Anum Muneer** hereby state that my MS thesis titled "**Does Supervisor Expediency Begets Expediency in Employees; Testing the Mediating Role of Moral Disengagement and Moderating Role of Moral Identity**" is my own work and has not been submitted previously by me for taking any degree from Capital University of Science and Technology, Islamabad or anywhere else in the country/abroad.

At any time if my statement is found to be incorrect even after my graduation, the University has the right to withdraw my MS Degree.

(Anum Muneer)

Registration No: MMS-171007

Plagiarism Undertaking

I solemnly declare that research work presented in this thesis titled "**Does Supervisor Expediency Begets Expediency in Employees; Testing the Mediating Role of Moral Disengagement and Moderating Role of Moral Identity**" is solely my research work with no significant contribution from any other person. Small contribution/help wherever taken has been dully acknowledged and that complete thesis has been written by me.

I understand the zero tolerance policy of the HEC and Capital University of Science and Technology towards plagiarism. Therefore, I as an author of the above titled thesis declare that no portion of my thesis has been plagiarized and any material used as reference is properly referred/cited.

I undertake that if I am found guilty of any formal plagiarism in the above titled thesis even after award of MS Degree, the University reserves the right to withdraw/revoke my MS degree and that HEC and the University have the right to publish my name on the HEC/University website on which names of students are placed who submitted plagiarized work.

(Anum Muneer)

Registration No: MMS-171007

Acknowledgements

With the divine grace of Allah Almighty who inculcated skills, knowledge and endless effort in me to reach here and accomplished my research work. **He** is the one who indulged and raised my interest in research work. Likewise my parents and siblings proved to be very supportive during the completion of my research work. I wish to thank many people whom I have the fortune to work with. It is my proud privilege to express my sincere thanks and deep sense of gratitude to my Supervisor **Prof. Dr. Sajid Bashir** for his guidance, advice and understanding during the tough times throughout my study.

I must express my very profound thankfulness to my **mother**, a strong and gentle soul for being my first teacher who taught me to trust Allah and encouraging me to believe in myself. I am indebted to my **father**, he did not only raise and nurture me but also burdened himself over the years for my education and it was not possible without him to achieve this milestone. It is my pleasure to convey thanks to my **sister** for his inspiration and moral support.

Early in the process of completing this project, it became quite clear to me that it is difficult to complete thesis alone. Thus I wish to extend the thank to some lovely people in my life including my brother **Arslan Muneer**, friends **Ramsha Zakariya** and **Ayesha Babar** for being with me to help me throughout my MS and boost my morale to complete my work well.

Abstract

This research focused on the relationship between Supervisor Expediency and Employee Expediency. This study further explored the novel mediator Moral Disengagement between Supervisor Expediency and Employee Expediency. Besides that, it investigated the role of Moral Identity as a conditional factor on the relationship of Supervisor Expediency and Moral Disengagement. The data for this study has been collected from multiple industries of Pakistan. The findings of this study prove that Supervisor Expediency begets Expediency in employees. Employees adopt expediency when they become morally disengaged, hence Moral Disengagement acts as a mediator between Supervisor Expediency and Employee Expediency.

Further this research tested the role of Moral Identity as a conditional factor but the results elaborate insignificant values. Therefore, Moral Identity does not act as a moderator on the relationship between Supervisor Expediency and Moral Disengagement. The implications, limitations and future directions are discussed.

Keywords: Supervisor Expediency, Moral disengagement, Employee Expediency, Moral Identity.

Contents

List of Figures

List of Tables

Chapter 1

Introduction

1.1 Background of the Study

Ethics are important for the organizations and needed at all levels within the organization (Bertland, 2009; Fox & Reece, 2012). However, in last few decades unethical practices have become a common practice (Detert, Trevino, & Sweitzer, 2008) and corporate scandals like Enron, British Petroleum and WorldCom made ethics a core issue in organizational research (Brown & Mitchel, 2010; De Cremer, Van Dick, Tenbrunsel, Pillutla, & Murnighan, 2011; Eisenbeib & Brodbeck, 2014; Jacobs, Belschak, & Den Hartog, 2014; Lu & Lin, 2014; Sezer & Bazerman, 2015; Bandura, 2016; McMurrian & Matulich, 2016; Niven & Healy, 2016; Huang & Paterson, 2017).

The societal norms of indulging in unethical practices like creative accounting, ignore the rules and protocols are very common in the business world, people do unethical practices whenever they find the chance (Gino, 2015). For example, when a person observes that all the people around him are using shortcuts to get promoted and to stand in the good books of boss he does the same acts to get success quickly. As well as these social forces increase the temptation of individuals to adopt unethical behavior (Kouchaki & Smith, 2014). One of such behavior as identified by Greenbaum, Mawritz, Bonner, Webster, & Kim (2018) is expediency. Greenbaum et al. (2018) defines expediency as "use of

unethical practices to expedite work for self-serving purposes" (p. 01). It also refers to as "use of unethical practices by employees to expedite work for self-serving purposes" by such means which are endorsed by society (Greenbaum et al. 2018). The organizational members think that creative accounting, amendments in the official papers is righteousness (Bandura, 2014) if it gave any benefit to the organization (Knoll, Lord, Petersen, & Weigelt, 2016) without any immediate detrimental effect on other stakeholders. Once the hesitation of unethical practices ended this habit of employees become more extreme and then unethical practices start happening in the large scale (Adam, & Rachman Moore, 2004).

Literature has highlighted the multiple factors that dictate the behavior of employees like employees follow the behavior of their supervisor (Neubert, Kacmar, Carlson, Chonko, & Roberts, 2008) that's why it is more important for supervisor to behave ethically (Eisenbeib & Brodbeck, 2014) because the employees get influenced by the supervisor and acquire motivation from the supervisor to perform at work (Judge & Bono, 2000). And the supervisor plays the role of guide for his employees as well as develop the attitude of employees (Brown, Trevino, & Harrison 2005; Brown & Mitchell, 2010). Many studies have found that leader/supervisor is the predictor of employees' ethical or unethical behavior (Neubert et al. 2008; Demirtas & Akdogan, 2015). Sometimes people indulge in unethical behavior without knowing or thinking that it is unethical (Gino, 2015) like in expediency supervisor doesn't directly hurt employees as the abusive supervision or undermining do but he works for self-serving purposes (Greenbaum, 2009). Consequently, employees also adopt the unethical behavior like their supervisors and colleagues (on the basis of social learning) to perform efficiently and serve their personal interests because it is common in their particular environment (Thau, Derfler-Rozin, Pitesa, Mitchell, & Pillutla, 2015). Moreover the employees adopt unethical behavior to compete and win from their equals when there is rivalry within the organization (Kilduff, Galinsky, Gallo, & Reade, 2016). They practice shortcuts and do creative accounting to appear more successful (Greenbaum et al. 2018).

Moral disengagement gives justification of authenticity to the unethical acts (Bandura, 2014) and fades the psyche of the individual to think about the moralities, but the moral awareness is opposite to moral disengagement and it stops the individual to becoming morally disengaged (Knoll et al. 2016). Each individual has a self-regulatory system and he/she engages with moralities until the self-regulatory system is activated, but the individual becomes morally disengaged when the self-regulatory system deactivated (Bandura, 2017). In addition, there are three reasons of moral disengagement; the person damage resources because he has an abundance of resources, he does immoral action because it benefit any other and do misconduct or unethical behavior with someone believing that he/she deserves (Huang, Wellman, Ashford, Lee, & Wang, 2017). Whereas the feeling of shame and guilt stops when the self-regulatory system of person deactivated (Pornari & Wood, 2010) and the moral disengagement leads to the unethical behavior (Moore, Detert, Klebe Trevino, Baker, & Mayer, 2012). Moreover, employees become morally disengaged when they observe that ethics are less important for their supervisor (Dang, Umphress, & Mitchell, 2017; Huang et al. 2017) then employees adopt expediency.

Past research found that there are certain mechanisms of the moral disengagement due to which individual start unethical acts without any hesitation and guilt and these mechanisms are: Moral justification, Euphemistic labeling, Advantageous comparison, Displacement of responsibility, Diffusion of responsibility, Distorting or Disregarding the consequences, Dehumanization and Attribution of blame (Bandura 2016; Krakowiak & Tsay-Vogel, 2013). And the individual may become morally disengaged in the certain situation, however, not in the all situations (Hodge, & Lonsdale, 2011; Bandura, 2014). People give the justifications and any reasoning to their unethical acts and this justification vary situation to situation because moral standards are different and when the individuals became morally disengaged they use to conform their environment (Bandura, 2014). Most of the time people find the justification first for their unethical acts in order to get social acceptance from the society (Bandura, 2017).

Moreover, past studies found some negative outcomes of moral disengagement i.e.

unethical behavior (Barsky, 2011; Huang et al. 2017), job insecurity (Huang et al. 2017), negative attributes (Krakowiak & Tsay-Vogel, 2013) the counterproductive work behavior (Fida, Paciello, Tramontano, Fontaine, Barbaranelli, & Farnese, 2015) and doping likelihood (Kavussanu & Ring, 2017).

For individuals' personality it is more important for him to be moral when he has a moral identity (Hardy & Carlo, 2011; Hardy, Walker, Rackham, & Olsen, 2012). Besides, it has been revealed that moral identity in the person inform him about ethical actions and motivate the moral actions, then that person wants to be honest and fair (Aquino & Reed, 2002; Hardy & Carlo, 2011). It means that the person who has a moral identity, he is less likely to become morally disengaged (Detert, et al. 2008; Kavussanu & Ring, 2017; Yang, Wang, Chen, & Liu, 2018). Even the person seems to be more passionate and engaged in his job when he has a moral identity (He, Zhu, & Zheng, 2014) and he has more tendency toward good deeds (Aquino, McFerran, & Laven, 2011; Hardy & Carlo, 2011) also he/she has more ability to scan moral or immoral performances from the surroundings.

There are different levels of moral standards for individual and vary person to person, some people gives more importance to moralities and good deeds while some gives less importance so moral identity differ person to person (Kavussanu & Ring, 2017) and these different perceptions of individuals shape the behavior of persons which affect their work life (He et al. 2014). Moreover the people with high moral identity has more moral characteristics and people with low moral identity has less moral traits, however it doesn't mean that they are immoral (Thornton & Rupp, 2016). Along with the personal characteristics moral identity also affected by the leadership type, e.g. few traits of transformational leadership have moral components and transformational leader pursue moralities in his followers, which forms moral identity in followers (Zhu, Riggio, Avolio, & Sosik, 2011). For example, employees perceive their leader as a source of guidance, especially when he is a good leader therefore followers also follow the moral acts of the transformational leader when the leader gives importance to moralities.

1.2   Gap Analysis

Researchers have been found that supervisors' ethical or unethical behavior influence the employee behavior (Brown et al. 2005; Huang & Paterson, 2017) in addition, supervisor shapes the behavior of employees (Duan, Li, Xu, & Wu, 2017; Morrison, 2014). There are several studies available on the unethical behavior of supervisor i.e. abusive supervision whereas supervisor expediency is the specific form of unethical behavior which isn't very well explored area (Greenbaum et al. 2018).

In addition, the mechanism between supervisor expediency and employee expediency is under investigation (Greenbaum, et al. 2018). So we address this gap by finding moral disengagement as a mediator between supervisor expediency and employee expediency. When employees observe that their supervisor adopt wrong ways and shortcuts to complete work related tasks, prioritize his personal interest they became morally disengaged and adopt expediency too.

Huang, et al. (2017) also suggested to study the link between supervisors' unethical behavior and moral disengagement of employees. Therefore, our study is also going to address this gap.

Moreover, conditional factors are needed to find that can affect the expedite behavior of supervisor and employee (Greenbaum, et al. 2018). Therefore, moral identity is found as a moderator on the relationship between supervisor expediency and moral disengagement.

Supervisor and Employee expediency are relatively new variables introduced by Greenbaum et al. (2018) and there is only one study available on these variables. There is no research available on these variables in the context of Pakistan or even in Muslim countries where religious value has great impact.

1.3   Problem Statement

The various dimensions of unethical behavior have been identified, i.e. abusive supervision and social undermining. However, expediency behavior remain understudied. The routine based dishonorable behavior known as expediency is taken for granted in organizations and ignored in literature as well. Unethical behavior is also embedded in this routine based behavior. The impact of this supervisory behavior begets in employees and it can contribute to the ethical collapses of the organization.

Moreover, employee expediency and supervisor expediency aren't well studied area as well as the path of moral disengagement is unexplored that when employees observe their supervisor is prioritizing the self-interest they became morally disengaged. Employees start unethical acts in routine to achieve their goals, their mental state change when they work with supervisor (role model) who do expediency. Also the moderating role of moral identity not yet studied that it stops the employee to become morally disengaged. Consequently, this domain is novel as the relationships of these variables are not studied yet (supervisor expediency, moral identity, moral disengagement, employee expediency).

1.4   Research Questions

By keeping in view the addressed problem this research is intended to answer the few questions and brief summary of questions is as follows:

Research Question 1

What are the outcomes of supervisor expediency?

Research Question 2

What is the relationship between supervisor expediency and employee expediency?

Research Question 3

Does the moral disengagement mediates the relationship between supervisor expediency and employee expediency?

Research Question 4

Does moral identity weakens the relationship between supervisor expediency and moral disengagement?

1.5 Research Objectives for This Study

The general objective of this study is to find out the relationship of the variables established in the proposed model that supervisor expediency causes employee expediency and make employee morally disengage. Furthermore, moral identity of employee negatively moderates the relationship between supervisor expediency and employees moral disengagement. Collectively this study is conducted to test that these variables are interrelated or not. Following are the specific objectives of this research:

Research objective 1

To test that does the supervisor expediency leads to employee expediency.

Research objective 2

To empirically investigate that the moral disengagement mediates the relationship between supervisor expediency and employee expediency.

Research objective 3

To examine the moderating effect of moral identity of the relationship between supervisor expediency and moral disengagement.

1.6 Significance of study

In this research we are contributing in the literature of unethical behavior along with this we are doing many other practical and theoretical contributions. The significance of this research is that unethical leadership has been studied as general,

but this study is exploring the specific form of unethical behavior, i.e. expediency that is a very important area (Greenbaum et al. 2018) it includes routine based little unethical practices. Employees learn expediency from their supervisor that how he adopts unethical practices those are acceptable in society to efficiently serve his self-interests. But this becomes more problematic when employees start following supervisor and this leads to destructive consequences in the long-term.

Correspondingly, there are many cases aroused in the past and highlighted in the literature about ethical issues and many high profile companies lead to the disastrous consequences because of their unethical employees. Due to this there is the requirement to find out the factors that lead employees to unethical behavior (Welsh & Ordonez, 2014). And we are going to address this gap that how supervisors' routine based little unethical practices and shortcut ways toward success negatively influence employees.

Moreover, we are contributing to the literature that moral identity of the employees can stop them to adopt expediency even if their supervisor does expediency. When employees have a moral identity they may feel hesitant to practice shortcuts because moral identity is the important factor in explaining behaviors of employees (He, Zhu, & Zheng, 2014). Likewise the one who has high moral identity feel reluctant to adopt expediency rather than the one who has low moral identity.

Furthermore, drawing on the social cognitive theory of morality (Bandura, 2014) the extension of social cognitive theory (Bandura, 1986) which explains that when the environmental factors and the personal factors interact it changes the employees' mental model. It means that the environmental factor that is supervisor expediency make employees morally disengage and lead them to expediency. The overall significance of this study is that it will explore the roots of unethical behavior, the initial stage which is less harmful but convert gradually into more intense form and leads to harmful consequences as happened in Enron etc.

As well as this study yet not been done in the context of Pakistan and other Islamic countries where religious values can also effect a lot on the moral connectivity of people. It can prove as huge contribution in the literature and for researchers.

1.7 Supporting theory

1.7.1 Social Cognitive theory of Moral Thought and Action

Bandura, (2014) has given the extension to Social Cognitive Theory (Bandura, 1986) that is specifically about moralities and self-moral development of people. According to the Social Cognitive Theory of Moral Thought and Action of Bandura, (2014) individuals' moral thinking interact with the other environmental factors and develops the behavior and moral conduct of individuals. Behavior regulates by individual cognitive development, values and social effects. The behavior of a person generally influences of the social environmental factors, particularly when there is low or no ethical standards in the environment.

With the compliance of this theory supervisor expediency is the social factor that effects on employee behavior (Greenbaum et al. 2018) and moral identity is a personal factor (Aquino & Reed, 2002). Rendering to the Banduras' view person get influenced by the social factors in evaluating and observing those factors and affects from them (Knoll et al. 2016; Kavussanu & Ring, 2017). Therefore, when the supervisor cuts corners and adopt shortcuts to accomplish his task effectively it influence his followers behavior negatively because followers perceive unethical learning from their supervisor (Greenbaum, et al. 2018) and it happens through the moral disengagement of employees. According to the Social Cognitive Theory of Moral Thought and Action if the employee became morally disengaged, he is more likely to do unethical behavior (Knoll et al. 2016).

However, there are personal factors, i.e. moral standards and values preclude employees to adopt expediency. Moral identity is the commitment of individuals with the moral standards (Xu, Ma, Wang, & Li, 2017) and as much the individual act according to his cognitions and standards he feels satisfied and comfortable and if he acts as opposed to his moral standards he doesn't feel comfortable (Kavussanu & Ring, 2017). Consequently, if these standards are low the employee easily adopts expediency and vis-versa.

Chapter 2

Literature Review

2.1 Supervisor expediency and employee expediency

Greenbaum et al. (2018) introduced new the construct which is known as supervisor expediency. It is the form of unethical leadership and Greenbaum et al. (2018) defined supervisor expediency as "use of unethical practices to expedite work for self-serving purposes". For instance, there are many organizations that have faced intense ethical collapses and that's why their business failed, therefore it is needed to understand the factors that lead employees to the unethical behavior (De Cremer et al. 2011). It means that to follow ethical standards have great prominence in the long-term success of the businesses. Ethics are very important for the organizations because it can help the welfare of society as well as decrease the destruction and increase utilization of resources (Christensen, Peirce, Hartman, Hoffman, & Carrier, 2007). So it seems important to focus on ethical aspects of organizations because it has greater influence on the society and business. The philosophers, religious leaders and thinkers also emphasize on the importance of ethics for organizational leaders because ethics are necessary for organizational success (Ofori, 2009).

In the perspective of ethics there are two forms of leadership: ethical leadership and unethical leadership. And the interest of researchers is increasing in these two

dimensions of the leadership because it can influence a lot on the employee's ethical conduct (Walumbwa & Schaubroeck, 2009). Also we can say that the behavior of employees is majorly affected by their leader. Brown, Trevino, & Harrison (2005) defines ethical leadership as "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, the promotion of such conduct to followers through two-way communication, reinforcement and decision making"(p. 120). Conferring this definition ethical leader is characterized by the role modeling, create association with employees, ensure ethical behavior and ethical decision making (Demirtas & Akdogan, 2015; Lawton & Paez, 2015). It means that employees get inspiration from their leader because of his virtue acts, justice and good deeds that's why they take ethical leader as role model and start following the same behavior. Ethical behavior is also getting importance because people are becoming aware about the rights of humanity and equality among people (Ofori, 2009).

This type of leaders behaves ethically in personal and professional life they also demand ethical behavior from their employees and they promotes ethical behavior in employees through reward, recognition and punishment (Brown & Trevino, 2006). It clearly indicates that the ethical leader prioritizes moralities and ethics upon all other things like he does business practices in the ethical way, behaves equally with all the employees and appreciates them to do the ethical behavior. He appreciates ethical behavior of employees by recognizing them, through the reward system and discourage unethical behavior of employees through punishment (Mayer, Aquino, Greenbaum, & Kuenzi, 2012).

Opposed to it, there is unethical leadership which is defined as "behaviors conducted and decisions made by organizational leaders that are illegal and/or violate moral standards, and those that impose processes and structures that promote unethical conduct by followers" (Brown & Mitchel, 2010; p. 06). In other words the unethical behavior of a leader is he behaves against to the societal norms and values, does injustice with employees, misuses his power for personal interest, imposes his decision on his subordinates, completes his work by hook or by crook and prioritize his personal benefits.

There are certain reasons due to which leaders adopt unethical practices like because of social pressure to manage and complete tasks on time or in the minimum time period to win competition etc. (Joosten, Van Dijke, Van Hiel, & De Cremer, 2014; Kilduff at al. 2016). As well, due to the pressure of better performance unethical behavior occurs (Ofori, 2009). On the basis of these arguments we can conclude that the unethical behavior arises due to the certain reasons. Also the ethics in business fluctuate according to the situations like when business is at its peak level the unethical behavior start to complete the tasks and assignments quickly whereas when the business at its recession level the leaders try to give more importance to the ethics (Ciulla, 2011). Moreover, the ethical standards also vary from business to business. In some businesses ethical standards follow while in the other same ethical standards neglect. The greed to earn profit leads business and its employees to adopt the unethical practices (Ciulla, 2011).

If unethical practices are accepted at the beginning or at the initial stage when the intensity is low they become frequent and ultimately lead to intense behavior. Consequently, that behavior can be harmful for the society or any stakeholder (Zuber, 2015) because unethical practices are against the norms of society, illegal and violate many rules. Most of the unethical acts of employees can badly affect the organization (Kong, 2016) like it can damage repute of organization, negative impression on customers' mind etc. The expediency and unethical behavior of the supervisor seems very problematic for the organizations because supervisor usually transfers their behavior to employees (Bonner, Greenbaum, & Mayer, 2016). Because of these reasons the expediency that is rooted by supervisor grows with the passage of time as it transfers into the employees.

However, unethical leadership is more intense in nature and individual comes to this stage gradually. Supervisor's expediency means that the supervisor wants to be successful and more efficient. To achieve success he tries to find out the shortcut ways for the accomplishment of his tasks at the cost of ethics and moralities. Expediency is less intense and harmful than the unethical behavior (Greenbaum at al. 2018). It is the behavior in which supervisor adopts self-serving unethical practices which is for the benefit of business, normal in the society whereas society

endorses these practices. And in the organization leaders or supervisors are usually taken as the source of guidance and they set the standards, give directions about the behavior of employee (Brown & Mitchel, 2010; Bonner et al. 2016) it means that employees learn from leaders' action and adopt whatever he do.

After scrutinizing the history and corporate scandals, it has been found that the leader or supervisor is the one source who manages the conduct of employee and influences strongly on employees' behavior (Trevino & Brown, 2005; Schminke, Ambrose, & Neubaum, 2005). He is the one who dictates employee's behavior, and the reason is that employees are the followers of their supervisor's behavior (Neubert et al. 2008). Literature suggests that in organizations supervisor is usually taken as an authentic source of guidance for the behavior, he has the power to implement the standards and rules, and he can force employees to behave in accordance with his own behavior (Trevino & Brown, 2005; Mayer, Kuenzi, & Greenbaum, 2010). Undoubtedly, the supervisor has an important role in shaping the employee's behavior and he conveys his behavior to employees easily because of his role modeling trait. Zuber (2015) argues that the unethical behavior transfer and spread when the employee observes the central identity (supervisor) then employee starts following the behavior of his supervisor. Consequently, as social learning said that people learn by observing others, similarly employees learn by observing their supervisors and by this way expediency extent from supervisor to employees. Hence, we formulate the following hypothesis:

H1: Supervisor expediency is positively related to employee expediency.

2.2 Supervisor expediency and moral disengagement

Moral disengagement can be defined as the person loses the connection with moralities, ethical actions and start doing transgressive acts (Bandura, Barbaranelli, Caprara, & Pastorelli, 1996). Moralities or moral values are the values that facilitates the society, being fair with the people, that's why these are generally

acceptable in all societies (Carroll, 2000; Janoff-Bulman, & Carnes, 2013). Furthermore, the individual who follows moral values and the ethical standards he takes care of the well-being and interest of other inhabitants of the society rather than being selfish and keep personal interest first. These moralities and ethics are not the law but the behavior that is expected and appreciated in the social order (Carroll, 2000). It means that a person should behave neutrally on the basis of equality by taking personal interests and grudges aside from their work related activities.

On the other hand, moral disengagement occurs when an individual disengaged from these sympathetic deeds without having any feeling of guilt. Moral disengagement is the cognitive process (Pornari & Wood, 2010; Moore et al. 2012) in this the mental state of an individual change and then he deprived of thinking of moralities. Likewise, because of moral disengagement people can easily adopt inhumane behavior with others and this moral disengagement occurs when the external factors interact with the cognitions of an individual (Bandura, 1999, 2014). According to this conceptualization when an individual disengaged from the moral values he/she became selfish and for his self-interest he can ignore the welfare, interest and rights of other people.

Moreover, individual analyzes the external factors and he has his own moral standards, by this he regulates his behavior according to his understanding and satisfaction (Bandura, 1999, 2002). It usually happens that people may not morally disengaged in all situations but in few contexts where it benefits them and this moral disengagement can lead to the harmful consequences or it can harm the other people because of inhumane behavior (Bandura, 2002, 2014, 2017; Pornari & Wood, 2010; Shu, Gino, & Bazerman, 2011). As well as individual have some moral justifications to justify their immoral acts when he/she became morally disengaged (Bandura, 2017) and try to cover his inhumane behavior with the moral reasoning. Bandura (2002) has mentioned few mechanisms of moral disengagement through which the individual gives different reasons for their immoral acts. These mechanism are cognitive restricting: in this individual use multiple ways, like gives moral justification for his immoral act that I did this because of few

benefits, then euphemistic labeling in which individual use language or tone in a way that my acts are not very inhumane and harmful for others but are having some benefits or he does advantageous comparison that my act is less harmful than the other, he does comparison with other immoral practices, diffusion of responsibility refers to when individual didn't accept his personal fault but transmit the responsibility on his associates by saying that I am not the only one who was doing this, minimizing the negative aspects of inhumane behavior by highlighting the positives aspects, dehumanization of victim by thinking that the other person deserves inhumane behavior because of any reason (Bandura, 2002; Hymel, Rocke-Henderson, & Bonanno, 2005; Huang et al. 2017).

Individuals have cognitions based self-regulatory mechanisms that control their unethical acts and stop them to harm other people but when the individual became disengaged it means that his self-regulatory mechanism is no more activated which prevent human from being unfair and unethical (Pornari & Wood, 2010; Moore et al. 2012; Bonner et al. 2016). Undoubtedly, an individual can do dishonesty, harm other people, does not care about the rights of other people and does injustice with no reluctance when his self-regulatory system deactivated. However, the factors that influence employee's behavior and the reason of this deactivation and moral disengagement of employees are important to understand. Literature has found that because of leaders' unethical behavior employees start feeling freedom to do unethical practices and became morally disengaged (Bonner et al. 2016). The trust of other stakeholders like customers, partners, and shareholders is decreasing with the passage of time because the tendency of the behavior of organizational personnel is shifting from moralities (Carroll, 2000) this is affecting businesses in negative ways that's why to follow moral standards has significant importance in the business world. Due to this reason it is necessitated to identify that how detachment from moralities convert into the unethical practices (Moore et al. 2012).

But mostly the individual try to align their personal moral standards with the environmental factors and want to lessen the gap between both (Shu et al. 2011). He wants this because it gives him satisfaction and comfort when his behavior is

aligned with society and society accept/endorse same behavior. Also the individuals' behavior gets legitimacy when his moral conduct is aligned with the moralities of society (Jackson, Hough, Bradford, & Kuha, 2015; Cheng, 2018). Legitimacy and acceptance of behavior in society are very important to survive comfortably with the social order. The environment has great significance in shaping one's conduct because on one side your ethical standards should match with societal factors but on the other hand it can affect negatively if the people in environment behave in the unethical manner. All environmental factors should support ethical standards, if any supporting factor like leader didn't encourage and motivate employees' ethical behavior and he practice expediency then moral standards become weak and unethical practices takes place (Bandura, 1999; Gungormuş & Uyar, 2017). And if there is any disparity between supervisors' and employees' moral values it creates a disturbance at workplace and also cause other negative aspects like dissatisfaction, turnover intentions etc. (Schminke et al. 2005). Furthermore, human being usually endorses and react to the environmental aspects and avail whenever they find opportunity to adopt shortcut ways (Shu et al. 2011). Conferring this concept, it can be said that when supervisor use shortcuts and unethical practices it attacks on employees' mental states which weakens the moral cognitions of employee and he became morally disengaged. Likewise, when the supervisor has no association with moral values and he uses unethical practices or shortcuts without any guilt and hesitation it influence his followers (Bonner et al. 2016) and they start thinking that moralities doesn't matter and the importance of moral values and ethical standards lessen for him.

What the supervisor value and adopt it actually communicates to his employees through his actions (Brown & Mitchell, 2010; Mayer, Kuenzi, & Greenbaum, 2010). Besides, it affects in a way that employees get disconnected from the moralities because supervisor not give value to the moralities and rules of organization (Greenbaum, 2018). So as per the theory (Bandura, 2014) social factors influence employees' behavior and they became morally disengaged and adapt supervisors' behavior easily because employee sees supervisor as a role model (Brown & Mitchell, 2010). Hence, if the supervisor has no association with the moralities

and ethics it means he is communicating the same to employees and when employees see how supervisor use to accomplish his work and not following the rules of the organization they also became morally disengaged. So, we formulate the following hypothesis:

H2: There is a positive association between supervisor expediency and moral disengagement.

2.3 Moral disengagement and employee expediency

Employee expediency is defined as "use of unethical practices to expedite work for self-serving purposes" (Greenbaum et al. 2018). It is indicated that the unethical acts are practiced by the employees in organizations for their personal stake i.e. they adopt shortcuts to complete their responsibilities. Like they arrive late and left the job early when the supervisor is not available or they transfer wrong information to other partners which is efficient for the time being but will harm the organization in a long-term. And these unethical practices of employees can badly harm the organization as well as other organizational members for the reason that these are against the law and social norms (Moore et al. 2012).

Therefore, employees' moralities are very important for the well-being of organization, otherwise it can lead to the disastrous consequences, like Lehman brothers and many other companies face breakdowns due to the ethical collapses (Lu & Lin, 2014). Consequently, the moral development of employees has a great significance for the success of the organization. Because the ethical behavior leads to the commitment to the organization, loyalty and organizational citizenship behavior (OCB) increases, whereas turnover intentions decrease (Baker, Hunt, & Andrews, 2006). Employee work efficiency is the major reason for the success of any organization. While the scenario is opposite when employees adopt unethical practices i.e. expediency.

Kohlberg has identified the model of moral development that how moralities grow in persons' behavior and it has three levels (Schminke et al. 2005). The first level is pre-conventional, in which the person thinks that taking care of personal interest and satisfying own needs is moral, conventional in which person thinks that to take care for belongings, fulfill their needs and to take responsibilities are ethical whereas in post-conventional person moves toward the universal ethical standards and norms rather than his personal or only of society and groups' norms (Schminke et al. 2005).

These two terms ethics and moralities are mostly used interchangeably and ethics are defined as "just or right standards of behavior among individuals in a situation" (Fraedrich, 1993, p. 207). Ethics educate and aware an individual to differentiate between the right and wrong. The right and wrong way of conduct between colleagues, supervisors, customers, clients etc. the employees' ethical behavior is that when he gives importance and obeys the organizational rules (Lu & Lin, 2014). While in expediency employee ignore the rules and protocols of his organization for his own interest and work efficiency (Greenbaum et al. 2018) which is opposite to the concept of ethics and ultimately leads to the unethical conduct (Fraedrich, 1993) and usually an individual practice those activities that takes care of his own interest without bothering that it can be harmful for the other people (Bandura, 2017).

One of the major antecedent of the unethical/ expedite behavior of an individual is moral disengagement. And when the tendency of employees is towards unethical practices it can cause many negative outcomes. So by examining literature, it has been found that the unethical acts mostly harmful for the organization in long-standing which might be benefiting the business for the time being. There are several reasons highlighted in the literature which exemplifies that employees adopt the unethical behavior/ expediency and shortcuts for the accomplishment of their tasks, like goal setting leads to unethical behavior when it became hard to achieve goal (Schweitzer, Ordónez, & Douma, 2004). Corporate ethical values are the major dictators of (un)ethical behavior of employees (Baker et al. 2006) when the culture of the organization doesn't value the moralities and ethical values then

employee do not consider the ethical values, whereas if the organizational culture is very strict about moralities then employees behavior shapes accordingly.

As well as there is another form of the unethical behavior known as unethical pro-organizational behavior which employees adopt to benefit the organization but this behavior leads to destructive consequences and usually unacceptable by society (Umphress, Bingham, & Mitchell, 2010) while employee expediency include those unethical practices that are very common as well as accepted in society and mostly society endorse these practices even if these are against social norms (Greenbaum et al. 2018).

However, there are some contextual factors that can encourage the unethical practices/ expediency in employees (Adams, Tashchian, & Shore, 2001; Baker et al. 2006) like when ethics have no importance to anyone in the particular context or the person has no association with moralities, it means he is disengaged from the moral values or when the environment gives support to unethical practices then there are more chances of employees to adopt the unethical behavior/ expediency.

When the person gets morally disengaged he doesn't feel any hesitation and guilt while doing things which are against the moral values, norms and ethics (Christian & Ellis, 2014). As moral disengagement is a cognitive factor (Moore et al. 2012) it can regulate the behavior of the employee because it directly attacks on the psyche of employees (Christian & Ellis, 2014). In this way the mental state of individual totally switches from moralities and employees can easily adopt expediency. As well as Moore et al. (2012) has found the moral disengagement as an important driver of unethical or expedite behavior of employees. Therefore, we can hypothesize that:

H3: There is positive relationship between moral disengagement and employee expediency.

2.4 Moral disengagement mediates the relationship between supervisor expediency and employee expediency

The association of employees with ethics and employees' behavior are very sensitive issues because of many ethical collapses in the corporate world. The individual formulates his behavior by taking guidance from the environmental factors, learn moral values and ethical standards through socialization (Bandura, 2017). Socialization means the factors or people with whom an individual interacts effects on his cognitions and influence his mental model. So in the context of organization supervisors and coworkers are major factors that can influence the thinking and change the mental state of an individual.

The supervisors' ethical conduct formulates the organizations' ethical climate which ultimately shapes the employees' ethical behavior (Schminke et al. 2005; Lu & Lin, 2014). Because the ethics of leader greatly impact on the ethical grooming of employees in the organization (Lu & Lin, 2014). When the individual finds that other organizational members like fellow workers and supervisors are breaking social norms and not following ethics he became morally disengage (Huang et al. 2017).

Furthermore, there are the few situational factors that encourage the unethical behavior of employees by disengaging them from the moralities (Adams et al. 2001). And in the environment of organization supervisor provides guidance for the behavior of employee (Brown & Mitchell, 2010; Mayer et al. 2010). So when supervisor adopts expedite behavior it ultimately transfer into the employees through any mechanism. Supervisor expediency is harmful for the organization in a way that it can affect the attitude of employees (Bonner et al. 2016; Greenbaum e al. 2018) and they became disengaged from the moral values and ethics (Bandura, 2014), hence when an individual became morally disengaged he take on the unethical practices, fraudulent acts etc. He also starts doing expediency same as

the supervisor is doing. It is demonstrating that when the supervisors do expediency, adopt shortcut methods to complete their goals and pursue their personal interests then it automatically hurt the moral development of employees. Consequently, employees became morally disengage, adopt expediency to look more efficient and to serve their personal interests.

It is clearly indicated that how unethical behavior or expediency transfer from supervisor to employee. So by scrutinizing the literature we formulate the following hypothesis in our study that:

H4: Moral disengagement mediates the relationship between supervisor expediency and employee expediency.

2.5 Moral identity moderates the relationship between supervisor expediency and moral disengagement

Moral identity is defined as "a self-conception organized around a set of moral traits," which motivates moral actions (Aquino & Reed, 2002). It has further two dimensions: one is internalization which is about the one's own self-importance about moralities and another is symbolization that how others perceive his moral actions (Aquino & Reed, 2002; Reynolds & Ceranic, 2007). It means that for some people it is important to be a moral person.

Past studies have suggested that moral identity can be use as moderator it can regulate the individuals' behavior towards moralities and ethics (Reynolds & Ceranic, 2007; Yang, 2013) because it can reshape the thinking of individual (Reed, Kay, Finnel, Aquino, & Levy, 2016). Moral identity motivates an individual towards moralities and ethical standards as well as stops him from unethical practices. The one who has high moral identity is less likely to depend on other environmental factors to seek guidance for his behavior (Reynolds & Ceranic, 2007).

So, it can be said that the social factors are not the whole predictor of employees' (un)ethical behavior but there are some personal factors that can regulate the behavior or influence on the behavior of an individual (Bandura, 2017). A lot of individual characteristics are known as the determinant of the human behavior (Aquino, Freeman, Reed, Lim, & Felps, 2009). Thus, this personal factor is moral identity which specifies the significance of moralities for the individual (Yang, 2013), it is the characteristic of an employee (Aquino et al. 2009) that regulates his behavior. Furthermore, according to the social cognitive framework, moral identity influences more in shaping behavior than the other identities because moral identity has stronger impact on individuals' behavior (Aquino et al. 2009).

As much the moralities are important for the individuals' self it is difficult for him to deactivate his self-sanctions and disengage from moralities while if the individual doesn't identify himself with the moral values he/ she can easily disengage from moralities. Consequently, moral association is also the important predictor of behavior. The person who identifies himself with the moralities takes care about the good of other people around him (Reed et al. 2016). While in another case when he has low moral identity there are more chances that he can switch to unethical behavior and start prioritizing the self-interest. The person becomes more motivated towards those acts and behavior that comes under the definition of their particular identity (Reynolds & Ceranic, 2007; Aquino et al. 2009).

Even literature has identified that there are fewer chances of the employee to become morally disengaged who has high moral identity because moral values are more important for him (Blasi, 2004; Detert, et al. 2008; Yang, 2013). In the presence of moral identity the effect of moral judgment reduces and moral identity became major predictor of behavior (Reynolds & Ceranic, 2007). Rather than get influence from the situational factors, it is more difficult for the person to detach from his personal values and go against these values or to behave opposite to his values.

In other words the person who gives more importance to his personal factors (moral identity) will not easily disengage from moralities even the environmental factors i.e. supervisor expediency motivating him to become disengaged. Because

if the employee has moral identity it means he did moral commitment to behave ethically (Bergman, 2004).

So on the basis of available evidences we can formulate the following hypothesis:

H5: Moral identity moderates the relationship between supervisor expediency and moral disengagement; such that if moral identity is high, it the relationship between supervisor expediency and moral disengagement would be weaker.

2.6   Research Model
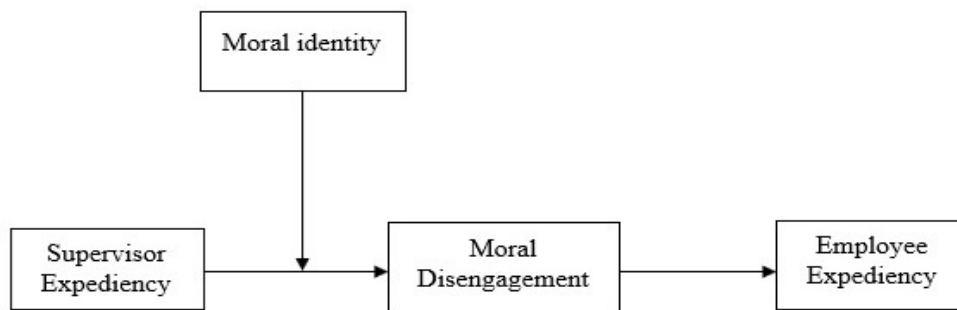
FIGURE 2.1: Does Supervisor Expediency Begets Expediency in Employees; Testing the Mediating Role of Moral Disengagement and Moderating Role of Moral Identity.

2.7   Research Hypotheses

H1: Supervisor expediency is positively related to employee expediency.

H2: There is a positive association between supervisor expediency and moral disengagement.

H3: There is positive relationship between moral disengagement and employee expediency.

H4: Moral disengagement mediates the relationship between supervisor expediency and employee expediency.

H5: Moral identity moderates the relationship between supervisor expediency and moral disengagement; such that if moral identity is high it the relationship between supervisor expediency and moral disengagement would be weaker.

Chapter 3

Research Methodology

This chapter included the details of method that has used to find the results of our research and to check either proposed hypotheses are accepted or rejected in our context of study. It is mentioned in this part of research that which research design, population, unit of analysis, sample size, sample characteristics, research techniques, reliability parameters and instrumentation used. On the basis of these characteristics the results are analyzed and interpreted.

3.1 Types of study

This causal study is conducted in order to check the impact of supervisor expediency on employee expediency that how supervisors' behavior effect on employees' cognition that leads to employee expediency. Additionally, it investigates the mechanism i.e. moral disengagement that provides path to transfer supervisor expediency into an employee. Further, this study investigates the moderating effect of moral identity between supervisor expediency and moral disengagement. So the correlation study has been used for this research.

3.2   Data collection

In order to test our proposed model as well as hypotheses testing we need data and for this purpose we choose different sectors and industries of Pakistan like Education sector, Food industry, Textile industry, Banking sector, Real Estate project based organizations etc. as the population of our study. It seems very difficult to gather the data from entire population in the given tenure of this study so we choose sample of 450 employees whose results can be generalized to the entire population of Pakistan.

Because of mediation, we need to do data collection in time lags. The data collected in two time lags. Since we obligated of very limited time that's why we gave only three weeks interval between Time (1) and Time (2). As it is the dyadic relationship because we are investigating the impact of supervisor expediency on employees expediency so two separate surveys was developed. One survey was developed for employees in which employees were required to rate their supervisors' expediency, employees' own moral disengagement and their moral identity while the other survey was developed for the supervisor in which he was required to rate his employees' expediency.

For data collection we visited different institutions and organizations and in order to get access to employees the HR managers granted us permission after getting complete know how about this study as well as they were ensured that the data will be kept anonymous and only use for the academic purpose. Then we directly met with employees and took few interviews in order to understand the whole scenario. The questionnaires were attached to the cover letter which ensured respondents that data will be used for academic purpose only and kept confidential also anonymous so that employees feel no reluctance to fill the survey. In Time (1) we gather data about supervisor expediency (IV) and moral identity (Mod) both were employee rated, whereas at Time (2) we asked respondents about their moral disengagement (Med) that was employee rated and employee expediency (DV) that was supervisor rated.

Respondents were required to mention their name, supervisor name and organization name in order to match the responses of both level and time lags. At the start in T1, 450 questionnaires were distributed among employees, but got back 380 responses. Then at T2 we again approached only to those 380 respondents who respond at T1. At the end after scrutinizing invalid responses 269 total valid responses were gathered which we were able to use for analysis. So the response rate we calculated is 59.7% percent. At T2 response rate was low and the reason is few employees were not available and few supervisors didn't respond as their routines are full of activities and they were required for response for all employees separately.

3.3   Research philosophy and quantitative research

Hypothetical-deductive method has followed in this research. We find the problem from the literature and make model as well as develop hypotheses on the basis of existing theories and previous literature that we further investigated through the data to check that either our finding are similar to the past studies or negate previous theories and literature.

Because of the large population, time limitation and other constraints it was not possible to do qualitative research so in this scenario quantitative research considered to be more authentic and appreciated. Therefore, we adopt quantitative method in order to gather data about variables for empirically test the research hypothesis.

3.4   Unit of analysis

We are analyzing the behavior of employees in this study, therefore the targeted population that is being analyzed is employees of different sectors i.e. Education, Textile, Banking, Food industry, Real Estate etc. Unit of analysis is a very important part of the research. As it is the dyadic relationship because we are investigating the impact of supervisor expediency on employees that employees

became morally disengaged and cut corners for their tasks when they see their supervisor is doing the same. Accordingly, we used to collect data from employees and their direct supervisors. Therefore, employees were accessed to rate their supervisor expediency, employees' own moral disengagement and moral identity while their direct supervisors were accessed to rate employee expediency.

3.5   Population and sample

3.5.1   Population

In this research the population we targeted is the employees of multiple industries of Pakistan, i.e. Food and Hotel industry, Education sector, Banking sector, Textile industry and Real Estate etc. Due to the rapid changes in market and intense competition the employees at all levels within the organizations adopt different tactics and strategies to go with the pace of the market and in order to win the competition. On the other hand due to lack of control, check and balance from higher authorities and as a result of their negligence organizational personnel took ethical standards for granted. All sectors have their own significance in the economy of Pakistan. They all are contributing to the economy of the country that's why we choose multiple industries of Pakistan to investigate how the supervisor expediency (unethical practices) effect on the moral development of employee and leads to employee expediency. In our targeted population the manufacturing as well as service both sectors are included.

Moreover, we choose multiple sectors by following the trend of the previous studies about expediency (Greenbaum et al. 2018). Likewise, it creates sense to target multiple industries rather than the few specific industries because ethics and moralities are not important for some particular industries, but all the industries so that our population is comprised of all industries (approachable) of Pakistan. Like in the food industry if ethics doesn't follow they can lose to retain customers for long time, especially in the Islamic countries, like in Pakistan people are very conscious

about halal and haram. Similarly, in education sector ethics have equal significance because education builds the personality of person also give him the sense of right and wrong and children learn by observing their parents and teachers etc. so the effect of ethics in education is long lasting and remain with the generations. Likewise the expediency, ethics and moralities have equal significance to study in every field.

3.5.2   Sample and sampling technique

To collect data from the whole population is almost impossible due to the time and resource constraints of this study. Because of this problem the easiest and commonly used way is sampling for quantitative research. So that we choose the sample from the population which depict the characteristics of entire population and in order to pick out sample we use convenient sampling technique that is the form of non-probability sampling. Convenient sampling is that technique of non-probability sampling in which we randomly choose the respondents who can be access conveniently. Therefore, we chose the limited well known institutions of Capital city Islamabad, Rawalpindi and Faisalabad.

In compliance with the objectives of this study as noted above, we have to check the impact of supervisor expediency on employees, therefore the sample for this research is comprised of the employees and their direct supervisors from multiple industries. The data is collected through the self-reported questionnaires by distributing hard copies of questionnaires in selected organizations and institution attached with cover letters including brief introduction about the research topic. We choose those employees who are playing active roles in the day to day operations of business, therefore they can be the accurate representatives of the entire population. Since we need sufficient responses for the reason that the results can be generalizable to the whole population we distributed 450 total questionnaires.

First of all we contacted the HR of multiple organizations and get permission from them to access employees. Few companies didn't permit us but the managers himself gathered data from employees. Whereas the other organizations allow

us to directly interact with the employee. We almost approached 500 employees and some of them were not willing to participate. Therefore, we distributed 450 questionnaires out of which we get back 380 responses at T1. After the interval of 3 weeks we again approached to 380 respondents who participated in T1 and we get back 269 valid responses which we used for analysis. Hence, the response rate is 59.7%.

3.5.3 Ethical consideration

The cover letter with the brief introduction of research and request was attached with the questionnaires that gave the understanding to respondents about this study. The data were only gathered from the volunteers without forcing anyone. We assure the respondents that their privacy will not hurt because we will keep it confidential as well as anonymous and only use for the purpose of research without sharing it with anyone. However, we were asking for their identities just to match the data of T1 and T2. Moreover, we informed that the end results of the research will be available for organizations.

3.6 Sample Characteristics

There are multiple demographics we asked from respondents. These demographic information varies according to the nature of the research topic. Commonly age, gender and education ask from every respondent for all studies. In this study we asked age, gender, education, industry type and the important one is working tenure with an existing supervisor because we are examining the impact of supervisor expedite behavior on employees' expedite behavior. Following are the details of demographics and sample characteristics:

3.6.1 Gender

In order to ignore the gender discrimination we tried to collect data from both genders male and female. Although female seems more sensitive toward ethics and

moralities so to keep in view this point we asked respondent to mark their gender. The following table is indicating the ratio of male and female in the total sample.

TABLE 3.1: Gender Frequency

Gender	Frequency	Percent
Male	176	65.4
Female	93	34.6
Total	269	100

Table 3.1 shows the gender frequency and the ratio of male and female respondents. Out of 269 respondents 176 are male respondents that are 65.4 percent, whereas 93 are female respondents that are 34.6 percent of total sample. It was trying hard to maintain the equal balance between male and female respondents, but in Pakistan the number of male employees is much more than female employees that's why female respondents are slighter in number.

3.6.2   Age

Age is very important factor especially when the research is about behavior and thinking because age has great influence on the cognitive development especially the cognitive development about the moralities as Kohlberg has given the model in which he explained that factors influence the cognition of people changes with his age. So it is very important demographic information for our study. Although it is not easy to know the exact age, therefore we gave the different ranges of age. The following table contains the information about age groups.

Table 3.2 shows the percentage of respondents falls in different age groups, i.e. 73 respondents are less than 25 years that are 27.1% of total sample, 79 respondents are fall between 25-30 years that are 29.4% of total sample, 62 respondents are fall between 31-35 years that are 23% of total sample, 34 respondents are fall between 36-40 years that are 12.6% of total sample, 13 respondents are fall between 41-45 years that are 4.8% of total sample, 3 respondents are fall between 46-50 years that are 1.1% of total sample while there are 5 and 1.9% respondents whose age is more than 51 years.

TABLE 3.2: Age frequency

Age	Frequency	Percent
Less than 25	73	27.1
25-30	79	29.4
31-35	62	23
36-40	34	12.6
41-45	13	4.8
46-50	3	1.1
51 & more	5	1.9
Total	269	100

3.6.3 Working tenure with supervisor

As this cause and effect study is about the impact of supervisor expediency on employee expediency. Drawing on the theory we proposed that employees learn the expediency from their direct supervisor so it is very important fact to know the time period or working tenure with an existing supervisor. We also ask working in years and time ranges. The detail is given in the following table:

TABLE 3.3: Frequency of work tenure

Working Tenure(Years)	Frequency	Percent
1-3	95	35.3
3-6	93	34.6
6 & more	81	30.1
Total	269	100

The above given table 3.3 shows the detail of respondent's working tenure with their existing supervisor. There are 95 and 35.3% respondents who are working with existing supervisor from 1-3 years, 93 and 34.6% respondents who are working with exiting supervisor from 3-6 years, 81 and 30.1% respondents who are working with existing supervisor from more than 6 years.

3.6.4 Education

Education has a great influence on the mindset of human beings. It can change the thinking pattern of people makes them civilized and acknowledged them about right and wrong doings. So education has important linkage with our study and considered to be important demographic information, therefore we asked employees to mention their education whose details is given in the following table:

TABLE 3.4: Frequency of Education

Education	Frequency	Person
Metric	14	5.2
Intermediate	39	14.5
Bachelors	79	29.4
Masters	89	33.1
MPhil	40	14.9
Doctorate	8	3
Total	269	100

As we choose sample randomly, therefore it covers the respondents of different education level. In Pakistan it is very common trend that people at early age start part time jobs like in hotels and restaurants to fulfill their educational and other expenses so there are few respondents who are matric and intermediate. The table 3.4 shows that there are 14 and 5.2% respondents who are matric, 39 and 14.5% are intermediate, 79 and 29.4% are bachelors, 89 and 33.1% are masters, 40 and 14.9% are MS/MPhil while only 8 are doctorate that is only 3% of the entire sample because PhDs usually found in the education sector but lesser in numbers as compare to Masters and MPhil and we gathered data from different sectors that's why doctorates are minor in our data.

3.6.5 Industry Type

We collected data from almost all industries under our approach. So we asked respondents to mention their industry type either it is manufacturing or service

because generally only these two types of industries exist. The following table shows the ratio:

TABLE 3.5: Frequency of industry type

Industry Type	Frequency	Person
Manufacturing	98	36.4
Service	171	63.6
Total	269	100

According to this table 3.5 there are 98 respondents from the manufacturing sector, whereas 171 respondents are from the service sector. Therefore, out of 100% sample 36.4% employees are related to the manufacturing industry and 63.6% employees relate to the service sector.

3.7 Insturment

3.7.1 Measures

The questionnaire is developed by adopting the previously developed and validated measures from different authentic sources. In order to check the suitability and validity of scale in our culture Cronbach alpha and CFA measured. Then two separate surveys, one for employees and another for their direct supervisor developed because the unit of analysis is dyadic. The surveys were in English because this language is encouraged, however, surveys translated and explained by researcher in order to give a clear sense of questions where needed by personally interacting with each respondent. All responses collected through a paper-pencil procedure by physically visiting the organizations. No online surveys distributed because data has collected from more than one level so it was not very convenient to online gather responses and match the data of employees with their supervisors. So the complete data was gathered by manually visiting the multiple institutions and organizations.

On average, there are 10 to 20 questionnaires distributed in each organization. The complete questionnaire was consisted of 21 questions, few demographics and

5 sections. In T1 three sections were included with 9 questions (IV and Moderator) and other demographics, i.e. Gender, Age, Working tenure with supervisor, Education and Industry type (employee rated). In T2 one section was for employees (mediator) including 8 questions whereas another section was for supervisor (DV) including 4 items.

The items of all four variables, i.e. supervisor expediency, moral disengagement, moral identity and employee expediency were rated on five point Likert scale from strongly disagree to strongly agree where 1 is for strongly disagree, 2 is for disagree, 3 is for neutral, 4 is for agree and 5 is for strongly agree.

At T1 the employees were asked about supervisor expediency and their own moral disengagement. Whereas at T2 employees were asked about moral disengagement and supervisors were required to rate employee expediency. We asked employees about their name, supervisor name and name of organization whereas supervisor mentioned his name and employee name in order to cross match the responses. Initially we distributed 450 questionnaire but in T1 we get back 380 responses so that the response rate was 84.4%. After the gap of three weeks we approached to those 380 respondents who respond in T1 and get back 269 valid responses so the total response rate was 59.7%. The response rate was low at T2 because in T2 data gathered from two levels and some responses were not valid and all supervisors didn't rate for all employees.

3.7.2   Supervisor expediency

To measure the supervisor expediency we have adopted the already developed and validated scale by Greenbaum et al. (2018). This scale consists of 4 items. And to obtain responses 5 point Likert scale was used from strongly disagree to strongly agree. The scale included the following items: "Cuts corners to complete work assignments more quickly", "Alters performance numbers to appear more successful", "Ignores company protocols in order to get what he or she wants", "Only enforces company rules when they benefit his or her welfare".

3.7.3   Moral disengagement

Moral disengagement of employees has been measured by using the previously developed and validated scale by Moore et al. (2012). The scale consists of 8 items and responses were rated on 5 point Likert scale from strongly disagree to strongly agree. The scale includes following items: "It is okay to spread rumors to defend those you care about", "Taking something without the owner's permission is okay as long as you're just borrowing it", "Considering the ways people grossly misrepresent themselves", "it's hardly a sin to inflate your own credentials a bit", "People shouldn't be held accountable for doing questionable things when they were just doing what an authority figure told them to do", "People can't be blamed for doing things that are technically wrong when all their friends are doing it too", "Taking personal credit for ideas that were not your own is no big deal", "Some people have to be treated roughly because they lack feelings that can be hurt", "People who get mistreated have usually done something to bring it on themselves".

3.7.4   Moral identity

Moral identity has been measured by using 5 item scale developed and validated by Zhu et al. (2011). And responses obtained through 5 point Likert scale from strongly disagree to strongly agree. The scale included the following items: "I view being an ethical person as an important part of who I am", "I am committed to my moral principles", "I am determined to behave consistent with my moral ideals or principles", "I am willing to make a sacrifice to be loyal to my moral values", "I am willing to place the collective interest over my own personal ego and interest".

3.7.5   Employee expediency

To measure the employee expediency we have adopted the already developed and validated scale by Greenbaum et al. (2018). This scale consists of 4 items. And to

obtain responses 5 point Likert scale used from strongly disagree to strongly agree. It scale included the following items: "Cuts corners to complete work assignments more quickly", "Alters performance numbers to appear more successful", "Ignores company protocols in order to get what he or she wants", "Only enforces company rules when they benefit his or her welfare".

TABLE 3.6: Instrument Source

Variables	Source	Items
Supervisor Expediency	Greenbaum, Mawritz, Bonner, Webster,& Kim, (2018)	4
Moral Disengagement	Moore, Detert, Klebe Trevino, Baker, & Mayer, (2012)	5
Employee Expediency	Greenbaum, Mawritz, Bonner, Webster, & Kim, (2018)	4
Moral Identity	Zhu, Riggio, Avolio, & Sosik, (2011)	8

3.7.6   Control variables

To identify control variables we conducted one way ANOVA test. We check each demographic (gender, age, education, tenure and industry type) one by one with the dependent variable. However, all demographics except tenure found insignificant and had no any prominent effect on the dependent variable. Whereas tenure accounts the significant variance in employee expediency and can affect the results because its p value was .012 which is less than 0.05 therefore, we controlled tenure only. It also makes sense that tenure has prominent effect on employee expediency because according to the proposed model employee learn from their supervisor so the working tenure with the supervisor matters.

3.7.7   Pilot testing and scales reliability

Initially we did pilot testing in order to check scale consistency and to check that either the results are according to the proposed hypotheses or not. This proactive approach can save from the wastage of time and other resources. Therefore, before

collecting complete data we did pilot testing on 50 responses and not found any significant problem.

In order to test the scale reliability in our context we did reliability test through Cronbach alpha. Reliability is the consistency of instrument at multiple times with the intended variable. It checks the internal reliability of items that all the items are measuring the same variable or not. The standard value of Cronbach alpha is greater than 0.7 and if the value of Cronbach is less than 0.7 then scale considered as non-reliable. In this study the Cronbach alpha of all variables is more than 0.7 which means that the scales are reliable in our study.

TABLE 3.7: Scale Reliability

Variables	Cronbach's Alpha	Items
Supervisor Expediency	.870	4
Moral Identity	.803	5
Moral Disengagement	.797	8
Employee Expediency	.898	4

In table 3.7 Cronbach alpha values are showing that scales used in this research are reliable to study in the context of Pakistan. The alpha value of supervisor expediency, moral identity and employee expediency is greater than 0.8 which means that these scales are highly reliable while Cronbach alpha of moral disengagement is greater than 0.7 and confirms the internal consistency of the scale.

3.7.8 Statistical tool

At very first stage scale reliability and validity was tested by doing CFA and model was found good fit because CFI, GFI, TLI and RMSEA values were significant. Cronbach alphas was found to check the consistency of the scales. Then the one way ANOVA test performed through which we found that the working tenure has significant impact on supervisor expediency (DV) so we controlled working tenure.

The correlations were found and linear regression run in SPSS to test the hypotheses. Linear regression was run three times to find out the relationships between supervisor expediency and employee expediency, then supervisor expediency and

moral disengagement and afterward moral disengagement and employee expediency. The mediation test was run by using Preacher and Hayes process model 4 and moderation test was also run by using Preacher and Hayes process through model 1.

3.7.9   Time horizon

Data is collected in two time lags because of mediation longitudinal data is considered to be more authentic due to certain reasons (Selig & Preacher, 2009). So in T1 we collected data about Supervisor expediency (IV) and Moral identity (Mod). These both variables were rated by employees. While at T2 supervisors were required to rate the employee expediency (DV) and employees were required to rate their moral disengagement (Med). There was three weeks interval between T1and T2.

3.8   Data Analysis Technique

In order to get the final results from the collected data from 269 respondents multiple tests run by using software SPSS 21 and AMOS 25 i.e. frequencies, descriptive statistics, reliability analysis, one way ANOVA, model fitness, correlational analysis and regression analysis has been tested to check the relation between variables and the impact of IV, mediator and moderator on DV. The detail and sequence of these tests are mentioned below:

i. First of all the final valid questionnaires arranged by matching the responses of T1 and T2 for further analysis.

ii. Then the SPSS data sheet was made in which the variables labeled and codes assigned to Likert scale that was further used to enter data and analysis.

iii. Then frequencies table check to find out the missing values or any wrong values entered so that no problem can occur in further analysis and ratios was found that has reported in sample characteristics in tabulated form. And the

descriptive statistic table was made to find the Means and Standard Deviations of variables.

iv. Afterward to test the model fitness and validity of scales Confirmatory Factor Analysis (CFA) was done and then Cronbach alpha check after getting scale validity from CFA.

v. When the data accurateness and validity was confirmed, then we further proceed and run one way ANOVA test to identify the control variables.

vi. The next step was cor-relational analysis that was conducted to know either the significant relation among variables exist or not.

vii. When the significant correlations found linear regression was run between IV and DV, IV to mediator and mediator to DV to test the hypotheses.

viii. To test the mediation model 4 of Preacher and Hayes process was used.

ix. Moderation test was also done by using Preacher and Hayes process model 1.

x. The intended proposed hypotheses rejected and accepted on the basis of cor-relation and Preacher and Hayes process.

Chapter 4

Results

4.1   Confirmatory factor analysis

Before hypotheses testing the prior step was conducted CFA through the software AMOS 25. It was done to test the model fitness. Multiple criteria was checked, i.e. chi square, degree of freedom, GFI (goodness of fit index), TLI, CFI (comparative fit index) and RMSEA (root mean square error of approximation). All four variables, including independent, mediator, moderator and dependent variable were tested in one measurement model. Initially the model was not very good fit because it was not meeting the threshold values. Hence, the model was revised through modified indices and covariate the error terms consequently the good model fitness achieved.

TABLE 4.1: CFA

	Chi Square	Df	CMIN DF	GFI	TLI	CFI	RMSEA
Initial Model	311.8	180	1.732	0.888	0.963	0.968	0.061
Modified Model	364.408	183	1.991	0.907	0.973	0.977	0.052

As the table 4.1 is showing that the values are significant and model is good fit. The value of GFI is more than 0.9, values of TLI and CFI are more than 0.92 and

the value of RMSEA is less than 0.6. It gave the evidence of model fit and scale validity. Figure 4.1 contains the more explanation of CFA.
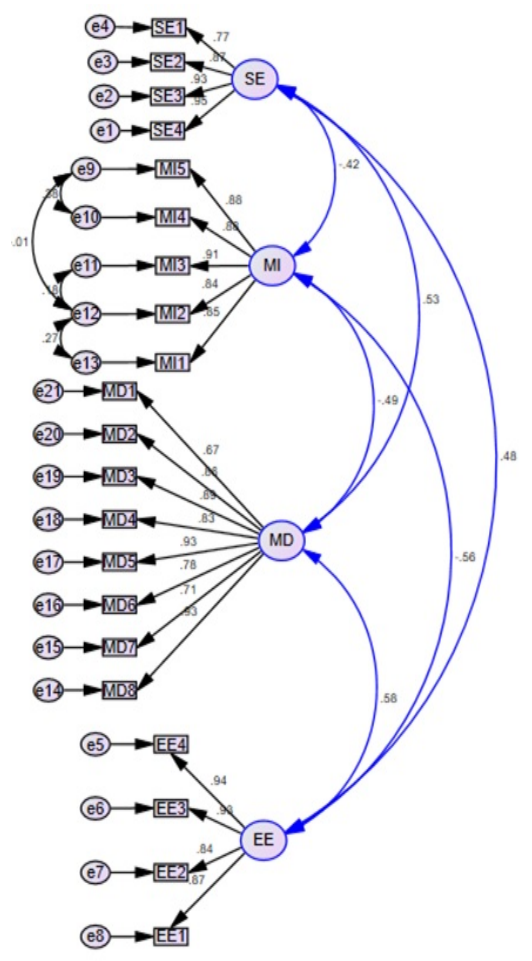
FIGURE 4.1: Confirmatory Factor Analysis.

4.2 Descriptive Statistics

Descriptive statistics comprehends the important points of information about data. It includes the total number of respondents, the minimum and maximum values of each variable, moreover the means and standard deviations of each variable. The mean values demonstrates the average of responses while the standard deviation values indicate the variation of responses from their means. All the variables understudied were measured at 5 point Likert scale. In order words descriptive

statistics is the information summary of whole data because it highlights the significant statistic points. The given table presents some significant figures that are representing the whole data.

TABLE 4.2: Descriptive Statistics

Variables	N	Min	Max	Mean	SD
Supervisor Expediency	269	2.00	4.25	3.12	.563
Moral Identity	269	2.20	5.00	3.55	0.667
Moral Disengagement	269	1.88	4.88	3.02	0.601
Employee Expediency	269	2.00	4.67	3.46	0.520

Rendering the table 4.2 the total number of respondents was 269. The table indicates the minimum and maximum values of each variable. The minimum value of Supervisor Expediency is 2.00 and maximum is 4.25. The minimum value of Moral Identity is 2.20 and maximum value is 5.00. The minimum value of Moral Disengagement is 1.88, whereas the maximum is 4.88 and the minimum value of dependent variable Employee Expediency is 2.00, whereas its maximum value is 4.67. We reported means and standard deviations as well for variables, thus the mean of supervisor expediency is 3.12 and the standard deviation is 0.563, mean of identity is 2.20 and the standard deviation is 0.667, means of moral disengagement is 3.02 and the standard deviation is 0.601 while the means and standard deviation of employee expediency is 3.46 and 0.520 respectively.

4.3 Correlation Analysis

Pearson correlation calculates to reveal the linkage of variables that either any association exists between two variables or not. The correlation always exists between the ranges of -1 to 1. The magnitude of the value indicates the level of association while its positive or negative sign predicts the direction of relation either the relation is direct or inverse. When the sign is positive it indicates that if the one variable increases other variable also increases while when the sign is negative, it predicts inverse relation that increase in one variable leads to the

decrease in another variable. As much the value is closest to the 1 the strong direct relationship exists while as much the values is closest to the -1 the strong inverse or indirect relationship exists. However, it explains the existence of the relationship and its direction, but not the predictor and dependent variable. Consequently, we can't accept or reject hypotheses on the basis of correlation analysis, however the regression test runs for hypotheses testing.

TABLE 4.3: Correlation Analysis

Sr. no.	Variables	1	2	3	4
1.	**Supervisor Expediency**	1			
2.	**Moral Identity**	-0.386^{**}	1		
3.	**Moral Disengagement**	0.503^{**}	-0.473^{**}	1	
4.	**Employee Expediency**	0.475^{**}	-0.543^{**}	0.564^{**}	1

N=269, $^{***}p < 0.001$, $^{**}p < 0.01$, $^{*}p < 0.05$

Usually, we ignore the correlation between demographics. Table 4.3 is displaying the results of correlation analysis and moderate level of correlation exists among all variables. Results revealed that correlation exists between all variables but in two opposite directions. There is negative significant correlation exist between supervisor expediency and moral identity where r = -0.386 and p < 0.01. There is positive and significant correlation exists between supervisor expediency and moral disengagement where r = 0.503 and p < 0.01. Moreover, there is positive and significant correlation exist between supervisor expediency and employee expediency where r = 0.475 and p < 0.01. Between moral identity and moral disengagement there is negative significant correlation exist where r = 0.473 and p < 0.01, whereas positive significant correlation exist among moral disengagement and employee expediency where r = 0.564 and p < 0.01. Moral identity is negatively correlated with the employee expediency where r = -0.543 and p < 0.01. Results revealed that there is positive association between dependent variable (employee expediency), mediator (moral disengagement) and independent variable (supervisor expediency), whereas moderator (moral identity) has negative association with all other variables.

4.4   Regression analysis

As it is noted above that correlation only indicates the existence of relationship between two variables but not explain the cause and effect relationship that how much other variable effected due to the change in one variable. It also not explain the predictor and dependent variable. Hence, for this purpose we did regression analysis. Regression explains the cause and effect relationship. It indicates that how much variation in dependent variable covers due to the independent variable and how much change occur in the dependent variable due to one unit change in the independent variable.

<div align="center">TABLE 4.4: Regression of outcomes</div>

Predictor	Moral Disengagement			Employee Expediency		
	B	R^2	ΔR^2	B	R^2	ΔR^2
IV: Supervisor Expediency						
Step 1						
Control variables		.013			.020	
Step 2						
Supervisor Expediency	.506***	.269	.256***	.479***	.249	.229***
Mediator: Moral Disengagement						
Step 1						
Control variables					.20	
Step 2						
Moral Disengagement				.555***	.324	.304***

Control Variable: Tenure
N=269, ***p<0.001, **p<0.01, *p<0.05

Supervisor expediency and Moral disengagement

Table 4.4 indicates the results of hypotheses testing. First, we test H1 that supervisor expediency is positively associated with moral disengagement. In primary step we control the one demographic (tenure) known through one way ANOVA then regress moral disengagement on supervisor expediency.

Results revealed that there is a positive and significant relationship exists between supervisor expediency and moral disengagement. The $R^2 = 0.269$ and $\beta = 0.506$ with the significant p < 0.001 where R^2 is the coefficient of determination clarifies that model is significant while the β value is the rate of change demonstrates that

1 unit change in supervisor expediency leads to 0.506 change in moral disengagement. Hence, H1 is accepted.

Supervisor expediency and employee expediency

As shown in table 4.4 hypothesis 2 is also accepted that supervisor expediency is positively associated with employee expediency. Results revealed that there is direct and significant relationship between both variables.

To regress employee expediency on supervisor expediency primarily we control tenure in step 1 and in step 2 regress employee expediency on supervisor expediency. The results are meeting threshold values ($\beta = 0.479$, p<0.001, $R^2 = 0.249$) that demonstrates one unit change in supervisor expediency leads to approx. 48% change in employee expediency. Hence, H2 is also accepted.

Moral disengagement and employee expediency

H3 the moral disengagement is positively associated with employee expediency and table 4.4 comprehends the results of this hypothesis as well. We follow the same steps as done for H1 and H2 where we controlled tenure and then regress DV on IV.

Results are supporting the hypothesis that moral disengagement directs to the employee expediency because Beta = 0.555, p<0.001 and R2 = 0.304 are the significant values which clarifies the significance of model and demonstrates that one unit change in moral disengagement leads to the 55% change in employee expediency. Hence, first 3 hypotheses are accepted.

4.5   Mediation analysis results

To test the mediation H4 that moral disengagement mediates the relationship between supervisor expediency and employee expediency we use model 4 of PRO-CESS macro through SPSS by Hayes (2013). In which we checked different paths

<div align="center">TABLE 4.5: Mediation analysis</div>

DV	Effect of IV on M (a path)		Effect of M on DV (b path)		Total effect of IV on DV (c path)		Direct effect of IV on DV (c' path)		Bootstrap results for indirect effects	
	B	t	B	T	B	T	B	T	LL 95% CI	UL 95% CI
SE	.49***	9.65	.42***	7.36	.47***	9.003	.267***	4.73	.1492	.2835

Control variable: Tenure
N=269, * p<0.05, ** p<0.01, *** p<0.001, No. of bootstrap resample = 5000 *IV = Supervisor Expediency, M = Moral Disengagement, DV = Employee Expediency.

a, b, c and c' respectively. According to Preacher and Hayes process there are total three effects that have to ascertain: total effect, direct effect and indirect effect. Following are the explanation of all:
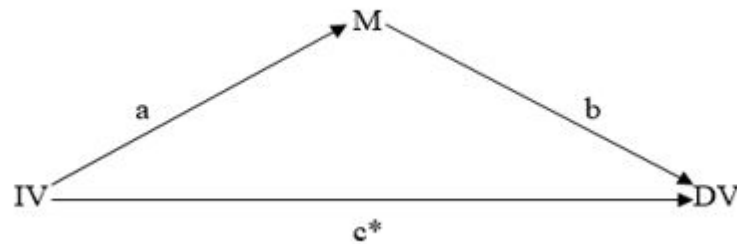
Total effect

Total effect demonstrates the effect of IV supervisor expediency on DV employee expediency. The total effect of supervisor expediency on employee expediency is 0.47 with the significant value of p¡0.001. It indicates that 47 variance occur in employee expediency due to supervisor expediency. The lower limit of bootstrap is 0.37 while the upper is 0.58 without having any zero between both limits. Hence, H1 is accepted that supervisor expediency is positively associated with employee expediency.

Direct effect

Direct effect identifies the effect of IV supervisor expediency on DV employee expediency when the mediator moral disengagement is being there. In the presence

of mediator the B = 0.267 with the significant p value (p¡0.001). It demonstrates that supervisor expediency covers 26% variation of employee expediency in the presence of moral disengagement. The bootstrap limits also have no zero between lower and upper limits 0.15 and 0.37 respectively. Which clarifies that the results are significant.

Indirect effect

Indirect effect identifies that mediation exists between IV and DV i.e. moral disengagement mediates the relationship between supervisor expediency and employee expediency. The bootstrap values are predicting the significant results because there is no zero exist between lower limit and upper limit. The lower limit is 0.14 while the upper limit is 0.28. Therefore, the results are supporting the H4 and this hypothesis is accepted.

4.6 Moderation analysis

In order to test H5 that moral identity moderates the relationship between supervisor expediency and moral disengagement we used model 1 of PROCESS macro through SPSS Hayes (2013).

TABLE 4.6: Moderation analysis

DV	Effect of SE on MD		Effect of MI on MD		Effect of SE × MI on MD		Bootstrap results for indirect effects	
	B	t	B	T	B	t	LL 95% CI	UL 95% CI
MD	.45**	2.24	-.21	1.20	-.022	-.404	-.1288	.0849

Control variable: Tenure
N=269, * p<0.05, ** p<0.01, *** p<0.001, No. of bootstrap resample = 5000 * SE = Supervisor Expediency, MD= Moral disengagement, MI = Moral identity

Table 4.6 demonstrates the results of H5. The interaction term of supervisor expediency and moral identity established, then regress moral disengagement on established interaction term where B = -.022, n.s. The lower limit of bootstrap value is -0.1288 and upper limit is 0.08489 having the zero value between both

limits. The bootstrap values clarify that the results are insignificant and moral identity has not any significant effect on the relationship between supervisor expediency and moral disengagement. In other words moral identity doesn't moderates the relationship between supervisor expediency and moral disengagement as the results are opposed to the proposed hypothesis. Hence, H5 is rejected on the basis of moderation test.

4.7 Summary of accepted and rejected hypotheses

The table given below is providing the summary of accepted and rejected hypotheses and indicating that all hypotheses are accepted excluding H5.

TABLE 4.7: Summary of Accepted and Rejected Hypotheses

Hypotheses	Statements	Results
H1	Supervisor expediency is positively related to employee expediency.	**Accepted**
H2	There is a positive association between supervisor expediency and moral disengagement.	**Accepted**
H3	There is positive relationship between moral disengagement and employee expediency.	**Accepted**
H4	Moral disengagement mediates the relationship between supervisor expediency and employee expediency.	**Accepted**
H5	Moral identity moderates the relationship between supervisor expediency and moral disengagement; such that if moral identity is high it the relationship between supervisor expediency and moral disengagement would be weaker.	**Rejected**

Chapter 5

Discussion, Conclusion, Practical and Theoretical Implication, Research Limitation and Future Direction

5.1 Discussion

This study aimed to explore and evaluate the different unknown facts such as social factors that can influence the human behavior and can reshape their behavior, specifically those factors which can affect ethical and moral behavior of the individual. The specific objective of this research is to address few unanswered questions regarding the relationship between supervisor expediency and employee expediency in the context of Pakistan. To identify the different variables that can create the link between supervisor expediency and employee expediency is the foremost objective of this research, i.e. moral disengagement mediates the relationship between supervisor expediency and employee expediency. Additionally, this research investigates the moderating role of moral identity on the relationship between supervisor expediency and moral disengagement. The data for these understudied proposed hypotheses is collected from the multiple sectors of Pakistan.

The findings suggest following conclusions:

The first hypothesis depicts that the both variables IV and DV are positively associated got accepted. In other words supervisor expediency leads to the employee expediency is accepted that is supported by the literature as well (Greenbaum et al. 2018) proven significant in the context of Pakistan. Moreover, when the employees perceive the expedite behavior of their supervisor and cultural acceptability of this behavior they become morally disengaged. Therefore, the second hypothesis H2 accepted too, which illustrates that supervisor expediency is positively associated with moral disengagement. Likewise, results proved that H3 moral disengagement is positively associated with the supervisor expediency is accepted. Because when the employee detach from moral principles he adopt unethical practices (Christian & Ellis, 2014) and expediency for the accomplishment of tasks. It is also endorsing the literature because there are many past studies available that have proved the significant relationship between moral disengagement and unethical practices, although there is no study available that directly established the relation of moral disengagement and employee expediency so we addressed this part.

Consequently, supervisor expediency makes the employee morally disengaged and this moral disengagement leads to the employee expediency. Hence, moral disengagement efficiently mediates the relationship amongst supervisor expediency and employee expediency. According to the results H4 is accepted. Lastly, the hypothesis H5 is about moderator, moral identity negatively moderates the relationship the relationship between supervisor expediency and moral disengagement is rejected. It has proved through data analysis and concluded that moral identity has no significant effect on the relationship between supervisor expediency and moral disengagement.

The in depth discussion about each hypotheses is given below in separate headings:

5.1.1   Hypothesis H1:

Supervisor expediency is positively associated with the moral disengagement

The first hypothesis supervisor expediency is positively related to employee expediency got accepted because the results are giving significant values (B = 0.479, t = 9.0, P = 0.000).

As the t value is greater than 2 it is demonstrated that the relationship is significant. The value t = 9.0 is indicating the noticeable level of relationship amongst both variables. These results are rendering the past studies or this accepted hypothesis is supported by the literature because few past studies have proven that supervisor expediency begets employee expediency (Greenbaum et al. 2018) also proven significant in Pakistani context. Hence, the first research objective is achieved which explores the relationship between supervisor expediency and employee expediency. The first hypothesis got strong support from the calculated data for this study. We empirically tested and on the bases of calculating results we claimed that supervisor expediency promotes expediency in employee in the context of Pakistan.

There are several details available that can justify this relationship: Firstly, Expediency is very common in all sectors because this behavior increases the efficiency of the business and speed up the business processes. Generally the behavior of the person is shape and change on the basis of its outcomes (Rosenstock, Strecher, & Becker, 1988). Consequently, when an employee perceives the efficiency of supervisor he regulates his behavior accordingly. Secondly, the values, behaviors and priorities of employees usually match with their supervisors (Suar & Khuntia, 2010) thus employees' behavior is the counterpart of his supervisors' behavior. And the attention of organizational researchers is shifted toward supervisors' behavior because their unethical practices i.e. alter performance numbers and cut corners can defame the organization in long run (Bakre, 2007; Suar & Khuntia, 2010). Moreover, another possible explanation of this relationship is that the behavior of supervisor considers as legitimate behavior within the organization (Brown et al. 2005). Employee notices that the behavior of his supervisor is acceptable in the organization, consequently he endorses the same behavior. In the organizations those employees are very disciplined and committed to the ethical standards,

company's rules and regard the protocols whose supervisor follow the ethical standards, otherwise on the basis of social learning and experiment of Bobo doll which is given by Bandura proves that people learn from their environment and adopt behavior accordingly.

The expediency is found higher in those employees who have more work tenure with the expedite supervisor as compare to those who have less experience of work with the supervisor. Even the findings of this study suggest that work tenure has great impact in predicting employee expediency because with the passage of time employee implicates the social aspects on himself. Therefore, we tested this relationship by controlling the confounded effect of work tenure.

5.1.2   Hypothesis H2

Supervisor expediency is positively associated with moral disengagement

The second hypothesis supervisor expediency is positively related to the moral disengagement got accepted because the results demonstrate significant relationship (B = 0.506, t = 9.6, P = 0.000).

The t value 9.6 indicates the significant level of relationship between supervisor expediency and moral disengagement. As the value is greater than 2 predicts that the results are statistically significant. Whereas the beta value demonstrates that 1 unit change in supervisor expediency leads to the 0.506 change in the moral disengagement of employees. Hence, this hypothesis got accepted too.

Existing literature also supports the results of this study. As few studies have found that leader's unethical behavior affects the employee behavior and diminishes the importance of moralities for employees (Moore et al. 2012; Dang, Umphress, & Mitchell, 2017). The proper monitoring of the upper bodies/ managerial level/ supervisors connect employees with moral values and ethics (Bakre, 2007) conversely, the involvement of supervisors in unethical practices encourages employees to become morally disengaged. However, the supervisory level reduces the dissents against unethical practices (Kennedy & Anderson, 2017) that's why the

employees became morally disengaged when they observe that the moralities are not important in their culture. Whereas the supervisor who is consistent with ethical standards the propensity of his employees toward the moral disengagement is low. In those organizations where supervisors cut corners and alter performance numbers for efficient appearance employees also adopt wrong conducts for their efficient appearance. They stop thinking that it is wrong to inflate the credentials or hurt others.

We provide a first empirical test of the relationship of supervisor expediency and moral disengagement. These findings support that supervisor expediency is one reason of the moral disengagement of employees.

5.1.3 Hypothesis H3

Moral disengagement is positively associated with employee expediency

This hypothesis has been accepted and results reveal that there is a noteworthy relationship between moral disengagement and employee expediency (B = 0.555, t = 10.93, P = 0.000).

The value of t is greater than 2 predicts the significant relationship between both variables while beta value is showing the that there is direct relation between both variables and 1 unit change in moral disengagement leads to 55% change employee expediency. Through this study it has been found that moral disengagement upsurge the employee expediency.

In addition, literature has given the similar type of findings i.e. the chances of unethical behavior are more probable when the employee is disengaged from the moral values (Detert et al. 2008; Barsky, 2011; Knoll et al. 2016). Additionally, Moore et al. (2012) suggested moral disengagement as a strong predictor of unethical behavior. While the activation of moral standards can stop employee from the adoption of unethical practices (Welsh & Ordonez, 2014). The morally disengaged people are less likely to trouble with the feeling of guilt about their

immoral undertakings so they can easily exercise unethical practices (Bandura, 1999; Aquino, Reed II, Thau, & Freeman, 2007).

Most importantly, organizations have more concern with their success and efficiency but the long-term success cannot be achieved without follow-up of ethical standards, company's rules and protocols (Bakre, 2007). On the other hand the performance of employees evaluate on the basis of immediate results. Other than this rapid competition and surge of talent exists in the present era. Therefore, employees ignore moral standards to become more efficient and for the good performance appraisals. As well as they became morally disengaged when they perceive that associates are getting success and completing their targets without considering moralities. In order to win the competition like in pharmaceutical companies, employees have monthly sales targets and if they achieve those targets they are awarded with incentives, so they payoff to the doctors for sale their medicines. Literature has also proved that goal orientation can motivate employees to ignore moral values and adopt shortcuts (Schweitzer, ORDONEZ, & Douma, 2002).

5.1.4 Hypothesis H4

Moral disengagement mediates the relationship between Supervisor expediency and employee expediency

This hypothesis has been accepted because results are demonstrating the significant relationship of moral disengagement as a mediator between supervisor expediency and employee expediency, as the upper and lower limit 0.14 and 0.28 respectively indicated by the unstandardized regression co-efficient are both positive and there is no zero exist in the bootstrapped 95% interval around the indirect effect of the relationship of supervisor expediency and employee expediency through moral disengagement.

The purpose of this study was to examine the mechanism between supervisor expediency and employee expediency. So after analyzing the data results revealed that moral disengagement acts as a mediator between both variables. By getting

these findings we also achieved one of our research objective that does the moral disengagement mediates the relationship between supervisor expediency and employee expediency. In addition, the results of our study also confirm the findings of previous studies. There are the studies available which explains that moral disengagement is not just the internal process but the reasons of moral disengagement embedded in supervisors' behavior (if the supervisor is unethical) and took employees to the unethical behavior and expediency (Dang et al. 2017). Hence, this argument sanction our findings.

Moreover, the people justify their disconnection from moralities by giving the reasons that "everybody does it" and act unethically. They monitor the environment and regulates their behavior accordingly by giving the moral reasoning to their action (Bandura, 1999). Moral disengagement occurs when it is socially acceptable and not always leads to unlawful and inhumane acts but the minor unethical practices that are beneficial in some ways (McAlister, Bandura, & Owen, 2006; Aquino et al. 2007; Jackson & Gaertner, 2010). Hence, we can conclude that social acceptance (supervisor expediency) leads to the moral disengagement that makes the employee comfy in adoption of unethical practices (employee expediency). Similarly, the past literature also proved moral disengagement as a mediator that can lead individuals to the unethical behavior (Jackson & Gaertner, 2010).

In the context of Pakistan usually employees impress from their supervisors when they are efficiently doing the business. Therefore, in order to become efficient they adopt the same tricks and tactics. When the other people are doing immoral things the personal responsibility of individual diminishes (Jackson & Gaertner, 2010) this is another reason of why people easily involve in such kind of unethical practices. As well as the behavior is based on the consequences of any action, hence if unethical acts lead to any beneficial end individual will be more encouraged to adopt such practices and disengage from moralities. So, our findings qualify the previous conclusions of Greenbaum et al. (2018) by identifying other important mediator between supervisor expediency and employee expediency.

5.1.5   Hypothesis H5

Moral identity moderates the relationship between supervisor expediency and moral disengagement; such that if moral identity is high the relationship between supervisor expediency and moral disengagement would be weaker.

According to the results this hypothesis got rejected because results indicated insignificant values that are not meeting the standards (B = -0.02, t = -0.04, P= 0.68).

Moral identity has the t value of -0.04 which is demonstrating that the relationship is highly insignificant because the greater than 2 value of t proves the relation significant. Accord to the upper and lower limit -0.128 and 0.84 respectively indicated by the un-standardized regression co-efficient having inverse direction and the zero is exist in the bootstrapped 95% the results are insignificant. On the other hand B value is also predicting that moral identity doesn't bring any noticeable change on the relationship of supervisor expediency and moral disengagement. Hence, the results are not meeting the standards and statistically this relationship is insignificant.

In this study we explored the moderating effect of moral identity on the relationship between supervisor expediency and moral disengagement. More specifically, we were intended to prove that there are less chances of the employees to become morally disengaged who has high moral identity. But our results diverge from the literature and negate the proposed hypothesis. At least in our sample moderator has no effect on this relationship.

Past studies have identified that the moral identity reduces or stops the person's propensity to become morally disengaged (Aquino et al. 2007). Moreover, it neutralizes the effect of moral disengagement (McAlister et al. 2006). Although the literature is filled with such findings but there are several reasons that support our results. First of all the people with expedite behavior exists who think that there is flexibility in the moral principles (go against the moralities is justifiable

if it leads to any personal gain) even if the moral values are important for us (McFerran, Aquino, & Duffy, 2010). Further McFerran et al. (2010) correspondingly argue that normally people describe their high identity with the ethics but do adaptability whenever they find any opportunity and advantage. These arguments evidencing that moral identity doesn't weaker the propensity of moral disengagement when the individual finds benefit.

Weaver (2006) also explained one reason that moral identity can't obstruct individual to become morally disengaged. He discussed in his study that if social factors in the organization are contrary with the moral identity of an individual it can reduce his self-importance about the moralities. Hence, moral identity can't weaken the inclination of moral disengagement in the presence of more powerful social forces.

In conclusion personal factor are not the only reason of individuals' uniformity with moralities but the social and cultural factors have prominent role in this (Suen, Cheung, & Mondejar, 2007). Therefore, in the context of Pakistan it is very important to put the spotlight on these distinctive actualities. In Pakistan the cultural forces are very strong. Employees in organizations from top to bottom do expediency just to win the race. So in these circumstances people with strong personal values and high moral identity become morally disengaged in the results of external influences. Otherwise they can't survive, compete with others, maintain their position and become efficient. They have high moral identity, but the other factors force them to become morally disengaged in order to timely complete the goals and fulfill the requirements of their job.

5.2 Conclusion

This study is conducted to develop the domain of supervisor expediency and employee expediency, which are very popular fields and having great significance in the present era. Many organizations are facing ethical issues and to address these concerns is very important for the long-term survival of organizations. The foremost aim of this study is to ascertain the impact of supervisor expediency on

employee expediency in the context of Pakistan. Alongside this study aimed to identify the unexplored role of moral disengagement as a mediator between supervisor expediency and employee expediency. Furthermore, this study investigated the distinctive role of moral identity as moderator between the relationship of supervisor expediency and moral disengagement.

The data analysis done by collecting data through adopted questionnaires from the different authenticated sources. The developed questionnaires were distributed in the multiple sectors of Pakistan. The supported theory behind this study is Social Cognitive Theory of Moral Thoughts and Actions (Bandura, 2014) and the proposed hypotheses were made on this basis of this theory. Entirely 450 questionnaires were distributed among the selected sample of this study but final 269 responses with complete and valid information were used.

This study contributes to the existing literature of supervisor expediency and employee expediency because the very limited literature was available about the expediency. Moreover, this study contributes to the literature in a way that it identifies a different mediator moral disengagement between supervisor expediency and employee expediency. Along with this the unique conclusions identify about the moderator of moral identity which gave distinctive results from existing studies. In this research there are 5 hypotheses from which H1, H2, H3, and H4 are accepted and similar to the literature, whereas H5 the hypothesis of moderator is not supported accord to our results. The rejection of this hypothesis is also justified with the reasons given in literature. By aligning with the context of Pakistan there are some situational and contextual factors that nullify the effect of moral identity.

5.3 Practical and Theoretical implication

This study did very significant contributions in the past literature theoretically and practically in both ways. There is very limited literature available on expediency in organizational personnel while most of the studies conducted on the intensive unethical behavior. Our findings give more clear understanding about

expediency. This study contributed to the previous literature where supervisor expediency studied with employee expediency and employee unethical tolerance (Greenbaum et al. 2018). This research illustrates very significant actualities by identifying the impact of supervisor expediency on employee expediency in the context of Pakistan, where expediency is very common and sensitive issue because ethical problems already cause the collapse of many high profile companies. It is identified that supervisors has a major influence on the cognitions of employees and supervisor's little wrong doings become more rigorous because it distract employees from moralities and encourage them that they can ignore the company's rule and protocols for their personal interest and efficient business activities.

Another very important theoretical contribution is the role of moral disengagement as mediator between supervisor expediency and employee expediency which isn't acknowledged before. Previous studies identified other mediators but we introduced moral disengagement as a very important mediator between supervisor expediency and employee expediency. Employees get guidance from the supervisors' behavior and start thinking that moralities doesn't matter when you are getting any personal benefits. Along with it, we are demonstrating the role of moral identity as a moderator between supervisor expediency and moral disengagement. As the supervisor and employee expediency are the important and distinctive variables, so analyzing these variables comes out as the unique research which has contributed significantly in the literature.

This study is equally important in the practical business world. The practitioners are focusing to address the different roots of unethical behavior so that organizations can save from harmful consequences. Thus, several practical implications can be derived from this study. Ethical attitude of the employee changes over the time (Conroy & Emerson, 2006) when they see that minor expediency is acceptable it make employees morally disengage. Major frauds and problems are rooted in the little accounting tricks of employees (Rockness & Rockness, 2005) i.e. happened at Enron and WorldCom and this leaded these organizations to failure. Whereas employees in unethical culture won't get job satisfaction and switch their job whenever they find another opportunity (Cialdini, Petrova, & Goldstein,

2004). Mostly, the supervisors manipulate the financial reports to appear successful and profitable and it became the habit of employees they turn out to be more convenient in doing creative accounting that can lead to the major financial manipulation. Besides, the more offensive acts start from the minor manipulations (Welsh et al. 2015).

In Pakistani culture this study is equally important for managers, supervisors and subordinates because the expediency is very common. Employees, including managerial level usually make changes in bills and over-write the expenses in order to charge extra from the company. Expediency also hurts the loyalty for the reason that when employees think the organization isn't loyal with all stakeholders they practices such fraudulent acts. This research is helpful for organizations in a way that expediency should control from the top level, then they can filter the whole system and make the organizations successful for long-term rather than immediate short-term success.

5.4 Limitations of research

There are always few limitations in this research as it is not possible to cover all aspects in one study. This study has filled few research gaps by adding knowledgeable facts in literature. On the other hand, there are some limitations associated with this study because of time and resource constraints. As the data is collected from the multiple private and government sectors of Pakistan because of large sample size if we further specified the population the results might be different as expediency is more in the government sector of Pakistan.

The other limitation of this study is that the data collected from the two different levels: supervisors and their subordinates. The biases may be involved in the response because employees had to rate about the ethical behavior of supervisors. Further problem we faced in the data collection from multilevel is supervisors are the busiest persons that's why they refused to cooperate and give data individually for each employee. It was hard to convince them and take time from the supervisors.

Additionally, we use convenience sampling method and choose the sample which was easily accessible to us. This isn't very appropriate technique. It can narrow the generalizability of results. Because of limited sample few findings are diverged from our expected results and previous studies. The results are different because of strong contextual and situational factors as well as Pakistani culture has strong impact and results can't generalize to the other countries especially in Europe.

5.5 Future research directions

This research open numerous novel avenues for future researches. In this study we empirically tested the impact of supervisor expediency on employee expediency but in the future the more intensive outcomes of supervisor expediency can be study i.e. fraudulence. It can also cause decline in the job satisfaction and job commitment of employees, hence it is needed to study supervisor expediency with other variables to reach to the new findings.

Moreover, antecedents of supervisor expediency needed to identify as there is no study available that explored the causes of supervisor expediency. Therefore, we suggest future researches explore the reasons of expediency i.e. goal orientation and high level of rivalry within the organizations amongst the managers of all departments. Employee expediency can further study with various outcomes like it can increase the intentions (Cialdini et al. 2004). So it is also very novel to establish and empirically test these relationships. Future researchers can also identify new mechanism between supervisor expediency and employee expediency. Alongside there is also enough room available to explore multiple conditional factors that can affect these relationships.

We recommend further research to pay attention on the data and data collection techniques because this study has some drawbacks. Researchers needed to pay more attention on supervisor expediency and employee expediency. They can discover new finding by specifying the sector because expediency is more common in government sectors. Also the sample size can broaden as this study is just limited to easily accessible sample. In doing this the rejected hypothesis can be

re-analyzed by using specified domain. Hence, upcoming researches possibly will incorporate these guidelines.

Bibliography

Adam, A. M., & Rachman-Moore, D. (2004). The methods used to implement an ethical code of conduct and employee attitudes. Journal of Business Ethics, 54(3), 225-244.

Adams, J. S., Tashchian, A., & Shore, T. H. (2001). Codes of ethics as signals for ethical behavior. Journal of Business Ethics, 29(3), 199-211.

Aquino, K., & Reed, I. I. (2002). The self-importance of moral identity. Journal of personality and social psychology, 83(6), 1423.

Aquino, K., Freeman, D., Reed II, A., Lim, V. K., & Felps, W. (2009). Testing a social-cognitive model of moral behavior: the interactive influence of situations and moral identity centrality. Journal of personality and social psychology, 97(1), 123.

Aquino, K., McFerran, B., & Laven, M. (2011). Moral identity and the experience of moral elevation in response to acts of uncommon goodness. Journal of Personality and Social Psychology, 100(4), 703.

Aquino, K., Reed II, A., Thau, S., & Freeman, D. (2007). A grotesque and dark beauty: How moral identity and mechanisms of moral disengagement influence cognitive and emotional reactions to war. Journal of Experimental Social Psychology, 43(3), 385-392.

Baker, T. L., Hunt, T. G., & Andrews, M. C. (2006). Promoting ethical behavior and organizational citizenship behaviors: The influence of corporate ethical values. Journal of Business Research, 59(7), 849-857.

Bakre, O. M. (2007, September). The unethical practices of accountants and auditors and the compromising stance of professional bodies in the corporate

world: Evidence from corporate Nigeria. In Accounting Forum (Vol. 31, No. 3, pp. 277-303). Elsevier.

Bandura, A. (1986). Social foundations of thought and action: A social cognitive theory. Englewood Cliffs, NJ, US: Prentice-Hall, Inc.

Bandura, A. (1999). Moral disengagement in the perpetration of inhumanities. Personality and social psychology review, 3(3), 193-209.

Bandura, A. (2002). Selective moral disengagement in the exercise of moral agency. Journal of moral education, 31(2), 101-119.

Bandura, A. (2014). Social cognitive theory of moral thought and action. In Handbook of moral behavior and development (pp. 69-128). Psychology Press.

Bandura, A. (2016). Moral Disengagement: How People Do Harm and Live with Themselves, by Albert Bandura. New York: Macmillan, 2016. 544 pp. ISBN: 978-1.

Bandura, A. (2017). Mechanisms of moral disengagement. In Insurgent terrorism (pp. 85-115). Routledge.

Bandura, A., Barbaranelli, C., Caprara, G. V., & Pastorelli, C. (1996). Mechanisms of moral disengagement in the exercise of moral agency. Journal of personality and social psychology, 71(2), 364.

Barsky, A. (2011). Investigating the effects of moral disengagement and participation on unethical work behavior. Journal of business ethics, 104(1), 59.

Bergman, Roger. "Identity as motivation: Toward a theory of the moral self." Moral development, self, and identity 2 (2004): A6.

Bertland, A. (2009). Virtue ethics in business and the capabilities approach. Journal of Business Ethics, 84(1), 25-32.

Blasi, A. (2004). Moral functioning: Moral understanding and personality. Moral development, self, and identity, 335-347.

Bonner, J. M., Greenbaum, R. L., & Mayer, D. M. (2016). My boss is morally disengaged: The role of ethical leadership in explaining the interactive effect of supervisor and employee moral disengagement on employee behaviors. Journal of Business Ethics, 137(4), 731-742.

Brown, M. E., & Mitchell, M. S. (2010). Ethical and unethical leadership: Exploring new avenues for future research. Business Ethics Quarterly, 20(4), 583-616.

Brown, M. E., & Trevino, L. K. (2006). Ethical leadership: A review and future directions. The leadership quarterly, 17(6), 595-616.

Brown, M. E., Trevino, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. Organizational behavior and human decision processes, 97(2), 117-134.

Carroll, A. B. (2000). Ethical challenges for business in the new millennium: Corporate social responsibility and models of management morality. Business Ethics Quarterly, 10(1), 33-42.

Cheng, K. K. Y. (2018). Legitimacy in a Postcolonial Legal System: Public Perception of Procedural Justice and Moral Alignment Toward the Courts in Hong Kong. Law & Social Inquiry, 43(1), 212-228.

Christensen, L. J., Peirce, E., Hartman, L. P., Hoffman, W. M., & Carrier, J. (2007). Ethics, CSR, and sustainability education in the Financial Times top 50 global business schools: Baseline data and future research directions. Journal of Business Ethics, 73(4), 347-368.

Christian, J. S., & Ellis, A. P. (2014). The crucial role of turnover intentions in transforming moral disengagement into deviant behavior at work. Journal of business ethics, 119(2), 193-208.

Cialdini, R. B., Petrova, P. K., & Goldstein, N. J. (2004). The hidden costs of organizational dishonesty. MIT Sloan Management Review, 45(3), 67.

Ciulla, J. B. (2011). Is business ethics getting better? A historical perspective. Business Ethics Quarterly, 21(2), 335-343.

Conroy, S. J., & Emerson, T. L. (2006). Changing ethical attitudes: The case of the Enron and ImClone scandals. Social Science Quarterly, 87(2), 395-410.

Dang, C. T., Umphress, E. E., & Mitchell, M. S. (2017). Leader social accounts of subordinates' unethical behavior: Examining observer reactions to leader social accounts with moral disengagement language. Journal of Applied Psychology, 102(10), 1448.

De Cremer, D., Van Dick, R., Tenbrunsel, A., Pillutla, M., & Murnighan, J. K. (2011). Understanding ethical behavior and decision making in management: A behavioural business ethics approach. British Journal of Management, 22(s1).

Demirtas, O., & Akdogan, A. A. (2015). The effect of ethical leadership behavior on ethical climate, turnover intention, and affective commitment. Journal of Business Ethics, 130(1), 59-67.

Detert, J. R., Treviño, L. K., & Sweitzer, V. L. (2008). Moral disengagement in ethical decision making: a study of antecedents and outcomes. Journal of Applied Psychology, 93(2), 374.

Duan, J., Li, C., Xu, Y., & Wu, C. H. (2017). Transformational leadership and employee voice behavior: A Pygmalion mechanism. Journal of Organizational Behavior, 38(5), 650-670.

Eisenbeiß, S. A., & Brodbeck, F. (2014). Ethical and unethical leadership: A cross-cultural and cross-sectoral analysis. Journal of Business Ethics, 122(2), 343-359.

Fida, R., Paciello, M., Tramontano, C., Fontaine, R. G., Barbaranelli, C., & Farnese, M. L. (2015). An integrative approach to understanding counterproductive work behavior: The roles of stressors, negative emotions, and moral disengagement. Journal of Business Ethics, 130(1), 131-144.

Fox, M. J., & Reece, A. (2012). Which Ethics? Whose Morality?: An Analysis of Ethical Standards for Information Organization. Knowledge Organization, 39(5).

Fraedrich, J. P. (1993). The ethical behavior of retail managers. Journal of Business Ethics, 12(3), 207-218.

Gino, F. (2015). Understanding ordinary unethical behavior: Why people who value morality act immorally. Current opinion in behavioral sciences, 3, 107-111.

Greenbaum, R. L. (2009). An examination of an antecedent and consequences of supervisor morally questionable expediency. University of Central Florida.

Greenbaum, R. L., Mawritz, M. B., Bonner, J. M., Webster, B. D., & Kim, J. (2018). Supervisor expediency to employee expediency: The moderating role of leader–member exchange and the mediating role of employee unethical tolerance. Journal of Organizational Behavior.

Güngörmüş, A. H., & Uyar, A. (2017). Investigation of internal and external factors causing unethical behavior of accounting professionals. In Sustainability and Management (pp. 71-82). Routledge.

Hardy, S. A., & Carlo, G. (2011). Moral identity: What is it, how does it develop, and is it linked to moral action?. Child Development Perspectives, 5(3), 212-218.

Hardy, S. A., Walker, L. J., Rackham, D. D., & Olsen, J. A. (2012). Religiosity and adolescent empathy and aggression: The mediating role of moral identity. Psychology of Religion and Spirituality, 4(3), 237.

He, H., Zhu, W., & Zheng, X. (2014). Procedural justice and employee engagement: Roles of organizational identification and moral identity centrality. Journal of business ethics, 122(4), 681-695.

Hodge, K., & Lonsdale, C. (2011). Prosocial and antisocial behavior in sport: The role of coaching style, autonomous vs. controlled motivation, and moral disengagement. Journal of sport and exercise psychology, 33(4), 527-547.

Huang, G. H., Wellman, N., Ashford, S. J., Lee, C., & Wang, L. (2017). Deviance and exit: The organizational costs of job insecurity and moral disengagement. Journal of Applied Psychology, 102(1), 26.

Huang, L., & Paterson, T. A. (2017). Group ethical voice: Influence of ethical leadership and impact on ethical performance. Journal of Management, 43(4), 1157-1184.

Hymel, S., Rocke-Henderson, N., & Bonanno, R. A. (2005). Moral disengagement: A framework for understanding bullying among adolescents. Journal of Social Sciences, 8(1), 1-11.

Jackson, J., Hough, M., Bradford, B., & Kuha, J. (2015). Empirical legitimacy as two connected psychological states. In Trust and legitimacy in criminal justice (pp. 137-160). Springer, Cham.

Jackson, L. E., & Gaertner, L. (2010). Mechanisms of moral disengagement and their differential use by right-wing authoritarianism and social dominance orientation in support of war. Aggressive behavior, 36(4), 238-250.

Jacobs, G., Belschak, F. D., & Den Hartog, D. N. (2014). (Un) ethical behavior and performance appraisal: the role of affect, support, and organizational justice. Journal of business ethics, 121(1), 63-76.

Janoff-Bulman, R., & Carnes, N. C. (2013). Surveying the moral landscape: Moral motives and group-based moralities. Personality and Social Psychology Review, 17(3), 219-236.

Joosten, A., Van Dijke, M., Van Hiel, A., & De Cremer, D. (2014). Being "in control" may make you lose control: The role of self-regulation in unethical leadership behavior. Journal of business ethics, 121(1), 1-14.

Judge, T. A., & Bono, J. E. (2000). Five-factor model of personality and transformational leadership. Journal of applied psychology, 85(5), 751.

Kavussanu, M., & Ring, C. (2017). Moral identity predicts doping likelihood via moral disengagement and anticipated guilt. Journal of sport & exercise psychology, 39(4), 293-301.

Kennedy, J. A., & Anderson, C. (2017). Hierarchical rank and principled dissent: How holding higher rank suppresses objection to unethical practices. Organizational Behavior and Human Decision Processes, 139, 30-49.

Kilduff, G. J., Galinsky, A. D., Gallo, E., & Reade, J. J. (2016). Whatever it takes to win: Rivalry increases unethical behavior. Academy of Management Journal, 59(5), 1508-1534.

Knoll, M., Lord, R. G., Petersen, L. E., & Weigelt, O. (2016). Examining the moral grey zone: The role of moral disengagement, authenticity, and situational strength in predicting unethical managerial behavior. Journal of Applied Social Psychology, 46(1), 65-78.

Kong, D. T. (2016). The pathway to unethical pro-organizational behavior: Organizational identification as a joint function of work passion and trait mindfulness. Personality and Individual Differences, 93, 86-91.

Kouchaki, M., & Smith, I. H. (2014). The morning morality effect: The influence of time of day on unethical behavior. Psychological science, 25(1), 95-102.

Krakowiak, K. M., & Tsay-Vogel, M. (2013). What makes characters' bad behaviors acceptable? The effects of character motivation and outcome on perceptions, character liking, and moral disengagement. Mass Communication and Society, 16(2), 179-199.

Lawton, A., & Páez, I. (2015). Developing a framework for ethical leadership. Journal of Business Ethics, 130(3), 639-649.

Lu, C. S., & Lin, C. C. (2014). The effects of ethical leadership and ethical climate on employee ethical behavior in the international port context. Journal of Business Ethics, 124(2), 209-223.

Mayer, D. M., Aquino, K., Greenbaum, R. L., & Kuenzi, M. (2012). Who displays ethical leadership, and why does it matter? An examination of antecedents and consequences of ethical leadership. Academy of Management Journal, 55(1), 151-171.

Mayer, D. M., Kuenzi, M., & Greenbaum, R. L. (2010). Examining the link between ethical leadership and employee misconduct: The mediating role of ethical climate. Journal of Business Ethics, 95(1), 7-16.

McAlister, A. L., Bandura, A., & Owen, S. V. (2006). Mechanisms of moral disengagement in support of military force: The impact of Sept. 11. Journal

of Social and Clinical Psychology, 25(2), 141-165. McFerran, B., Aquino, K., & Duffy, M. (2010). How personality and moral identity relate to individuals' ethical ideology. Business Ethics Quarterly, 20(1), 35-56.

McMurrian, R. C., & Matulich, E. (2016). Building customer value and profitability with business ethics. Journal of Business & Economics Research (Online), 14(3), 83.

Moore, C., Detert, J. R., Klebe Treviño, L., Baker, V. L., & Mayer, D. M. (2012). Why employees do bad things: Moral disengagement and unethical organizational behavior. Personnel Psychology, 65(1), 1-48.

Morrison, E. W. (2014). Employee voice and silence. Annu. Rev. Organ. Psychol. Organ. Behav., 1(1), 173-197.

Neubert, M. J., Kacmar, K. M., Carlson, D. S., Chonko, L. B., & Roberts, J. A. (2008). Regulatory focus as a mediator of the influence of initiating structure and servant leadership on employee behavior. Journal of applied psychology, 93(6), 1220.

Niven, K., & Healy, C. (2016). Susceptibility to the 'dark side'of goal-setting: Does moral justification influence the effect of goals on unethical behavior?. Journal of business ethics, 137(1), 115-127.

Ofori, G. (2009). Ethical leadership: Examining the relationships with full range leadership model, employee outcomes, and organizational culture. Journal of Business Ethics, 90(4), 533.

Pornari, C. D., & Wood, J. (2010). Peer and cyber aggression in secondary school students: The role of moral disengagement, hostile attribution bias, and outcome expectancies. Aggressive behavior, 36(2), 81-94.

Reed II, A., Kay, A., Finnel, S., Aquino, K., & Levy, E. (2016). I don't want the money, I just want your time: How moral identity overcomes the aversion to giving time to prosocial causes. Journal of personality and social psychology, 110(3), 435.

Reynolds, S. J., & Ceranic, T. L. (2007). The effects of moral judgment and moral identity on moral behavior: an empirical examination of the moral individual. Journal of Applied Psychology, 92(6), 1610.

Rockness, H., & Rockness, J. (2005). Legislated ethics: From Enron to Sarbanes-Oxley, the impact on corporate America. Journal of Business Ethics, 57(1), 31-54.

Rosenstock, I. M., Strecher, V. J., & Becker, M. H. (1988). Social learning theory and the health belief model. Health education quarterly, 15(2), 175-183. Schminke, M., Ambrose, M. L., & Neubaum, D. O. (2005). The effect of leader moral development on ethical climate and employee attitudes. Organizational Behavior and Human Decision Processes, 97(2), 135-151.

Schweitzer, M. E., ORDONEZ, L., & Douma, B. (2002, August). THE DARK SIDE OF GOAL SETTING: THE ROLE OF GOALS IN MOTIVATING UN-ETHICAL DECISION MAKING. In Academy of Management Proceedings (Vol. 2002, No. 1, pp. B1-B6). Briarcliff Manor, NY 10510: Academy of Management.

Schweitzer, M. E., Ordonez, L., & Douma, B. (2004). Goal setting as a motivator of unethical behavior. Academy of Management Journal, 47(3), 422-432.

Selig, J. P., & Preacher, K. J. (2009). Mediation models for longitudinal data in developmental research. Research in Human Development, 6(2-3), 144-164.

Sezer, O., Gino, F., & Bazerman, M. H. (2015). Ethical blind spots: Explaining unintentional unethical behavior. Current Opinion in Psychology, 6, 77-81.

Shu, L. L., Gino, F., & Bazerman, M. H. (2011). Dishonest deed, clear conscience: When cheating leads to moral disengagement and motivated forgetting. Personality and Social Psychology Bulletin, 37(3), 330-349.

Suar, D., & Khuntia, R. (2010). Influence of personal values and value congruence on unethical practices and work behavior. Journal of Business Ethics, 97(3), 443-460.

Suen, H., Cheung, S. O., & Mondejar, R. (2007). Managing ethical behaviour in construction organizations in Asia: How do the teachings of Confucianism, Taoism and Buddhism and Globalization influence ethics management?. International Journal of project management, 25(3), 257-265.

Thau, S., Derfler-Rozin, R., Pitesa, M., Mitchell, M. S., & Pillutla, M. M. (2015). Unethical for the sake of the group: Risk of social exclusion and pro-group unethical behavior. Journal of Applied Psychology, 100(1), 98.

Thornton, M. A., & Rupp, D. E. (2016). The joint effects of justice climate, group moral identity, and corporate social responsibility on the prosocial and deviant behaviors of groups. Journal of Business Ethics, 137(4), 677-697.

Trevino, L. K., & Brown, M. E. (2005). The role of leaders in influencing unethical behavior in the workplace. Managing organizational deviance, 69-87.

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 on unethical pro-organizational behavior. Journal of applied psychology, 95(4), 769.

Walumbwa, F. O., & Schaubroeck, J. (2009). Leader personality traits and employee voice behavior: mediating roles of ethical leadership and work group psychological safety. Journal of applied psychology, 94(5), 1275.

Weaver, G. R. (2006). Virtue in organizations: Moral identity as a foundation for moral agency. Organization studies, 27(3), 341-368.

Welsh, D. T., & Ordonez, L. D. (2014). Conscience without cognition: The effects of subconscious priming on ethical behavior. Academy of Management Journal, 57(3), 723-742.

Xu, Z. X., Ma, H. K., Wang, Y., & Li, J. (2017). Maybe I Am Not as Moral as I Thought: Calibrating Moral Identity After Immoral Action. Current Psychology, 1-8.

Yang, J. (2013). Linking proactive personality to moral imagination: Moral identity as a moderator. Social Behavior and Personality: an international journal, 41(1), 165-175.

Yang, X., Wang, Z., Chen, H., & Liu, D. (2018). Cyberbullying perpetration among Chinese adolescents: The role of interparental conflict, moral disengagement, and moral identity. Children and Youth Services Review, 86, 256-263.

Zhu, W., Riggio, R. E., Avolio, B. J., & Sosik, J. J. (2011). The effect of leadership on follower moral identity: Does transformational transactional style make a difference?. Journal of Leadership & Organizational Studies, 18(2), 150-163.

Zuber, F. (2015). Spread of unethical behavior in organizations: A dynamic social network perspective. Journal of Business Ethics, 131(1), 151-172.

Appendix

Appendix-A

Dear Respondents,

I am a student of MS (HRM) Capital University of Sciences & Technology, Islamabad. I am conducting research on the topic: **"Does Supervisor Expediency Begets Expediency in Employees; Testing the Mediating Role of Moral Disengagement and Moderating Role of Moral Identity"**. You can help me by completing the attached questionnaire. I appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for education purposes. Thank you for your cooperation,

Anum Muneer,

T1

Please provide following information.

Gender:

1	2
Male	Female

Age:

1	2	3	4	5	6	7
less than 25	25-30	31-35	36-40	41-45	46-50	51 & more

Working tenure with this supervisor:

1	2	3
1-3 years	3-6 years	6 & more

Education

1	2	3	4	5	6
Matric	Intermediate	Bachelors	Masters	MPhil	Doctorate

Industry

1	2
Manufacturing	Service

Rate the below mentioned statement according to this scale:

1= Strongly disagree	2= Disagree	3= Neutral	4= Agree	5= Strongly agree

Give your opinion about the involvement of your supervisor in following behavior:

Supervisor Expediency						
1.	Cuts corners to complete work assignments more quickly	1	2	3	4	5
2.	Alters performance numbers to appear more successful	1	2	3	4	5
3.	Ignores company protocols in order to get what he or she wants	1	2	3	4	5
4.	Only enforces company rules when they benefit his or her welfare.	1	2	3	4	5

	Moral Identity					
1.	I view being an ethical person as an important part of who I am.	1	2	3	4	5
2.	I am committed to my moral principles.	1	2	3	4	5
3.	I am determined to behave consistent with my moral ideals or principles.	1	2	3	4	5
4.	I am willing to make a sacrifice to be loyal to my moral values.	1	2	3	4	5
5.	I am willing to place the collective interest over my own personal ego and interest.	1	2	3	4	5

Please rate following statements:

1= Strongly disagree	2= Disagree	3= Neutral	4= Agree	5= Strongly agree

Moral Disengagement						
1.	It is okay to spread rumors to defend those you care about.	1	2	3	4	5
2.	Taking something without the owner's permission is okay as long as you're just borrowing it.	1	2	3	4	5
3.	Considering the ways people grossly misrepresent themselves, it's hardly a sin to inflate your own credentials a bit.	1	2	3	4	5
4.	People shouldn't be held accountable for doing questionable things when they were just doing what an authority figure told them to do.	1	2	3	4	5
5.	People can't be blamed for doing things that are technically wrong when all their friends are doing it too.	1	2	3	4	5
6.	Taking personal credit for ideas that were not your own is no big deal.	1	2	3	4	5
7.	Some people have to be treated roughly because they lack feelings that can be hurt.	1	2	3	4	5
8.	People who get mistreated have usually done something to bring it on themselves.	1	2	3	4	5

Supervisor survey

Give your opinion about the involvement of your employee in following behavior:

1= Strongly disagree	2= Disagree	3= Neutral	4= Agree	5= Strongly agree

Employee Expediency						
1.	Cuts corners to complete work assignments more quickly	1	2	3	4	5
2.	Alters performance numbers to appear more successful	1	2	3	4	5
3.	Ignores company protocols in order to get what he or she wants	1	2	3	4	5
4.	Only enforces company rules when they benefit his or her welfare.	1	2	3	4	5