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The Paradoxical Impact of Ethical Leadership on Employees' Constructive Deviance Behaviors within Organizations

by

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The Paradoxical Impact of Ethical Leadership on Employees' Constructive Deviance Behaviors within Organizations

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Dedicated to my beloved country, Pakistan.

CERTIFICATE OF APPROVAL

This is to certify that the research work presented in the dissertation, entitled "**The Paradoxical Impact of Ethical Leadership on Employees' Constructive Deviance Behavior in the Organization**" was conducted under the supervision of **Dr. Muhammad Ishfaq Khan**. No part of this dissertation has been submitted anywhere else for any other degree. This dissertation is submitted to the **Department of Management Sciences, Capital University of Science and Technology** in partial fulfillment of the requirements for the degree of Doctor in Philosophy in the field of **Management Sciences**. The open defence of the dissertation was conducted on **September 12, 2024**.

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I, **Mushtaq Ahmed** (Registration No. **DMS191006**), hereby state that my dissertation titled, **"The Paradoxical Impact of Ethical Leadership on Employees' Constructive Deviance Behavior in the Organization"** 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/ world.

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List of Publications

It is certified that the following publications have been made out of the research work that have been carried out for this dissertation:-

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Abstract

The perception of ethical leadership on employees' behaviors within organizational contexts has been established across the globe as a positive form of leadership. However, research on its impact on employees' constructive deviance behaviors like unethical pro-organizational behavior and pro-social rule-breaking has been limited with inconsistent findings.

To bridge these gaps, this study draws on social cognitive theory and social exchange theory to investigate the complex relationship between ethical leadership and employees' unethical pro-organizational behavior and pro-social rule-breaking behavior. The study also examines the mediating mechanism of employees' organizational identification, psychological capital, and psychological empowerment, and the moderating effects of employees' moral identity and perception of ethical climate within organizational context.

The data for this study were collected from 515 nursing staff registered in both public and private hospitals across Pakistan at three distinct time points. The data analysis was conducted utilizing PLS-SEM. Contrary to our hypotheses, the results revealed a positive association between ethical leadership and employees' unethical pro-organizational behavior and pro-social rule-breaking behavior.

Additionally, our study identified organizational identification, psychological capital, and psychological empowerment as explanatory mechanisms in the relationship between ethical leadership and employees' unethical pro-organizational behavior and pro-social rule-breaking behavior.

Moreover, the study uncovered that employees' higher level of moral identity strengthens the relationship between ethical leadership and employees' organizational identification, psychological capital, and psychological empowerment. Furthermore, the study also unveils that employees' higher perception of ethical climate weakens the relationship between employees' organizational identification, psychological capital, and psychological empowerment, and unethical pro-organizational behavior and pro-social rule-breaking behavior.

The findings of this study contribute to our knowledge and expand the existing body of literature on ethical leadership. Theoretical, managerial, contextual, and

methodological implications of these findings have been critically evaluated leading to future research directions. Consequently, this study holds substantial theoretical and practical implications in the realm of leadership and organizational behavior.

Keywords: Ethical Leadership, Unethical Pro-organizational Behavior, Pro-social Rule-breaking, Organizational Identification, Psychological Capital, Psychological Empowerment, Moral Identity, Ethical Climate, Social Cognitive Theory, Social Exchange Theory, PLS-SEM

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Abbreviations

α	Cronbach's alpha
AVE	Average Variance Extracted
β	Beta Co-Efficient
CI	Confidence Interval
CMB	Common Method Bias
CPI	Corruption Perceptions Index
CR	Composite Reliability
d_G	Geodesic Distance
d_ULS	Euclidean Distanceg
DV	Dependent Variable
EC	Ethical Climate
EL	Ethical Leadership
F²	Effect Size
HTMT	Heterotrait-Monotrait Ratio of Correlations
IV	Independent Variable
LLCI	Lower Level Confidence Interval
LM_MAE	Latent Variable Mean Absolute Error
LM_RMSE	Latent Variable Mean Root Squared Error
MAE	Mean Absolute Error
Med	Mediator
MID	Moral Identity
Mod	Moderator
NFI	Normed Fit Index
OID	Organizational Identification
p	Probability Value

PLS SEM	Partial Least Squares Structural Equation Modeling
PNC	Pakistan Nursing Council
PSRB	Pro-Social Rule-Breaking
PsyCap	Psychological Capital
PsyEmp	Psychological Empowerment
$\mathbf{Q^2}$	Predictive Relevance
$\mathbf{Q^2predict}$	Q-Squared Predict
$\mathbf{R^2}$	Co-Efficient of Determination
RMSE	Root Mean Squared Error
SCT	Social Cognitive Theory
SD	Standard Deviation
SDT	Self Determination Theory
SEM	Structural Equation Modeling
SET	Social Exchange Theory
SIT	Social Identity Theory
SLT	Social Learning Theory
SMR	Standardised Root Mean Square Residual
SPSS	Statistical Package for the Social Sciences
ST	Signaling Theory
t	t-Distribution
ULCI	Upper Level Confidence Interval
UN SDGs	The United Nations Sustainable Development Goals
UPB	Unethical Pro-Organizational Behavior
VIF	Variance Inflation Factor

Chapter 1

Introduction

1.1   Introduction

Chapter One introduces the topic of 'The Paradoxical Impact of Ethical Leadership on Employees' Constructive Deviance Behaviors within Organizations'. It serves as the gateway to the research, providing a comprehensive background and shedding light on identified research gaps. The formulation of the problem statement is carefully articulated, guided by the analysis of these research gaps. Research questions and objectives, emerging from this analysis, contribute to delineating the study's scope. The chapter underscores the significance of the research highlighting its theoretical, contextual, methodological, and managerial aspects. It establishes a theoretical foundation by elucidating both underpinning and supporting theories. Furthermore, operational definitions of the study constructs are explicated. The chapter concludes by outlining the organization of the thesis and summarizing its key elements.

1.2   Background of the Study

The health system, often viewed as a reflection of a country's human development and prosperity index faces considerable challenges in Pakistan. The public sector health expenditure had been estimated at 1.2% in FY 2020/21 of the GDP of Pakistan (Pakistan Economic Survey, 2022/23). Therefore, the health system

is burdened and under-equipped, compounded by high population growth, an uneven distribution of health professionals, a deficient workforce, inadequate funding, and restricted access to quality healthcare services (Faisal et al., 2023; Manookian et al., 2024; Pasha et al., 2023). The national health infrastructure includes 1,276 public and 700 private hospitals. There are four nursing examination boards, one in each province. According to the Pakistan Nursing Council (PNC), the healthcare education landscape comprises 187 public, 10 armed forces, and 313 private recognized institutions for diploma, degree, and post-basic diploma programs nationwide. The country has a total of 108,396 registered nurses, approximately one-third male and two-thirds female. Among them, 20,413 hold a Bachelor's in Nursing, 574 have a Master's in Public Health, 722 possess an MS in Nursing, and 11 hold a Ph.D. in Nursing.

Nursing staff plays a critical role in providing high-quality patient care, ensuring safety, and contributing to overall organizational performance in the healthcare sector in Pakistan. Despite their crucial functions, these practitioners encounter intricate ethical challenges stemming from resource limitations, patient overload, time constraints, and demanding work environment (Cooke et al., 2022; Oh and Gastmans, 2024; Sturm et al., 2023). The health sector often draws attention to ethical lapses, and corruption permeates Pakistan's healthcare system. Consequently, the nursing staff operates within a pervasive backdrop of corrupt practices in the country's health sector (Faisal et al., 2023; Hameed et al., 2023; Pasha et al., 2023).

Within the distinctive healthcare landscape of Pakistan, nursing professionals navigate these ethical challenges, potentially resorting to unethical pro-organizational behavior (UPB), compromising ethical principles for the organization or colleagues' benefit (Mishra et al., 2021).

Additionally, engaging in pro-social rule-breaking (PSRB), which involves violating organizational norms for positive outcomes or protecting colleagues and patients, serves as a coping mechanism (Mo et al., 2023). The pivotal role of nursing in both public and private healthcare institutions underscores their significance in upholding ethical guidelines and moral responsibilities despite demanding work conditions. Addressing these crucial challenges faced by nursing staff in Pakistan

is critical for fostering a culture of ethical conduct in this sector, where patient well-being, organizational reputation, and employee welfare take precedence (Abbas et al., 2022; Faisal et al., 2023; Gulzar et al., 2024).

While management leadership has always been considered an important contextual factor to influence employees' behaviors in organizations (Banks et al., 2022; Fischer and Sitkin, 2023; Holmes Jr et al., 2021), ethical leadership (EL) is considered crucial in influencing employees' behavior for several reasons (Bedi et al., 2016; Den Hartog, 2015; Ko et al., 2018; Peng and Kim, 2020). First and foremost, EL serves as role models, exemplifying the values and principles of ethical conduct. By demonstrating integrity, transparency, and a commitment to ethical guidelines, leaders set a standard for nurses to follow. This modeling effect creates a culture where ethical behavior is not just encouraged but expected (Banks et al., 2021; Brown and Treviño, 2006; Den Hartog, 2015).

Secondly, EL fosters a climate of trust and psychological safety. Nurses are more inclined to adhere to ethical standards when they feel secure in their work environment. Ethical leaders promote open communication, making it easier for nurses to raise their concerns or seek guidance on ethical issues without fear of persecution (Brown and Mitchell, 2010; Ko et al., 2018; Le and Nguyen, 2023). Moreover, EL contributes to the overall organizational culture. In a healthcare setting, where ethical considerations directly impact patient well-being, an ethical culture is fundamental. Nurses working under EL are more likely to prioritize patient care, safety, and ethical decision-making (Banks et al., 2021; Bedi et al., 2016; Schaubroeck et al., 2012). Additionally, ethical leaders demonstrate a critical role in addressing the unique challenges faced by nurses, such as resource constraints, high patient loads, and time pressures. By providing support, guidance, and fair decision-making, ethical leaders contribute to the well-being of the nursing staff, reducing the likelihood of indulging in UPB and PSRB (Avey et al., 2011; Banks et al., 2023; Hoang et al., 2023).

Therefore, it becomes imperative to investigate the link between EL and nursing staff's UPB and PSRB in private and public hospitals in the health sector of Pakistan for several reasons. Firstly, patient welfare and trust are directly linked to EL in healthcare organizations. The prevalence of unethical behavior among

nursing staff can jeopardize patient safety and trust, significantly undermining the effectiveness of healthcare services (Sturm et al., 2023). Secondly, EL strongly influences the reputation of healthcare institutions. Public perception and trust in healthcare organizations can be heavily influenced by incidents of unethical behavior among nursing staff. Understanding the impact of EL on employee conduct can help hospitals enhance their reputation and foster a positive work environment (Al Halbusi et al., 2023; Oh and Gastmans, 2024). Thirdly, EL is closely associated with greater employee well-being and job satisfaction. By identifying the factors that promote ethical behavior and discourage unethical actions, healthcare organizations can enhance the work experience and retention of their nursing staff, leading to improved patient care (Aftab et al., 2023; Hawkins et al., 2023). Finally, healthcare organizations must adhere to strict ethical and legal standards. Investigating the impact of EL can assist hospitals in designing and implementing more effective compliance programs, ensuring adherence to ethical guidelines and regulations (Webb et al., 2024; Ye et al., 2023).

1.3 Gap Analysis

1.3.1 1st Research Gap: Inconsistent Findings of EL Impacting Employees' UPB and PSRB

The scholarly literature underscores the potential adverse effects of constructive deviance on both employee well-being and organizational performance, prompting a need for a comprehensive exploration of contextual antecedents influencing such behaviors (Pan et al., 2018). Despite this imperative, the identification of suitable antecedents shaping workplace unethical behaviors has long been a focal point for management researchers (Wang et al., 2021).

Leadership style, a critical contextual factor, has been established as an influential factor in shaping employees' behaviors (Hoang et al., 2023; Kim and Beehr, 2023; Malibari and Bajaba, 2022). However, scholars emphasize the need for a more comprehensive exploration of leadership styles in non-western countries concerning their impact on employees' behaviors (Kroumova and Mittal, 2023; Ly, 2020; Rui

and Xinqi, 2020; Wen and Chi, 2023). Furthermore, leadership style, particularly EL, has been posited as a potential predictor of constructive deviance, including UPB (Cohen and Ehrlich, 2019; Pan et al., 2018; Zhang and Yao, 2019; Zhang et al., 2022).

Recent research underscores the need to investigate the link between moral leadership and employees' UPB, calling for an exploration of leadership's impact on employees' moral propensities and subsequent behaviors (Jiang and Lin, 2021; Miao et al., 2020). While leadership's influence on employees' UPB has been acknowledged, there is a call for further exploration of the trickle-down effect of EL on employees' unethical behaviors (Rui and Xinqi, 2020).

In understanding leadership's role in motivating employee contributions, scholars highlight the importance of EL in the workplace and its potential influence on followers' behaviour (Al Halbusi et al., 2022; Kuenzi et al., 2020; Moore et al., 2019). Despite recognizing EL as a universally positive style influencing employees' unethical behaviors (Moore et al., 2019; Wang et al., 2021), there remains a knowledge gap regarding how EL specifically influences employees' constructive deviant behaviors, such as UPB and PSRB (Hsieh et al., 2020; Zhu et al., 2018).

While workplace ethics and organizational commitment have been explored as influences on employees' behaviors, the understanding of predictors for UPB remains limited (Grabowski et al., 2019; Hsieh et al., 2020; Miao et al., 2020). Despite suggestions that EL may catalyze UPB (Miao et al., 2013), recent scholars propose that EL could potentially inhibit employees from engaging in UPB (Chen et al., 2022). Similarly, the determinants of PSRB, a subject of scholarly interest in pro-social behaviors, remain mostly unclear (Vardaman et al., 2014), with limited understanding of how leadership style, especially EL, influences this risky behavior (Zhu et al., 2018).

Recent literature highlights a clear link between EL and employees' behavior (Al Halbusi et al., 2021b; Dey et al., 2022; Ye et al., 2023). EL not only catalyzes to reduction of employees' unethical and counterproductive behaviors but also promotes their voluntary ethical behaviors in the workplace (Paterson and Huang, 2019; Peng and Kim, 2020; Moore et al., 2019). Nonetheless, the impact of value-based leadership on employees' constructive deviance behaviors, despite

its recognized importance, remains ambiguous (Zhang et al., 2022). Consequently, our understanding of how EL influences employees' behaviors is still inconsistent in the case of employees' UPB (Hsieh et al., 2020; Kalshoven et al., 2016; Miao et al., 2020, 2013; Park et al., 2023; Tang and Li, 2022) and scarce in case of employees' PSRB (Zhu et al., 2018). Therefore there is still a need to validate EL as an antecedent between EL and employees' UPB and PSRB within organizations.

1.3.2 2nd Research Gap: Mediating Mechanism between EL and Employees' UPB

Employees' UPB has emerged as a notable form of constructive deviance within organizations (Mishra et al., 2021; Vadera et al., 2013). Several studies have investigated the impact of EL on employees' UPB (Hsieh et al., 2020; Kalshoven et al., 2016; Miao et al., 2013, 2020; Park et al., 2023; Tang and Li, 2022). However, the findings of these investigations exhibit inconsistencies. Miao et al. (2013) found a curvilinear link between EL and employees' UPB, while Kalshoven et al. (2016) suggested a positive association that proved statistically insignificant.

Conversely, Miao et al. (2020) reported a negative influence of EL on employees' UPB, and Hsieh et al. (2020) found a negative linear relationship, contradicting Miao et al. (2013) earlier curvilinear findings. Tang and Li (2022) indicated a positive influence of ethical leaders on employees' engagement in UPB through individual-level reciprocity beliefs but a negative impact through group-level political climate. Similarly, Park et al. (2023) found a positive link of EL with employees' engagement in UPB through continuance commitment and a negative link through affective commitment.

Existing literature highlights several mediating factors such as Organizational Identification (OID) (Kalshoven et al., 2016), moral attentiveness (Miao et al., 2020), employee moral disengagement (Hsieh et al., 2020), reciprocity beliefs and political climate (Tang and Li, 2022), as well as affective commitment and continuance commitment (Park et al., 2023) in the link between EL and employees' engagement in UPB. However, the results of these studies demonstrate inconsistency, prompting scholars to advocate for further exploration of this linkage with

different mediating mechanisms (Hsieh et al., 2020; Miao et al., 2020). Recent researchers also emphasize the consideration of additional explanatory mechanisms affecting the connection between ethical leaders and employees' engagement in UPB (Lee et al., 2022; Wang et al., 2021).

Employees' OID (Costa et al., 2022), Psychological Capital (PsyCap) (Sri Ramalu and Janadari, 2022), and Psychological Empowerment (PsyEmp) (Sarwar et al., 2023) are recognized as critical psychological mechanisms and cognitive factors mediating the link between EL and employees' behaviors. Despite their crucial importance, studies investigating the part employees' OID, PsyCap, and PsyEmp play in mediating the link between EL and employees' engagement in UPB are not only scarce but also contribute to limited understanding. Therefore, this study aims to examine the underlying mechanisms of employees' OID, PsyCap, and PsyEmp to validate the relationship between EL and employees' UPB.

1.3.3 3rd Research Gap: Mediating Mechanism between EL and Employees' PSRB

Employee PSRB is recognized as a crucial form of constructive deviance in organizational literature (Dahling et al., 2012; Morrison, 2006; Zhu et al., 2018). However, literature on the influence of EL on employees' PSRB is surprisingly scarce, with only one study conducted in China exploring this relationship. The sole study found a positive influence of EL on employees' PSRB, mediated by perceived PSRB norms (Zhu et al., 2018), contributing to the scarcity of knowledge on the link between EL and employees' PSRB, however contrary to the positive perception of EL across the globe (Den Hartog, 2015; Ko et al., 2018; Lemoine et al., 2019).

The literature emphasizes the examination of more robust underlying mechanisms of EL and employees' behaviors. Scholars have called for exploring psychological processes as potential mediating mechanisms of constructive deviant behaviors (Cohen and Ehrlich, 2019) and incorporating other constructs to test the linkage between ethical leaders and employees' unethical behaviors from different theoretical perspectives (Wang et al., 2021). PsyEmp has been suggested as a mediating

mechanism for employees' constructive deviant behavior (Pan et al., 2018; Vadera et al., 2013). Additionally, scholars recommend examining other processes to fully capture the underlying mechanisms of employees' PSRB (Zhu et al., 2018). Therefore, addressing the scarcity of knowledge and critically analyzing the inconsistency in the literature through different mechanisms becomes imperative.

Employees' OID (Marstand et al., 2021), PsyCap (Bak et al., 2022), and PsyEmp (Saira et al., 2021) are considered critical psychological mechanisms and vital cognitive factors linking leadership and employees' behaviors. Despite their vital importance, the role of employees' OID, PsyCap, and PsyEmp in linking EL and employees' PSRB has not been studied. Therefore, this study aims to uncover the underlying mechanisms of employees' OID, PsyCap, and PsyEmp between EL and employees' PSRB. This investigation will also validate the impact of EL on employees' PSRB through different mediating mechanisms, thereby advancing our understanding of employees' PSRB (Vardaman et al., 2014; Zhu et al., 2018).

1.3.4 4th Research Gap: Moderating Role of Individual Difference (MID) between EL and Employees' Psychological Mechanisms (OID, PsyCap, PsyEmp)

Moral Identity (MID) is recognised as a critical individual difference impacting the link between leadership and employees' cognitive mechanisms and behaviors (Al Halbusi et al., 2023; Moore et al., 2019; Shaw and Liao, 2021). Existing literature reveals that employee MID functions as a moderating factor (Mod) in the relationship between leadership and its consequences (Erkutlu and Chafra, 2020; Shaw and Liao, 2021). Moreover, MID moderates the relationship between EL and its diverse outcomes (Al Halbusi et al., 2023; Moore et al., 2019; Wang et al., 2021). However, studies on the moderating role of MID specifically between EL and employees' cognitive processes, such as OID, PsyCap, and PsyEmp, are notably lacking.

While prior literature has recommended incorporating MID as an individual-level Mod (Kalshoven et al., 2016), recent scholars call for a deeper investigation into the influence of MID in connecting EL with employees' UPB (Chen et al., 2022;

Cheng et al., 2019; Lee et al., 2022). Zhu et al. (2018) also suggest exploring appropriate Mods to comprehensively understand the boundary conditions of employees' PSRB. The literature underscores the significant impact of individual traits on employees' PSRB (Dahling et al., 2012; Morrison, 2006), yet studies on the moderating effects of individual factors remain scarce (Moore et al., 2019; Zhu et al., 2018).

Moreover, the mixed findings on the moderating influence of MID on the indirect impact of ethical leaders on employees' deviant behaviors and unethical decision-making highlight the need for a nuanced exploration, considering different situations and contexts (Moore et al., 2019; Quade et al., 2019).

The varied findings across studies suggest that the interaction of MID with EL may differ depending on various situations and contexts. This necessitates further investigation to determine the specific role MID plays in the link between EL and employees' cognitive and behavioral outcomes (Moore et al., 2019; Quade et al., 2019).

Consequently, scholars recommend considering a different set of Mods to enhance our understanding of EL and its boundary conditions (Yam et al., 2019; Rui and Xinqi, 2020). The literature also advocates for examining the impact of individual differences and personality traits on employees' constructive deviance behaviors like UPB (Chen et al., 2022; Lee et al., 2022; Pan et al., 2018).

Nonetheless, despite the recognized moderating effects of employees' MID and the scarcity of studies moderating the link between EL and employees' cognitive processes and behaviors, surprisingly, the moderating role of MID has not yet been explored in the context of EL and cognitive mechanisms of employees such as OID, PsyCap, and PsyEmp. Therefore, the present research aims to investigate the moderating effect of employees' MID as a boundary condition on the link between EL and employees' psychological and cognitive mechanisms. The interaction of MID and EL can create more inclusive leadership practices that encourage an environment of positive psychological resources and empowerment. By fostering a culture that recognizes individual differences in moral perspectives, organizations can enhance their effectiveness in navigating ethical dilemmas and promoting positive psychological resources.

1.3.5 5th Research Gap: Moderating Role of Organizational Context (EC) between Employees' Psychological Mechanisms (IOD, PsyCap, PsyEmp) and Constructive Deviance Behaviors (UPB and PSRB)

Ethical climate (EC) is recognized as a pivotal organizational context influencing the relationship between leadership and employees' cognitive mechanisms and behaviors (Decoster et al., 2021; Kim and Vandenberghe, 2020; Kuenzi et al., 2020). The current studies also reflect that employees' perception of EC has a vital influence in shaping the link between leadership and its outcomes (Haq et al., 2022; Rui and Xinqi, 2020; Zhu et al., 2022). However, there is a significant gap in research exploring the moderating influence of EC between employees' cognitive mechanisms and their constructive deviant behaviors.

Kalshoven et al. (2016) identified that the correlation between EL and employees' engagement in UPB varies among organizations, suggesting that the organizational climate may influence this association. Scholars have advocated for the exploration of additional boundary conditions to scrutinize the relationship between EL and employees' engagement in UPB (Chen et al., 2022; Lee et al., 2022). The consideration of the organizational context in ethical decision-making related to employees' UPB has been stressed, with a call to investigate the external effects of EC (Miao et al., 2020). Researchers have proposed a comprehensive examination of the context and situations that may challenge the impact of EL (Quade et al., 2019). Consequently, scholars have prompted researchers investigating UPB to explore additional potential Mods that could influence employees' involvement in UPB (Chen et al., 2022).

Scholars have also emphasized the significant influence of situational and contextual factors on employees' engagement in PSRB (Dahling et al., 2012; Mo et al., 2023; Morrison, 2006). While research acknowledges the importance of contextual factors in impacting employees' PSRB, studies incorporating situational factors are limited. Therefore, scholars have recommended an exploration of appropriate boundary conditions for employees' PSRB (Mo et al., 2023; Zhu et al., 2018). Some scholars have specifically stressed the inclusion of situational-level factors as Mods

(Dahling et al., 2012; Kalshoven et al., 2016; Zhu et al., 2018). Recent researchers have also urged further investigation of the role of organizational context in shaping employees' behaviors (Bai et al., 2019; Miao et al., 2020; Quade et al., 2019). The research also indicates a gap in studies examining the influence of extraneous factors in situational context (Moore et al., 2019; Zhu et al., 2018). Scholars have recognized that different positive leadership styles may not consistently yield positive outcomes. Consequently, they have called on researchers to continue exploring potential boundary conditions of positive leadership influencing employees' behaviors (Rui and Xinqi, 2020). Additionally, researchers have stressed the need to further explore extraneous factors to enhance our understanding of EL and its boundary conditions (Yam et al., 2019).

Surprisingly, despite the critical moderating effects of employees' perception of EC, the moderating role of EC between significant psychological and cognitive mechanisms such as OID, PsyCap, and PsyEmp, and constructive deviance behaviors like UPB and PSRB in the organization has not been studied. Addressing this gap and responding to research calls, this study aims to examine the moderating influence of EC between employees' OID, PsyCap, PsyEmp, and UPB and PSRB within organizations.

1.3.6 6th Research Gap: The Paradoxical Impact of EL on Employees' Constructive Deviance Behaviors (UPB and PSRB)

EL is recognized for its morally grounded leadership style positively associated with ethical behaviors (Bedi et al., 2016; Den Hartog, 2015; Ko et al., 2018; Lemoine et al., 2019; Peng and Kim, 2020). However, certain studies have reported inconsistent findings regarding the relationship between EL and constructive deviant behaviors such as UPB (Hsieh et al., 2020; Kalshoven et al., 2016; Miao et al., 2020, 2013; Park et al., 2023; Tang and Li, 2022) and PSRB (Zhu et al., 2018).

In response, scholars have called for a re-examination of EL concerning its association with 'socially disruptive' UPB (Kalshoven et al., 2016). The literature

also notes that mainstream leadership styles, including transformational and EL, may both inhibit and promote UPB under certain conditions (Cheng et al., 2019; Kalshoven et al., 2016; Miao et al., 2013). Recent research indicates that EL positively influences employees' UPB through reciprocity beliefs at the individual level but negatively influences UPB through political climate at the group level (Tang and Li, 2022).

Similarly, Park et al. (2023) posted a positive relationship between EL and employees' UPB through continuance commitment and a negative relationship through affective commitment. However, despite EL's generally positive perception, concerns arise about its impact on employees' constructive deviant behaviors, prompting a call for further investigation (Zhang et al., 2022).

While ethical leaders are predominantly viewed with a positive leadership style, a few studies have highlighted its potential dark side (Lin et al., 2016; Mo et al., 2019; Stouten et al., 2013; Zheng et al., 2015). Management scholars argue that EL may not universally result in positive outcomes, prompting an investigation into the conditions under which this leadership style can lead to negative consequences (Kalshoven et al., 2016; Wang and Chan, 2019).

Consequently, this research highlights the paradoxical influence of EL on employees' UPB and PSRB, elucidating the psychological and cognitive processes and boundary conditions that transform the ostensibly positive EL into a detrimental force, supporting and facilitating employees' UPB and PSRB in organizational settings. The study not only seeks to answer questions about when and how this positive leadership style can take a negative turn and become detrimental but also opens a fresh debate in the field highlighting the 'dark side' of EL.

1.3.7 7th Research Gap: Multiple Theoretical Perspectives

Theoretical frameworks for research can be categorized into a single theory approach, multiple theory approach, and data-driven approach (Creswell and Creswell, 2017). However, a recent meta-analysis cautioning against relying solely on one theoretical perspective when formulating hypotheses for EL suggests the importance of considering diverse perspectives to reject weaker and biased theories (Peng

and Kim, 2020). Scholars express concern that the relationships between EL and its outcomes have not been thoroughly explored using multiple theoretical perspectives (Peng and Kim, 2020). They stress the need for researchers to refrain from adopting a single theory claiming to explain all relationships. Instead, scholars recommend drawing on various theories, whether well-established or emerging, that are best suited to address specific research questions (Roy et al., 2024). Therefore, this study aims to elucidate the relationships between ethical leaders and employees' UPB and PSRB by employing the theoretical lenses of social cognitive theory (SCT: Bandura (1986)) and social exchange theory (SET: Blau (1964)).

1.3.8 8th Research Gap: Contextual Gaps

The SCT (Bandura, 1986) and SET (Blau, 1964) originally developed in Western countries, can be adapted for cross-cultural application with necessary adjustments, as cultural diversity may influence the generalizability of these theories. However, scholars caution against assuming universal applicability across cultures, emphasizing the need for ongoing cross-cultural testing of these theories (Bandura, 2002; Hofstede, 1980, 1984; Hsiao et al., 2023; Zeb et al., 2023; Zhou et al., 2023).

Leadership style, a pivotal contextual factor shaping employee behaviors, has been extensively examined in Western contexts. However, a noticeable gap exists in the exploration of leadership style in non-Western cultures, particularly concerning its impact on employee behavior (Ly, 2020; Rui and Xinqi, 2020; Wen and Chi, 2023). Recent research also advocates for cross-cultural studies (Roy et al., 2024).

Hence, it is deemed imperative to examine the influence of EL on employees' UPB and PSRB across diverse organizational contexts. This imperative is underscored by the recommendations of Kalshoven et al. (2016), particularly within the framework of Pakistan—a developing country characterized by a high power distance, collectivist orientation, uncertainty avoidance, masculine traits, and a short-term orientation in societal values (Bandura, 2002; Hofstede, 1980, 1984).

By exploring the application of SCT and SET within the non-Western context of Pakistan, this research aims to suggest a nuanced understanding of the links between EL and employees' UPB and PSRB (Malik and Mishra, 2024; Mishra

et al., 2021; Mo et al., 2023; Wen and Chi, 2023). This approach is crucial for validating the generalizability of SCT and SET across varied cultural landscapes, contributing to a more comprehensive and globally applicable understanding of these theories (Bandura, 2002; Roy et al., 2024).

Moreover, considering the recent Corruption Perceptions Index (CPI/2022) by Transparency International, South Asian countries, including Pakistan, are positioned as some of the most corrupt in the world. Given this context, investigating the influence of EL on employees' behavior in a highly corrupt developing country like Pakistan within the corrupt region of South Asia also needs to be addressed under the United Nations Sustainable Development Goals (UN SDGs), Goal 16.5, which aims to "substantially reduce corruption and bribery in all their forms" (Bashir and Hassan, 2020; Hassan and Plaček, 2021; Ullah et al., 2022).

1.3.9 9th Research Gap: Methodological Gaps

The literature emphasizes that relying on a single mediating mechanism to test a mediating relationship can yield results with specious mediators (Meds)—factors that may appear to influence the relationships but do not actually do so (Fischer et al., 2017). Consequently, scholars express concern that despite identifying such specious Meds, there remains a lack of investigation into more than one relationship between EL and employees' behaviors (Peng and Kim, 2020).

While recent research has investigated the influence of EL on employees' UPB through dual mediation paths, such as reciprocity beliefs and political climate (Tang and Li, 2022), and affective commitment and continuous commitment (Park et al., 2023), not only these scarce studies have been conducted in East Asia (China, Taiwan, and South Korea), a nuanced understanding of EL's impact on employees' UPB and PSRB through multiple mediating mechanisms is yet to be fully explored in the literature (Peng and Kim, 2020) in South East Asia owing to cultural differences (Hattie et al., 2020; Kroumova and Mittal, 2023; Ly, 2020; Rui and Xinqi, 2020).

Therefore, it is crucial to consider multiple linkages to elucidate the associations between ethical leaders and employees' engagement in UPB and PSRB. This study

fills this void by explaining the link between EL and employees' engagement of UPB and PSRB through multiple mediating mechanisms, namely employees' OID, PsyCap, and PsyEmp in the organization.

Moreover, although numerous studies have contributed valuable insights into the descriptive and explanatory dimensions of EL and its influence on employees' behaviors, there is a noticeable scarcity of research employing a predictive approach to explore the prospective dynamics of EL and its potential repercussions on UPB and PSRB.

Consequently, this research explicitly adopts a predictive perspective, to foresee and project the future implications of EL on employees' behaviors within the organizational context. By addressing this methodological gap, the research extends our knowledge of the interplay between EL and employees' behaviors, providing insights that go beyond the current knowledge in the field.

1.4   Problem Statement

The healthcare system in Pakistan grapples with formidable challenges, including resource constraints, an imbalanced distribution of health professionals, limited funding, and restricted access to quality healthcare. Within this context, nursing professionals entrusted with delivering high-quality patient care, face a myriad of unique challenges and ethical dilemmas due to the demanding healthcare environment including resource constraints, high patient loads, time pressures, and demanding work conditions. The prevalence of ethical lapses and corrupt practices further complicates the ethical landscape. Amidst these challenges, nursing staff may resort to UPB, compromising ethical principles for organizational or colleague benefits.

Additionally, PSRB, involving the violation of organizational norms for positive outcomes or the protection of colleagues and patients, may serve as a coping mechanism. Despite their pivotal role, nursing staff face unique ethical dilemmas that demand attention to foster a culture of ethical conduct in the healthcare sector of Pakistan. While the impact of leadership on the behaviors of employees

is acknowledged, the significance of EL in shaping the conduct of nursing staff remains a critical yet underexplored field. EL serves as a role model, setting standards for ethical conduct, fostering trust, and creating a climate of psychological safety. This, in turn, contributes to an organizational culture prioritizing patient well-being, safety, and ethical decision-making. Given the unique challenges faced by nursing staff in the Pakistani healthcare context, understanding the link between EL and employees' engagement in UPB and PSRB becomes imperative. Therefore, investigating this relationship is crucial not only for advancing scholarly understanding but also for developing targeted interventions and strategies in healthcare organizations. These measures aim to nurture ethical behavior among nursing staff, consequently improving patient care, upholding organizational reputation, and fostering employee well-being within the healthcare sector of Pakistan. Moreover, the results of this study are likely to have wider relevance, extending to similar organizational structures, cultures, and management practices globally.

1.5   Research Questions

Research Question 1:

What is the relationship between EL and employees' UPB and PSRB within organizations?

Research Question 2:

What is the relationship between EL and employees' OID, PsyCap, and PsyEmp within organizations?

Research Question 3:

What is the relationship between employees' OID, PsyCap, PsyEmp, and UPB and PSRB within organizations?

Research Question 4:

Does employee OID mediate the relationship between EL and employee's UPB and PSRB within organizations?

Research Question 5:

Does the employee's PsyCap mediate the relationship between EL and the employee's UPB and PSRB within organizations?

Research Question 6:

Does the employee's PsyEmp mediate the relationship between EL and the employee's UPB and PSRB within organizations?

Research Question 7:

Does employee MID moderate the relationship between EL and employee OID, PsyCap, and PsyEmp within organizations?

Research Question 8:

Does employees' perception of EC moderate the relationship between employees' OID, PsyCap, PsyEmp, and UPB and PSRB within organizations?

Research Question 9:

Does the proposed theoretical framework demonstrate predictive relevance within the context of Pakistan in light of SCT (Bandura, 1986) and SET (Blau, 1964)?

1.6 Research Objectives

Research Objective 1:

To find out the relationship between EL and employees' UPB and PSRB within organizations.

Research Objective 2:

To find out the relationship between EL and employees' OID, PsyCap, and PsyEmp within organizations.

Research Objective 3:

To find out the relationship between employees' OID, PsyCap, PsyEmp, and UPB and PSRB within organizations.

Research Objective 4:

To explain the mediating mechanism of employee's OID between EL and employee's UPB and PSRB within organizations.

Research Objective 5:

To explain the mediating mechanism of employee's PsyCap between EL and employee's UPB and PSRB within organizations.

Research Objective 6:

To explain the mediating mechanism of employee's PsyEmp between EL and employee's UPB and PSRB within organizations.

Research Objective 7:

To investigate the moderating effects of employee MID between EL and employees' OID, PsyCap, and PsyEmp within organizations.

Research Objective 8:

To investigate the moderating effects of employees' perception of EC between employees' OID, PsyCap, PsyEmp, and UPB and PSRB within organizations.

Research Objective 9:

To test the predictive relevance of the proposed theoretical framework within the context of Pakistan in light of SCT (Bandura, 1986) and SET (Blau, 1964).

1.7   Scope of the Study

This research investigates the paradoxical impact of EL on employees' constructive deviance behaviors, encompassing UPB and PSRB within the organizational settings. The study posits that employees' OID, PsyCap, and PsyEmp act as explanatory mechanisms in the relationship between EL and employees' engagement in UPB and PSRB. Additionally, employees' MID is proposed as a Mod on the link between EL and employees' OID, PsyCap, and PsyEmp. Furthermore, employees' perception of EC is suggested to moderate the connection between employees' OID, PsyCap, PsyEmp, and UPB, and PSRB.

This study adopts a quantitative methodology, collecting data from nursing personnel in both private and public hospitals situated in federal and provincial capitals in Pakistan to enhance the generalizability of the study's outcomes. Individual perceptions of EL, OID, PsyCap, PsyEmp, MID, EC, UPB, and PSRB constitute

the unit of analysis, with data collected at three intervals, each six to eight weeks apart, to mitigate common method bias (CMB).

The study measures the variables in a non-contrived field environment, without manipulation of the independent variable (IV: EL). The reliability and validity of instruments were confirmed in a pilot study. Measurement of study variables adheres to the constructs, definitions, and interpretations of their respective authors. Relevant demographic variables, identified through literature review, will be controlled during hypotheses testing if found significant. The outcomes of this study hold potential benefits for Pakistan's healthcare sector, with broader applicability to similar organizational structures, cultures, and management practices in public and private organizations globally.

1.8 Significance of the Study

The study's significance extends across theoretical, contextual, methodological, and managerial dimensions, each enhancing the overall depth and relevance of the research. Each of these dimensions will be discussed to underscore the comprehensive impact of the research.

1.8.1 Theoretical Significance

This study holds significance within the existing body of literature for several reasons. Firstly, leadership holds a critical role in modeling employees' behavior within organizational settings, and this study aims to reaffirm EL as a precursor to employees' UPB and PSRB by exploring different processes and conditions, previously found inconsistent in prior research (Hsieh et al., 2020; Kalshoven et al., 2016; Miao et al., 2020, 2013; Park et al., 2023; Tang and Li, 2022).

Secondly, the research contributes to our insight of the cognitive and psychological processes mediating the relationship between EL and employee behaviors. By introducing OID, PsyCap, and PsyEmp as crucial mediating mechanisms, the research enriches the literature on the link between EL and UPB and PSRB (Costa et al., 2022; Sarwar et al., 2023; Yazdanshenas and Mirzaei, 2023).

Thirdly, the research explores the moderating effects of contextual, situational, and personal factors on the link between EL, employees' cognitive processes, and behaviors. EC and MID are examined as significant situational and personal Mods, respectively, providing insights into the nuanced dynamics of these relationships (Al Halbusi et al., 2023; Kim and Vandenberghe, 2020; Moore et al., 2019).

Fourthly, this study makes substantial contributions by highlighting the paradoxical influence of EL on employees' constructive deviance behaviors like UPB and PSRB. The finding challenges the commonly held universal perception of EL as being solely positive in its leadership style. The explanatory role of OID, PsyCap, and PsyEmp, along with the moderating effects of MID and perception of EC, will be pivotal in understanding this complexity, offering a unique contribution to the literature (Mishra et al., 2021; Mo et al., 2023; Vadera et al., 2013).

Fifthly, this research presents a distinctive contribution by expanding the body of literature on EL. The combination of SCT (Bandura, 1986) and SET (Blau, 1964) provides a comprehensive theoretical framework, integrating the cognitive processes of observational learning (Bandura, 1986; Wood and Bandura, 1989) with the social dynamics of reciprocal exchanges (Blau, 1964; Cropanzano and Mitchell, 2005). This dual perspective enhances the understanding of how EL influences organizational dynamics, employee attitudes, and behaviors, contributing to the broader field of organizational behavior and ethics.

Sixthly, the study adopts an overarching framework of SCT (Bandura, 1986) supported by SET (Blau, 1964) to explain the relationships between EL, UPB, and PSRB, contributing to the multiple theory approach in research. This approach enhances the depth and richness of understanding the complexities involved in the studied phenomena, providing a comprehensive theoretical lens to analyze the dynamics between leadership and employee behaviors (Creswell and Creswell, 2017; Peng and Kim, 2020).

Lastly, this research goes beyond enhancing our understanding and advances the body of literature by testing the predictive relevance of the theoretical framework. Employing the SCT (Bandura, 1986) and SET (Blau, 1964), the research seeks to validate the effectiveness of these theories in forecasting the relationships under investigation (Bandura, 2002; Becker et al., 2023). By adopting a predictive

perspective, the research aims to provide empirical evidence regarding the theoretical framework's ability to anticipate and explain the dynamics between EL and employees' UPB and PSRB (Hair Jr, 2021; Legate et al., 2023; Palanski et al., 2021).

1.8.2 Contextual Significance

The research holds significant contextual relevance for several reasons. Firstly, similar to many other organizational and management theories, the SCT (Bandura, 1986) and SET (Blau, 1964) have primarily been developed, tested, and applied in Western contexts. However, concerns have been raised by scholars regarding the generalizability of these theories to non-Western settings (Ly, 2020; Roy et al., 2024; Rui and Xinqi, 2020). Therefore, this research advances the body of knowledge by examining the proposed integrated model based on SCT (Bandura, 1986) and SET (Blau, 1964) in the specific context of Pakistan—a society characterized as high-powered, collectivist, uncertainty-avoidant, masculine, and short-time oriented (Bandura, 2002; Hofstede, 1980, 1984; Wen and Chi, 2023).

Secondly, combining SCT (Bandura, 1986) and SET (Blau, 1964) in Pakistan, the study provides a culturally sensitive framework for understanding EL and organizational behavior. SCT's observational learning aligns with cultural norms, making EL influential through positive role modeling (Bandura, 1986, 1988). SET's emphasis on reciprocal social exchanges aligns with Pakistan's values, highlighting the importance of mutual relationships (Blau, 1964; Emerson, 1976). This integrated approach addresses cultural nuances, exploring how EL impacts organizational dynamics, and influencing employees' engagement in UPB and PSRB. Therefore, the study offers culturally relevant insights into organizational practices in non-Western developing countries.

Thirdly, while a few studies have investigated the influence of EL on employees' UPB and PSRB in different organizations and sectors in China, Taiwan, South Korea, and the Netherlands, their findings have been inconsistent. This study seeks to investigate the impact of EL on employees' engagement in UPB and PSRB within the health sector of Pakistan. Consequently, the study not only

aims to evaluate and revalidate previous findings but also aims to enhance the generalizability of these studies by examining them in a different cultural and organizational context as advanced by Kalshoven et al. (2016).

Fourthly, the recently released CPI (2022) highlights that except for Bhutan ranked at 68th, all other South Asian countries are among the most corrupt nations globally, with Pakistan ranked 27th. This context adds an interesting dimension to the examination of the influence of EL on employees' behavior in the workplace within a highly corrupt developing country like Pakistan, situated in a region known for its corruption issues (Ahmad et al., 2020; Bashir and Hassan, 2020; Hassan and Plaček, 2021; Ullah et al., 2022; Wen and Chi, 2023). Therefore, investigating the influence of EL on employees' behavior in a highly corrupt developing country like Pakistan aligns with the UN SDGs (Goal 16.5) to tackle corruption and promote good governance within institutions.

Lastly, the study adopts a predictive perspective to explore the theoretical framework within the scope of SCT (Bandura, 1986) and SET (Blau, 1964), particularly focusing on non-Western developing countries like Pakistan. By adopting a predictive perspective, this study delves into the theoretical framework, providing valuable insights into the predictive aspects of the relationships between EL and employees' UPB and PSRB. This approach further contributes to validating the generalizability of SCT and SET across diverse cultures highlighting their forecasting abilities (Bandura, 2002; Roy et al., 2024; Wen and Chi, 2023).

1.8.3 Methodological Significance

The study also holds considerable methodological significance. While prior research elucidated the connection between ethical leaders and employees' engagement in UPB and PSRB using a single mediating mechanism (Hsieh et al., 2020; Kalshoven et al., 2016; Miao et al., 2020), recent studies have explored this relationship through parallel mediations, such as reciprocity beliefs and political climate (Tang and Li, 2022), and affective commitment and continuous commitment (Park et al., 2023). In contrast, this study will make substantial contributions to the literature by elucidating the link between EL and employees' engagement

in UPB and PSRB within the organizational context through multiple mediating mechanisms, namely employees' OID, PsyCap, and PsyEmp, as recommended by a recent meta-analytic study (Peng and Kim, 2020).

Furthermore, scholars have cautioned researchers against exclusively deriving hypotheses about EL from a single explanatory mechanism, as it may overlook the opportunity to eliminate weaker theoretical perspectives (Peng and Kim, 2020). Therefore, this study will also address this concern raised in recent literature.

Moreover, the study's methodological significance is underscored by its adoption of a predictive perspective to delve into the theoretical framework within the ambit of SCT (Bandura, 1986) and SET (Blau, 1964). This approach enhances the research design by allowing for the examination of causal relationships and predictions based on these well-established theoretical frameworks. By adopting a predictive perspective, the study goes beyond merely establishing associations between variables; it aims to forecast and comprehend the potential future outcomes and behaviors of nursing staff in response to EL (Becker et al., 2023; Hair Jr, 2021; Legate et al., 2023).

This forward-looking orientation not only adds depth to the investigation but also contributes to the methodological rigor of the study by advancing our knowledge of how SCT (Bandura, 1986) and SET (Blau, 1964) can serve as predictive frameworks in a non-Western context, such as Pakistan's healthcare sector.

1.8.4 Managerial Significance

The study holds managerial significance in multiple dimensions. Firstly, in a surprising revelation, the study underscores a positive link between EL and employees' engagement in UPB and PSRB, indicating a paradoxical role and unintended outcomes within organizational contexts. This emphasizes the imperative to incorporate leadership development initiatives that prioritize the enhancement of ethical decision-making skills.

Secondly, the study suggests that the cognitive processes of employees mediate the link between EL and their engagement in UPB and PSRB. This underscores the need for management awareness of factors that may inadvertently support

unethical practices, cautioning organizations against potential compromise of EL. Thirdly, the research emphasizes the significant role of organizational context in influencing employees' psychological and cognitive mechanisms and behaviors. A higher perception of EC weakens the connection between these psychological mechanisms and employees' behavior, and vice versa. Hence, organizations should not only develop EC but also implement and reward best practices to effectively embed it.

Fourthly, individual differences, particularly MID, contribute to shaping employee behavior. A higher MID strengthens the relationship between EL and employees' cognitive processes and vice versa. To address this, organizational management should refine recruitment and selection procedures, and establish reward systems for individuals with a strong MID, aligning these principles with the organization's EC.

Fifthly, the study underscores the paradoxical influence of ethical leaders on employee behavior, noting that EL may become compromised or ineffective in the presence of high levels of OID, PsyCap, and PsyEmp, potentially leading to UPB and PSRB. Conversely, EL serves as an inhibitor when employees perceive higher EC and MID. However, it may inadvertently foster a conducive environment for UPB and PSRB with lower EC and MID. This highlights the need for management to be attentive to underlying processes and boundary conditions that influence employees' behavior, urging them to cultivate conditions inhibiting unethical practices.

Lastly, leadership effectiveness in fostering ethical behavior extends beyond mere exemplification through normative conduct, role modeling, and the application of rewards and reinforcements. Leaders should also actively encourage employees to cultivate self-driven motivations and engage in cognitive learning processes when confronted with ethical dilemmas in the workplace.

This comprehensive approach not only reinforces ethical standards but empowers individuals to autonomously navigate and make ethical decisions, contributing to a more sustainable and robust ethical culture within the organization. This develops a workforce that is better trained to handle ethical challenges at workplace effectively.

1.9   Theoretical Foundations of the Study

The literature draws upon various theories, such as SLT (Bandura, 1977), SCT (Bandura, 1986), SET (Blau, 1964), Social Identity Theory (SIT: Tajfel and Turner (1979)), and Self-Determination Theory (SDT: Deci and Ryan (2000)) to elucidate the connections between EL and its outcomes (Lemoine et al., 2019). Six studies have been reported in the literature to explore the links between EL and UPB, with two conducted in China (Miao et al., 2013, 2020) and one in Taiwan (Hsieh et al., 2020) employing SLT (Bandura, 1977). A recent study conducted in China (Tang and Li, 2022) used SET (Blau, 1964), while a study in the Netherlands (Kalshoven et al., 2016) incorporated both SET (Blau, 1964) and SIT (Tajfel and Turner, 1979). The latest investigation undertaken by Park et al. (2023), exploring the relationship between EL and employees' engagement in UPB in South Korea, did not explicitly emphasize the underlying theoretical framework of the study. The sole research on EL and PSRB in China (Zhu et al., 2018) employed SCT (Bandura, 1986).

Existing theories, like SLT (Bandura, 1977) and SET (Blau, 1964), focus on transactional and temporary relationships, prompting scholars to express concerns about understanding how EL can inspire self-driven urges in employees beyond traditional mechanisms like role modeling and reciprocity (Palanski et al., 2021).

Therefore, this research adopts a comprehensive approach by investigating the paradoxical impact of EL on employees' UPB and PSRB in the healthcare sector of Pakistan. It introduces multiple mediating mechanisms, including employees' OID, PsyCap, and PsyEmp, and considers the moderating effects of organizational context (EC) and individual differences (MID).

Hence, this study employs an overarching theoretical framework rooted in SCT (Bandura, 1986) and supported by SET (Blau, 1964), testing their generalizability in the non-Western developing context of Pakistan.

This multi-theory approach addresses the complexity of the relationships encompassing twenty-six relationships in the research model. The multiple theoretical perspective enhances our understanding of EL and employee behavior in diverse cultural contexts.

1.9.1 Social Cognitive Theory (Overarching Theory)

The SCT, introduced by Bandura (1986), has been widely utilized in the literature to elucidate the connections between the environment, psychological and cognitive processes, and behaviors (Schunk and DiBenedetto, 2020). Serving as a bridge between behaviorism and cognitivism, the SCT (Bandura, 1986) posits that the environment, a person's psychological processes, and behavior reciprocally determine human action through reciprocal determinism (Bandura, 1986). In organizational contexts, this theory considers three interacting components: the external environment, behavior, and psychological processes. These components impact each other bidirectionally, with individuals both influencing and being influenced by their environment, making them both producers and products of their surroundings (Bandura, 1988; Wood and Bandura, 1989).

SCT (Bandura, 1986) emphasizes learning through modeling, self-efficacy, and motivation. It asserts that individuals perform based on their self-efficacy levels rather than their skill levels (Bandura, 1997; Bandura and Locke, 2003; Schunk and DiBenedetto, 2021). The theory introduces the concept of personal agency, encompassing intentionality, forethought, self-reactiveness, and self-reflectiveness, signifying individuals as agents shaping their experiences (Bandura, 2001, 2018).

Observational learning, a key component of SCT (Bandura, 1986), involves attentional, retention, production, and motivational processes, with motivations relying on positive and negative reinforcements. While individuals may perform newly learned behaviors without immediate rewards, sustained repetition often requires reinforcement (Bandura, 1986; Hattie et al., 2020; Schunk and DiBenedetto, 2020).

SCT (Bandura, 1986) explores human agency, which may manifest as direct personal agency, proxy agency, or collective agency. Direct personal agency involves individuals accomplishing goals independently, while proxy agency influences those in power. Collective agency involves stakeholders collaborating to achieve common objectives. Human agency, operating through the direct personal agency, proxy agency, or collective agency, allows individuals to assume control over their lives (Bandura, 1989, 2018; Hattie et al., 2020; Schunk and DiBenedetto, 2021). The SCT also acknowledges cultural variations in human agency (Bandura, 2002).

Stressing human potentials for self-direction, self-regulation, and self-motivation, the theory suggests that individuals are inclined to be self-directed, monitoring their behaviors through self-reinforcement for goal accomplishment (Bandura, 1991; Hattie et al., 2020; Schunk and DiBenedetto, 2020). Self-regulation, integral to SCT (Bandura, 1986), operates through self-monitoring behaviors evaluated to internal and external environments, including the influential role of self-efficacy on thought, affect, motivation, and action, even in moral conduct (Bandura, 2001, 2018; Schunk and DiBenedetto, 2021).

The SCT (Bandura, 1986), serving as the overarching theory in this study, informs the entire research model. EL is considered the external environment influencing employees' psychological and cognitive mechanisms and behaviors. Psychological and cognitive mechanisms, represented by OID, PsyCap, and PsyEmp, mediate the linkage between the external environment and employees' behavior. UPB and PSRB denote employees' behaviors. MID reflects the individual trait influencing the relationship between leadership, the external environment, and employees' cognitive mechanisms.

EC represents the organizational context wherein employees operate. The SCT (Bandura, 1986) underscores the cognitive processes through which employees seek information from the external environment, shaping their behavior in line with internal standards through self-regulation, self-reflection, and motivation (Bandura, 1986, 1988, 1991, 1997, 2001, 2018; Wood and Bandura, 1989). The study extends SCT (Bandura, 1986) to the realm of leadership and employees' constructive deviance, incorporating EL and employees' UPB and PSRB.

1.9.2 Social Exchange Theory (Supporting Theory)

The SET (Blau, 1964), an extensively employed and highly referenced theory in management sciences, is primarily concerned with exchange relationships. Originating from Homans (1958) and evolving through contributions from Blau (1964), Emerson (1976), and Cropanzano and Mitchell (2005), SET (Blau, 1964) posits that exchange relationships are initiated by actors, resources, and structures. Parties engaging in exchange relationships do so with the expectation of rewards,

as envisioned by SET (Blau, 1968; Gouldner, 1960; Homans, 1958). In the context of this study, SET (Blau, 1964) elucidates the dyadic link between leaders and employees, emphasizing tangible and/or intangible rewards. The dyadic relationships are viewed through various frames of reference, including dependence, interdependence, mutual dependence, and the level of social interaction, influencing the reciprocal nature of the association (Cropanzano and Mitchell, 2005; Emerson, 1976; Molm, 2003).

Reciprocal relationships, activated by the actions of one party triggering responses from the other, are integral to the exchange process (Cropanzano et al., 2017). However, the power and status held by the parties can impact this exchange process (Blau, 1964; Molm, 2003). Despite this, the exchange process is not merely transactional; the quality of the exchange relationship depends on the ongoing exchange process (Cropanzano and Mitchell, 2005; Homans, 1958). Contextual, situational, and personal factors may also influence these exchange relationships (Cropanzano et al., 2017).

SET (Blau, 1964), however, is confined to the rewarding processes, termed "transactions," and the relationships between parties, termed "exchanges" (Blau, 1964; Cropanzano and Mitchell, 2005; Emerson, 1976). Exchanges terminate when they are no longer considered mutually rewarding. The theory posits that these relationships are built on the exchange of something valuable for each party, encompassing economic and social exchanges. While economic concerns involve tangible values, social resources may have intangible value, with the value of outcomes in social exchange residing in the eyes of the beholder (Gouldner, 1960). Trust is paramount in social exchanges, where voluntary, trust-based exchanges often occur without a quid pro quo arrangement. Trust is considered more important than social sanctions in maintaining these exchanges (Blau, 1968; Cropanzano and Mitchell, 2005).

SET (Blau, 1964), grounded in the analysis of cost and benefits, mutual trust, and commitment, emphasizes 'reciprocity' as fundamental to exchange relationships (Gouldner, 1960; Hattie et al., 2020). This forms the basis for understanding the impact of EL on employees' behaviors, with EL and employees forming parties in an exchange. EL, acting as a moral manager, initiates exchange processes

through rewards, reinforcements, and ethical decision-making, while the moral personality of EL ignites exchange processes through role modeling. EL establishes robust exchange relationships with employees through moral management and personality (Fehr et al., 2015; Treviño et al., 2000; Zhu et al., 2019), eliciting a reciprocal response where employees feel compelled to positively reciprocate toward the organization, even beyond their prescribed duties (Blau, 1964; Cropanzano and Mitchell, 2005; Emerson, 1976; Gouldner, 1960; Molm, 2003).

1.9.3 The Parallel Application and Integration of SCT (Bandura, 1986) and SET (Blau, 1964) to Support the Proposed Theoretical Framework

The parallel application and integration of SCT (Bandura, 1986) and SET (Blau, 1964) within the proposed theoretical framework offer a sophisticated and detailed understanding of how EL influences employees' constructive deviance behaviors, specifically UPB and PSRB. SCT (Bandura, 1986), with its emphasis on observational learning and cognitive processes, underscores its unique contribution by elucidating the intricate mechanisms through which EL acts as a role model for employees (Bandura, 1986; Brown and Treviño, 2006; Lemoine et al., 2019). This involves observation, imitation, and reinforcement, contributing to the internalization of EL behaviors. SCT (Bandura, 1986) further enriches the framework by proposing cognitive processes as mediating mechanisms, enhancing employees' self-efficacy and self-regulation (Bandura, 1991, 1977; Hattie et al., 2020; Schunk and DiBenedetto, 2021). The heightened self-efficacy and self-regulation, in turn, are expected to guide employees towards UPB and PSRB, driven by a consideration for the greater good of the organizations they serve.

Conversely, SET (Blau, 1964) provides a distinctive perspective by accentuating reciprocal social exchanges and the principle of mutual give-and-take. SET's (Blau, 1964) notable contribution lies in its emphasis on the social dynamics of exchanges, particularly focusing on the importance of fairness and reciprocity in shaping individuals' attitudes and behaviors within organizational contexts (Blau, 1964; Gouldner, 1960; Molm, 2003). Within the framework, SET (Blau, 1964)

offers insights into how positive social exchanges between leaders and employees foster perceived reciprocity. Moreover, it views OID as an outcome of these positive social exchanges, adding depth to the understanding of employees' identification with the organization and its potential influence on UPB and PSRB, which mutually benefit both parties (Cropanzano and Mitchell, 2005; Hattie et al., 2020; Homans, 1958).

Furthermore, the integration of dual perspectives on OID and other psychological processes, such as PsyCap and PsyEmp, provided by SCT (through role modeling) and SET (through positive social exchanges), presents a comprehensive view of how employees identify with the organization (Bandura, 1986; Blau, 1968; Emerson, 1976). This integration enhances the framework by considering multiple pathways through which OID occurs, leading to UPB and PSRB. It acknowledges the complexity of the cognitive and social processes at play in the organizational context, offering a more refined comprehension of employee behaviors.

Moreover, the bidirectional nature inherent in observational learning and role modeling (SCT) and social exchanges and reciprocity (SET) highlights a dynamic interplay between individual characteristics, such as MID and the perception of EC, and leadership behaviors (EL) within the framework of SCT and SET (Bandura, 1986; Blau, 1964). This suggests that employees' pre-existing moral foundations and organizational perceptions not only influence their responses to EL but are also actively influenced and shaped by ongoing interactions and exchanges with ethical leaders.

The parallel application and integration of SCT (Bandura, 1986) and SET (Blau, 1964) reveal synergies, particularly in psychological outcomes, where SCT's emphasis on positive psychological effects aligns seamlessly with the positive exchanges and reciprocity emphasized by SET (Blau, 1964; Hattie et al., 2020; Schunk and DiBenedetto, 2020, 2021). Together, both theories collaboratively contribute to comprehending the psychological (SCT) and social (SET) effects of EL on employees, providing a more holistic and integrated perspective. Therefore, through the parallel application and integration of SCT (Bandura, 1986) and SET (Blau, 1964), the proposed theoretical framework achieves a comprehensive insight of the intricate interplay between EL and employees' constructive deviant

behaviors. SCT (Bandura, 1986) and SET (Blau, 1964) contribute unique insights, maintaining their distinctiveness while synergistically enriching the overall explanatory power of the framework.

1.10 Operational Definitions of Variables

The study's constructs have been defined and operationalized based on the ensuing definitions for this study.

1.10.1 Ethical Leadership (EL)

EL has been defined as "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making" (Brown et al., 2005).

1.10.2 Unethical Pro-Organizational Behavior (UPB)

UPB has been defined as "the actions that are intended to promote the effective functioning of the organization or its members and violate core societal values, mores, laws, or standards of proper conduct" (Umphress and Bingham, 2011).

1.10.3 Pro-Social Rule Breaking (PSRB)

PSRB has been defined as "any instance where an employee intentionally violates a formal organizational policy with the primary intention of promoting the welfare of the organization or one of its stakeholders" (Morrison, 2006).

1.10.4 Organizational Identification (OID)

OID has been defined as "the perception of oneness with or belongingness to an organization, where the individual defines him or herself in terms of the organization in which he or she is a member" (Mael and Ashforth, 1992).

1.10.5   Psychological Capital (PsyCap)

PsyCap has been defined as "an individual's positive psychological state of development and is characterized by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success" (Luthans et al., 2007).

1.10.6   Psychological Empowerment (PsyEmp)

PsyEmp has been defined as "a motivational construct manifested in the cognitions of meaning, competence, self-determination, and impact reflecting an individual's orientation to his or her work role" (Spreitzer, 1995).

1.10.7   Ethical Climate (EC)

EC has been defined as "the shared perception of what is correct behavior and how ethical situations should be handled in an organization" (Victor et al., 1987). The definition was later refined as "the prevailing perceptions of typical organizational practices and procedures that have ethical content" (Victor and Cullen, 1988).

1.10.8   Moral Identity (MID)

MID has been defined as "a self-conception organized around a set of moral traits" (Aquino and Reed II, 2002).

1.11   Organization of the Thesis

The dissertation consists of five chapters to include Introduction, Literature Review, Research Methodology, Results and Analysis, and Discussion and Conclusions. This has been elaborated below in detail.

1.11.1   Chapter-1: Introduction

Chapter 1 serves as the introduction to the thesis, encompassing the study's background, analysis of research gaps, formulation of the problem statement, delineation of research questions, and establishment of research objectives. The chapter defines the study's scope and outlines its significance. The theoretical foundation is explored, elucidating the underpinning and supporting theories. Additionally, operational definitions for study constructs are provided, concluding with a summary.

1.11.2   Chapter-2: Literature Review

Chapter 2 presents a comprehensive literature review delving into the study constructs, and offering an in-depth examination of their concepts and a bibliometric analysis. The chapter scrutinizes relevant literature, proposing hypotheses for direct, mediating, and moderating relationships grounded in SCT (Bandura, 1986) and SET (Blau, 1964). The chapter concludes by presenting an integrated theoretical model and summarizing the proposed hypotheses.

1.11.3   Chapter-3: Research Methodology

Chapter 3 outlines the research methodology, detailing the research design for data analysis and results. The research philosophy, approach, strategy, and methodological choices are elucidated. Population, sampling, and measurement scales are discussed, along with the pre-test and pilot study. Data collection procedures are detailed, covering the analysis using SPSS and PLS-SEM, along with an evaluation of the measurement model, structure model, hypothesis testing, and ethical considerations.

1.11.4   Chapter-4: Results and Analysis

Chapter 4 focuses on presenting data analysis results. Utilizing SPSS and PLS-SEM with Smart PLS, the measurement model is assessed for internal consistency,

convergent validity, and discriminant validity. The structure model is examined through lateral collinearity, coefficient of determination, effect size, predictive relevance, PLSpredict, and model fit. Path coefficients are scrutinized to assess hypothesis support. Hypotheses of the studies are tested and the findings are stipulated and summarized.

1.11.5 Chapter 5: Discussion and Conclusions

Chapter 5 involves a comprehensive discussion of data analysis and results encompassing a background of discussion, discussion, and conclusions. The background of the discussion outlines the key points derived from the bibliometric analysis of study constructs. The discussion centers on the research questions, objectives, hypotheses, and findings, aligning them with relevant existing literature. The conclusions emphasize the theoretical, contextual, and methodological contributions, as well as policy and managerial implications. Concluding the chapter is a succinct summary of the study's key insights, an acknowledgment of limitations, and suggestions for future research directions.

1.12 Chapter Summary

This chapter succinctly presented the study's background, focusing on identifying and addressing research gaps. The formulation of the problem statement was informed by a thorough analysis of these gaps. Derived from the research questions and objectives, the study's scope was carefully defined. The chapter emphasized the significance of the research, providing a theoretical foundation that underscored both underpinning and supporting theories. Additionally, operational definitions of the study constructs were elucidated. The chapter concluded by outlining the organization of the thesis and summarizing its key points. Hence, this chapter acts as a foundational block of the dissertation, highlighting the context, significance, and theoretical framework while defining the study constructs. This overview sets the stage for the subsequent research agenda. This ensures that readers are well-informed of the research objectives.

Chapter 2

Literature Review

2.1 Introduction

The chapter presents a comprehensive review of the study's constructs and their interconnections, beginning with an overview of leadership and value-based theories. It delves into various dimensions of EL, treating it as both the focal and independent variable. The discussion extends to dependent variables (UPB and PSRB), mediating variables (OID, PsyCap, PsyEmp), and moderating factors (MID and EC). A macro perspective is achieved through bibliometric analysis. Direct, mediating, and moderating relationships are meticulously unraveled, culminating in directional hypotheses grounded in SCT (Bandura, 1986) and SET (Blau, 1964). The synthesis forms an integrative theoretical model, guiding subsequent empirical inquiry. The chapter concludes with a succinct summary of research hypotheses, paving the way for practical investigation.

2.2 Leadership

Management leadership has been widely acknowledged as a pivotal contextual factor influencing employee behavior within organizations (Fischer and Sitkin, 2023; Kroumova and Mittal, 2023; Schermuly et al., 2022). The critical role of effective leadership in providing direction, motivation, decision-making, change management, and relationship-building to achieve organizational goals and objectives has

been underscored (Banks et al., 2022; Jiang and Shen, 2023; Ly, 2020). This recognition has prompted extensive scrutiny of leadership and leadership theory in the management literature, exploring diverse theoretical trends and perspectives over the past few decades (Dinh et al., 2014; Holmes Jr et al., 2021; Lord et al., 2017).

Scholars have conducted exhaustive literature reviews, integrating diverse leadership theories and levels of analysis into a cohesive framework (Dinh et al., 2014). Reviewing 25 years of theoretical and empirical literature, management scholars have highlighted advancements in leadership and leadership development, with a specific focus on intrapersonal and interpersonal factors that contribute to leadership development (Day et al., 2014).

The integration process of leadership and leadership theory involved a network analysis, reviewing 49 leadership theories in 293 articles from ten top journals between 2000 and 2014. Almost 49 focal leadership theories were identified as middle-range theories suitable for integration. The term 'theoretical neighborhood' was coined for proposed focal theoretical networks, with different leadership styles identified as frequently used focal theories (Meuser et al., 2016).

The management literature has categorized three waves of conceptual, empirical, and methodological advancements in leadership and leadership theory. The first wave, spanning from 1948 to 1961, emphasized behavioral style approaches, leadership behavior, and followers' attitudes. The second wave, covering 1969 to 1989, deliberated on extensions and limitations of leadership styles, behavioral and social cognitive theories, contingency theories of leadership, and gender and leadership. The third wave, from 1999 to 2007, expanded the focus on leadership, revisiting leadership findings and introducing multilevel models and meta-analyses of different leadership styles (Lord et al., 2017).

Additionally, a bibliometric analysis of leadership and leadership theory from 1990 to 2017 highlighted emerging trends, including transformational leadership, value-based leadership, and the dark side of leadership. The literature on top executives and leadership, especially in the context of top executive personality, was explored, addressing methodological issues of measurement and endogeneity and integrating the fields of top executives and leadership at the highest levels (Holmes Jr et al., 2021).

Lastly, management scholars have made substantial contributions by reviewing and advancing our understanding of leadership and leadership theory. Major challenges for conducting quantitative research on leadership and business ethics have been highlighted, accompanied by practical suggestions for research questions, theory building, theoretical model testing, and research methods in the 21st century (Palanski et al., 2021).

However, the prevalence of unethical leadership behaviors among executives globally has drawn the attention of management scholars to the significance of value-based leadership within organizations (Brown and Mitchell, 2010; De Hoogh and Den Hartog, 2008; Egorov et al., 2020; Hassan et al., 2023; Mishra et al., 2021; Mitchell et al., 2023; Mo et al., 2023). Instances of corporate fraud, corruption, and financial crises in the early 21st century have further emphasized the critical role of leadership in the realms of business ethics, financial integrity, and HRM ethics (Babalola et al., 2022; Banks et al., 2023; Böhm et al., 2022; Islam and Greenwood, 2023).

Consequently, there is a growing focus on the significance of moral and EL (Bush et al., 2021; Fehr et al., 2015; Jiang and Lin, 2021; Kleshinski et al., 2021; Lemoine et al., 2019; Solinger et al., 2020), with EL gaining particular relevance in the competitive business environment (Banks et al., 2023; Dey et al., 2022; Demirtas, 2015; Eisenbeiss, 2012; Ko et al., 2018).

2.3 The Value-Based Theories Overlapping with Ethical Leadership

The literature reveals that value-based theories, such as authentic leadership, transformational leadership, servant leadership, and spiritual leadership, have been frequently employed to explain EL (Luthans et al., 2003; Bass and Avolio, 1993; Brown et al., 2005; Greenleaf, 2002; Fry, 2003). While these theories differ in their constructs, there is an acknowledged overlap with EL (Ahmad et al., 2017; Anderson and Sun, 2017; Fischer and Sitkin, 2023). The criterion-related validity of EL has been supported by meta-analysis, indicating its association with desirable

outcomes. However, its incremental validity, which refers to its unique contribution beyond other leadership styles and contextual factors, is still being explored (Ng and Feldman, 2015).

Recent studies have demonstrated significant correlations between EL, authentic leadership, and transformational leadership (Hoch et al., 2018; Bedi et al., 2016). Despite their differences, all these theories share a common emphasis on influencing followers' behavior through a moral approach (Fehr et al., 2015; Jiang and Lin, 2021; Kleshinski et al., 2021; Lemoine et al., 2019; Solinger et al., 2020). Consequently, these value-based theories provide a valuable framework for comprehending EL and its significance in the organizational context.

Overall, the review highlights the utilization of various value-based theories to explain EL and identifies an overlap between these theories and EL. While EL has shown criterion-related validity and associations with other leadership styles, its unique contribution beyond these factors is still under investigation. The observed correlations between ethical, authentic, and transformational leadership underscore the interconnectedness of these constructs. Collectively, these value-based theories offer a framework that enhances our understanding of EL and its relevance within organizations.

2.3.1 Transformational Leadership

The literature indicates that transformational leadership and EL are closely related concepts that emphasize the significance of a leader's behavior in shaping followers' attitudes, values, and behaviors. Both approaches highlight the significance of communication, building relationships, caring for others, consistent actions based on moral principles, forethought, reflection on outcomes, and role modeling. They also demonstrate positive associations with employee performance and exhibit correlations with each other (Hannah et al., 2020; Hunt, 2017; Jada and Mukhopadhyay, 2019; Siangchokyoo et al., 2020; Toor and Ofori, 2009; Yasir and Mohamad, 2016).

However, there are some distinctions between transformational and EL. Transformational leadership focuses more on the collective good of the organization,

promoting intellectual and visionary stimulation, and charismatic leadership dimensions, which are not explicitly addressed in EL. EL, on the other hand, emphasizes the leader's moral character, the ethical dimension of leadership, and the promotion of normatively appropriate conduct and ethical behavior within the organization (Hunt, 2017; Jada and Mukhopadhyay, 2019; Toor and Ofori, 2009; Yasir and Mohamad, 2016). Additionally, transformational leadership is associated with the economic motivation of followers and transactional relationships, which are not integral components of EL (Effelsberg et al., 2014; Wang et al., 2005; Yammarino et al., 1993).

Overall, transformational and EL share commonalities in terms of caring for others, consistent actions derived from moral principles, forethought, reflection, and role modeling. However, they differ in their emphasis on the collective good of the organization, intellectual and visionary stimulation, economic motivation, and transactional relationships.

2.3.2 Authentic Leadership

The literature suggests that authentic leadership and EL share commonalities in terms of prioritizing integrity, honesty, morality, and their ability to inspire trust, respect, commitment, and engagement among followers (Hoch et al., 2018; Lemoine et al., 2019; Walumbwa et al., 2008). Both leadership styles are characterized by being socially motivated, caring for others, adhering to moral principles, and being accountable for decision-making with integrity and trustworthiness being shared traits (Avolio and Gardner, 2005; Hunt, 2017; Ribeiro et al., 2020; Yasir and Mohamad, 2016; Zhang et al., 2022).

However, there are distinct features that differentiate authentic and EL. EL places greater emphasis on adhering to moral principles and promoting ethical behaviors, while authentic leadership prioritizes being true to oneself and one's values (Avolio et al., 2018; Kim and Beehr, 2023; Lemoine et al., 2019). Authentic leaders are more likely to openly share their experiences and emotions, while ethical leaders prioritize fairness and justice. Self-awareness stands out as a vital characteristic of authentic leadership, whereas EL emphasizes awareness of others. EL also involves

a transactional relationship and is less associated with authenticity (Fischer and Sitkin, 2023; Lemoine et al., 2019; Zheng et al., 2022).

Although there are similarities in ethical decision-making, role modeling, and integrity between authentic and EL, it is important to recognize that these concepts are not interchangeable and may have different implications for organizational ethics. Additionally, while EL demonstrates concern and care for followers, authentic leadership is more focused on the leader's self-awareness (Du et al., 2022; Gardner et al., 2021; Hoch et al., 2018).

Overall, authentic leadership and EL exhibit commonalities in terms of their emphasis on integrity, trustworthiness, and positive outcomes for followers. However, they differ in their focus on adhering to moral principles and being true to oneself (authentic leadership) versus promoting ethical behaviors and fairness (EL).

2.3.3 Servant Leadership

The literature suggests that servant leadership and EL share commonalities rooted in ethics, including values such as empathy, integrity, and concern for others (Hoch et al., 2018; Lemoine et al., 2019; Yasir and Mohamad, 2016). Both leadership styles prioritize the well-being and development of followers and both are guided by a strong moral compass (Hunt, 2017; Lumpkin and Achen, 2018). However, there are important differences between servant and EL. Servant leadership places a primary emphasis on serving the needs of others, empowering followers, and building community. It goes beyond EL by focusing on nurturing personal growth and creating an environment that supports the holistic well-being of followers (Fischer and Sitkin, 2023; Kauppila et al., 2022; Zhang et al., 2021). In contrast, EL emphasizes ethical decision-making and behavior in a leader's interactions with followers (Dey et al., 2022; Eluwole et al., 2022; Hoang et al., 2023).

While both servant and EL prioritize values such as honesty, integrity, and fairness, the emphasis and scope of their actions differ. Servant leadership seeks to minimize the power differential between leaders and followers, creating a sense of equality and building a collaborative community (Liao et al., 2021; Song et al., 2022; Zarei et al., 2022). EL, on the other hand, recognizes the existence of power

and emphasizes using it ethically, including holding others accountable for ethical lapses (Agarwal et al., 2022; Al Halbusi et al., 2022; Goswami and Agrawal, 2023).

Overall, servant leadership and EL share commonalities in their ethical foundation, empathy, and concern for others. However, they differ in their primary focus and emphasis. Servant leadership is centered around serving the needs of others, empowering followers, and building community, while EL emphasizes ethical decision-making and behavior in all interactions with followers.

2.3.4 Spiritual Leadership

The literature suggests that spiritual leadership is a relatively recent concept that encompasses dimensions of transformational, authentic, and EL (Crossman, 2011; Fry, 2003; Zhu et al., 2022). Spiritual leadership is characterized by an altruistic and integrity-focused leadership style, appealing to higher ideals and values, and fostering a sense of purpose and connectedness to a higher power (Fry and Cohen, 2009; Liu et al., 2023; Yang et al., 2019). It shares some commonalities with EL in terms of emphasizing moral values, promoting ethical behavior, and fostering responsibility and accountability among followers (Mohammed and Elashram, 2022; Yasin et al., 2023).

However, there are distinct differences between spiritual and EL. Spiritual leadership seeks to inspire and uplift followers through shared spiritual experiences and a focus on spiritual growth and development, while EL primarily focuses on promoting moral conduct and preventing unethical behavior (Ali et al., 2022; Bayighomog and Arasli, 2022; Lemoine et al., 2019). Spiritual leadership places a greater emphasis on the leader-follower relationship and the concept of servant leadership, where the leader serves the needs and well-being of followers, creating a culture of respect, trust, and empathy (Karim et al., 2022; Mohammed and Elashram, 2022; Vedula and Agrawal, 2024). In contrast, EL is more pragmatic and actively models and demands normatively appropriate conduct and ethical behavior through a transactional leadership style (Dang et al., 2023; Hasnat Bhatti et al., 2023).

While both spiritual and EL contribute to creating a positive work environment and fostering follower well-being, spiritual leadership places a unique emphasis

on spirituality, the leader-follower relationship, and promoting spiritual growth (Abu Bakar and Connaughton, 2022; Fry et al., 2017; Zhang et al., 2021). Practices such as mindfulness, meditation, and prayer may be utilized in spiritual leadership to facilitate spiritual experiences and development (Anser et al., 2021; Hunsaker, 2022; Obregon et al., 2022). On the other hand, EL focuses more directly on ethical conduct and preventing harm to others (Koay and Lim, 2022; Wang and Feng, 2023; Wang et al., 2021).

Overall, spiritual leadership and EL share commonalities in their emphasis on moral values and principles, as well as their goal of promoting ethical behavior and fostering responsibility and accountability among followers. However, they differ in terms of their primary focus and approach. Spiritual leadership appeals to higher ideals and values, fosters spiritual growth and development, and emphasizes the leader-follower relationship. EL is more pragmatic, focusing on ethical conduct and preventing harm to others.

2.4 Ethical Leadership (EL)

2.4.1 The Concept and Definition of EL

EL is a concept that has gained attention in management literature due to its role in promoting ethical behavior within organizations. Scholars have offered different definitions and dimensions of EL over time, highlighting its distinctiveness from other value-based leadership styles such as transformational and transactional leadership, authentic leadership, servant leadership, and spiritual leadership while also acknowledging some similarities (Ahmad et al., 2017; Anderson and Sun, 2017; Fischer and Sitkin, 2023; Hoch et al., 2018; Hunt, 2017; Jada and Mukhopadhyay, 2019; Lemoine et al., 2019; Lumpkin and Achen, 2018; Toor and Ofori, 2009; Yasir and Mohamad, 2016).

Brown et al. (2005) defined EL as "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making" (p. 120). EL encompasses the idea of a "moral person"

and a "moral manager," where the moral person possesses qualities such as honesty, trustworthiness, caring, openness to input, and commitment to principled decision-making. The moral manager holds followers accountable for normative conduct through rewards and reinforcements (Fehr et al., 2015; Treviño et al., 2000; Zhu et al., 2019).

EL serves as a role model for followers by demonstrating moral attributes and expects them to internalize normatively appropriate conduct, thus contributing to their development of a MID (Brown and Treviño, 2006; Banks et al., 2023; Le and Nguyen, 2023). Ethical leaders also formulate and implement policies that require followers to comply with ethical and organizational standards, shaping desired behavior (Avey et al., 2011; Hoang et al., 2023; Ye et al., 2023). Honesty, integrity, and compassion are emphasized in EL, resulting in congruent moral values among leaders and employees. EL also plays a role in disciplining employees' deviant behavior through rewards and reinforcements, ultimately contributing to employees' social identity (Banks et al., 2021; Hasnat Bhatti et al., 2023).

Some scholars suggest that attributes such as prudence, fortitude, temperance, and justice are necessary for EL and highlight the importance of careful decision-making in ethical behavior (Bush et al., 2021; Musenze and Mayende, 2023; Riggio et al., 2010). Recent literature emphasizes that EL not only demonstrates but also promotes behavior characterized by positive moralization, emphasizing moral values and considering the consequences of decisions when faced with moral dilemmas. Therefore, EL is considered a combination of moral personality and moral management (Fehr et al., 2015; Kleshinski et al., 2021; Lemoine et al., 2019; Moore et al., 2019; Solinger et al., 2020).

Banks et al. (2021) diverge from Brown et al. (2005) definition of EL by addressing conceptual confusion identified in the existing literature. While Brown et al. (2005) underscore the importance of normatively appropriate conduct manifested in personal actions and interpersonal relationships, Banks et al. (2021) propose a distinct conceptualization grounded in signaling theory (ST) and define EL behavior as leaders' deliberate signaling towards stakeholders, involving prosocial values and moral emotions. According to Banks et al. (2021), EL involves leaders intentionally signaling to stakeholders, conveying prosocial values and moral

emotions. This shift in definition highlights a departure from the interpersonal focus of Brown et al. (2005), emphasizing instead the intentional signaling aspect in leadership behavior. This nuanced distinction carries implications for management literature by introducing a signaling perspective and clarifying the conceptual landscape surrounding EL.

However, EL is still a significant and distinct construct in the domains of leadership and management. It encompasses normative conduct, individual actions, social interactions, and the encouragement of ethical behavior among followers through effective communication and decision-making. EL involves various dimensions and is influenced by different value-based theories. Its impact extends to perceptions, outcomes, and connections with other leadership styles (Bedi et al., 2016; Den Hartog, 2015; Ko et al., 2018; Lemoine et al., 2019; Peng and Kim, 2020).

2.4.2 The Transformational and Transactional Side of EL

The concept of EL has emerged from the intersection of transformational and transactional leadership, two extensively studied leadership styles in organizational behavior (Klein, 2023; Mekonnen and Bayissa, 2023; Odumeru and Ogbonna, 2013). Transformational leadership is marked by the ability to inspire and motivate followers, fostering elevated levels of performance and individual development, while transactional leadership relies on the exchange of rewards and punishments to motivate followers (Bedi et al., 2016; Brown and Treviño, 2006; Rockstuhl et al., 2023). EL incorporates elements from both styles, where transformational behaviors inspire ethical behavior and transactional behaviors reinforce ethical expectations (Den Hartog, 2015; Fischer and Sitkin, 2023; Treviño et al., 2003).

EL shares dimensions with both transformational and transactional leadership (Brown et al., 2005; Treviño et al., 2003; Zhu et al., 2019). The moral person dimension of EL aligns with transformational leadership as it emphasizes trustworthiness, honesty, integrity, compassion, fairness, and principled conduct. Transformational leaders serve as attractive and trustworthy role models, corresponding to the attractiveness of models in EL (Brown and Treviño, 2014; Hannah et al.,

2020; Zhu et al., 2019). On the other hand, the moral manager dimension of EL reflects transactional aspects by reinforcing appropriate normative conduct through rewards and punishments (Cullen, 2022; Jiang and Lin, 2021; Treviño et al., 2000).

EL also differs from transformational and transactional leadership in certain aspects. EL focuses on moral principles and values rather than individualized consideration and intellectual stimulation associated with transformational leadership (Bush et al., 2021; Jiang and Lin, 2021; Lemoine et al., 2019). Similarly, EL prioritizes promoting moral behavior and conduct rather than the exchange of rewards and punishments emphasized in transactional leadership (Fehr et al., 2015; Kleshinski et al., 2021; Solinger et al., 2020).

Overall, EL combines elements of both transformational and transactional leadership, highlighting the complexity and nuance of leadership in the context of ethics and morality. While transformational leadership inspires ethical behavior, transactional leadership provides the necessary guidance and reinforcement to ensure that ethical values are upheld in the workplace.

2.4.3 Dimensions of EL

EL originated as a uni-dimensional construct, initially conceptualized, defined, and operationalized by Brown et al. (2005). However, subsequent research efforts led to the identification of various dimensions within the construct, opening up new avenues for exploration in the EL literature. This also prompted independent investigations into the impact of individual dimensions of EL (De Hoogh and Den Hartog, 2008; Kalshoven et al., 2011; Krisharyuli et al., 2020; Langlois et al., 2014; Resick et al., 2006; Riggio et al., 2010).

Initially, EL was defined by key elements including a focus on people, overt ethical actions and traits, the establishment of ethical standards and accountability, widespread ethical awareness, and equitable decision-making (Treviño et al., 2003, 2000).

Subsequent conceptualization and operationalization of EL within the social learning perspective introduced dimensions encompassing a moral person and a moral manager (Brown et al., 2005).

Scholars have expanded the comprehension of EL by identifying additional dimensions such as integrity, altruism, collective motivation, and encouragement (Resick et al., 2006), as well as morality, fairness, role clarification, and power-sharing (De Hoogh and Den Hartog, 2008), and fairness, power sharing, role clarification, people orientation, integrity, ethical guidance, and sustainability concerns (Kalshoven et al., 2011). More recent contributions propose dimensions including moral characteristics, moral cognition, moral role modeling, and the establishment of a moral atmosphere (Zhu et al., 2019).

While many dimensions suggested by management scholars align with Brown et al. (2005) definition of EL, some unique elements stand out. Role clarification and power sharing, as identified by De Hoogh and Den Hartog (2008), and sustainability, as suggested by Kalshoven et al. (2011), represent additional dimensions found in the literature. However, for the current study, EL will be considered as a uni-dimensional construct, adhering to the definition and operationalization proposed by Brown et al. (2005), which has been widely cited in the management literature.

2.4.4 EL as a Distinct Construct

EL is established as a recognized and distinct leadership style characterized by a leader's behavior guided by moral principles and values, to promote the well-being of followers, organizations, and society. The distinctiveness of EL is supported by its unique qualities and dimensions, such as honesty, fairness, integrity, responsibility, and respect for others (Den Hartog, 2015; Ko et al., 2018; Kuenzi et al., 2020; Lemoine et al., 2019; Peng and Kim, 2020).

EL stands apart from other value-based leadership styles, as evidenced by the literature. Studies have emphasized its distinct nature from other moral, ethical, and value-based leadership styles, such as authentic, servant, and spiritual leadership (Ahmad et al., 2017; Anderson and Sun, 2017; Fischer and Sitkin, 2023; Hoch et al., 2018; Hunt, 2017; Lemoine et al., 2019; Lumpkin and Achen, 2018; Yasir and Mohamad, 2016). EL retains its conceptual and empirical distinctiveness despite overlapping with transformational and transactional leadership to some extent

(Fischer and Sitkin, 2023; Hunt, 2017; Jada and Mukhopadhyay, 2019; Toor and Ofori, 2009; Yasir and Mohamad, 2016).

The literature also highlights the significance of moral management as a distinctive feature of EL (Cullen, 2022; Fehr et al., 2015; Lemoine et al., 2019; Treviño et al., 2000; Zhu et al., 2019). Moral management, characterized by the reinforcement and reward of normatively appropriate conduct and the discipline of inappropriate behaviors, is considered a transactional aspect of EL (Brown and Treviño, 2006; Bush et al., 2021; Jiang and Lin, 2021; Kleshinski et al., 2021; Solinger et al., 2020). This further distinguishes EL from other value-based leadership styles.

Overall, EL is established as a unique and distinct leadership style characterized by a leader's behavior and conduct guided by moral principles and values. It stands apart from other value-based leadership styles and demonstrates its own theoretical and empirical perspectives (Fischer and Sitkin, 2023; Den Hartog, 2015; Ko et al., 2018; Lemoine et al., 2019; Ng and Feldman, 2015). EL encompasses moral management as a distinguishing element, emphasizing the reinforcement of normatively appropriate conduct and discipline for inappropriate behaviors (Brown et al., 2005; Eisenbeiss, 2012; Eisenbeiß and Giessner, 2012; Banks et al., 2023). The distinctiveness of EL contributes to a deeper understanding of its impact on followers, organizations, and society

2.4.5 Followers' Perception of EL

Followers' perception of EL is crucial for establishing trust, enhancing employee engagement, shaping organizational culture, and promoting ethical behavior. It significantly impacts employee attitudes, behaviors, and the overall EC within the organization, making it a vital aspect of effective leadership (Ahmad et al., 2020; Resick et al., 2006, 2011).

Ng et al. (2021) highlight the critical influence of changes in EL perceptions on employees' organizational relationship evaluation and emotional responses. Guided by SET (Blau, 1964), the study reveals that shifts in EL perceptions correspond to changes in employees' pride and contempt, impacting behaviors such as voicing concerns and turnover. This underscores the importance of maintaining positive

EL perceptions for constructive organizational dynamics and mitigating negative employee behaviors.

In Wang et al. (2021) examination, a counterintuitive finding emerges, indicating that the presence of EL may unexpectedly lead to increased unethical behavior among followers with lower MID and leader identification levels. This highlights the nuanced and contingent nature of EL's effects on followers, emphasizing the need for tailored leadership interventions based on individual differences.

Dang et al. (2023) study reveals positive implications of leaders acknowledging racial and ethnic identities in communication, linking EL not only to enhanced perceptions of ethical integrity but also to the motivation of followers in proactive behaviors, contributing to organizational effectiveness.

Banks et al. (2023) apply signaling theory (ST) to EL perception, demonstrating that specific verbal signals in CEO communications significantly shape positive perceptions of EL among followers, fostering trust and credibility and resulting in practical outcomes such as reduced financial theft and improved performance. This emphasizes the importance of effective communication in cultivating positive EL perceptions and achieving tangible organizational benefits.

These studies collectively emphasize the pivotal role of followers' perceptions of EL in organizational dynamics. Maintaining positive EL perceptions is crucial for fostering a constructive work environment and minimizing negative employee behaviors. Overall, these studies affirm that cultivating and sustaining favorable EL perceptions is not only essential for ethical organizational cultures but also contributes significantly to overall organizational success.

2.4.6   Antecedents of EL

Several studies explore various factors that contribute to the development and manifestation of EL, such as social learning, EC, implicit leadership theories, and the embedding of EL within organizational levels. They provide valuable insights into the antecedents of EL (Brown and Treviño, 2006, 2014; Brown et al., 2005; Den Hartog, 2015; Kalshoven et al., 2011, 2016; Ko et al., 2018; Mayer et al., 2012; Schaubroeck et al., 2012; Sharma et al., 2019). Similarly, theoretical frameworks

encompassing interpersonal motives, instrumental motives, moral motives, as well as self-regulation and disposition, have been identified as explanatory factors for leaders' fair, ethical, and non-abusive behaviors. These behaviors are collectively known as principled leader behaviors (Kleshinski et al., 2021).

The antecedents of EL can be classified into individual characteristics, situational influences, and organizational factors. When examining individual characteristics, numerous traits have emerged as positive predictors of EL. These include agreeableness, conscientiousness, moral reasoning, locus of control, openness, extraversion, emotional stability, interactional justice, and MID (Kalshoven et al., 2011). Furthermore, personality attributes such as values and ideals, honesty and integrity, people-orientation and responsibility, as well as decision-making and communication skills, have also been found to be positively associated with EL (Kalshoven et al., 2011). Empirical evidence from Sharma et al. (2019) supports the positive link between these individual characteristics and EL.

Conversely, certain traits such as neuroticism and moral disengagement exert negative influences on EL. The works of Brown and Treviño (2006) and Mayer et al. (2012) demonstrate the detrimental effects of these traits on EL. Thus, the development of EL is affected by a range of individual characteristics, some of which contribute positively to EL while others have an adverse impact. Gaining insight into these precursor factors is crucial for a comprehensive understanding of how individual differences impact EL behavior and practices.

Organizational factors are also significant in shaping EL. Specifically, ethical culture, EC, and ethical policies have been recognized as positive influences on EL behaviors (Brown et al., 2005; Den Hartog, 2015; Schaubroeck et al., 2012). Furthermore, various leadership styles, such as transformational leadership, authentic leadership, and spiritual leadership, have also been reported to have a positive link with EL (Sharma et al., 2019). These organizational factors and leadership styles contribute to the establishment of a supportive environment that encourages and reinforces EL practices within organizations.

Role modeling and the ethical context are recognized as situational influences on EL (Brown and Treviño, 2006, 2014; Den Hartog, 2015; Ko et al., 2018). Significantly, the act of role modeling emerges as a pivotal factor in molding the

development of EL, suggesting that leaders who witness ethical conduct in others are more inclined to exhibit EL in their behaviors. Moreover, diverse situational elements, including performance stress, interpersonal discord, the leader's autonomy in decision-making, the characteristics of the ethical matter at hand, and the hierarchical authority of individuals engaged in the interaction, impact EL (Stenmark and Mumford, 2011).

The findings regarding gender as an antecedent of EL are mixed, while age has been positively associated with EL behaviors (Kalshoven et al., 2011). This suggests that gender may not be a consistent predictor of EL, while age may contribute to the accumulation of experience and wisdom that aligns with EL qualities.

However, recent research by Banks et al. (2021) brings attention to a significant limitation in the current literature, particularly the insufficient understanding of the underlying causes of EL behaviors due to design challenges that hinder the establishment of causal inferences. To address this issue, scholars conduct a comprehensive review of the nomological network, which encompasses the theoretical relationships, of EL behavior at the individual, dyad, and group levels. This examination seeks to explore the diverse influences that shape EL behavior within these distinct levels of analysis.

Overall, the antecedents of EL encompass a range of individual characteristics, situational influences, and organizational factors. Personal traits, such as integrity, conscientiousness, and MID, contribute to the development of EL behaviors. Role modeling, ethical context, and organizational factors such as ethical culture and policies also shape EL.

2.4.7 Consequences of EL

EL has numerous positive consequences for individuals, groups, organizations, and society. EL positively influences employees' attitudes, behaviors, and performance while reducing deviant behaviors in the workplace (Kuenzi et al., 2020; Mayer et al., 2010; Moore et al., 2019; Peng and Kim, 2020). The seminal work by Brown and Treviño (2006) supports this notion, highlighting that EL is associated with ethical decision-making, prosocial behavior, follower satisfaction, motivation,

organizational commitment, and a decrease in counterproductive behaviors among employees. EL plays a pivotal role in cultivating an ethical organizational culture (Kuenzi et al., 2020; Schaubroeck et al., 2012). Furthermore, research has demonstrated the influence of EL across various organizational levels (Jiang and Lin, 2021; Mayer et al., 2009; Mozumder, 2018; Ruiz et al., 2011; Schaubroeck et al., 2012; Wang et al., 2018) and cross cultures (Ahmad et al., 2020; Eisenbeiß and Brodbeck, 2014; Palanski et al., 2021; Resick et al., 2006, 2011).

Several studies have further examined the consequences of EL and consistently found positive outcomes. Meta-analytic reviews by Bedi et al. (2016) confirm the positive influence of EL on employees' attitudes, behaviors, and performance, both at the individual and organizational levels. Ko et al. (2018), in their integrative review, endorse these findings while also highlighting the impact of EL on ethical behaviors, life and family satisfaction, and organizational performance. Lemoine et al. (2019) summarize the findings of different studies, emphasizing the positive links between EL and individual and organizational attitudes, behaviors, and performance, while also noting the negative relationship with deviant behaviors.

Ng et al. (2021) contribute to the understanding of EL consequences by exploring how variations in EL perceptions influence employees' evaluation of their relationship with the organization and their emotional responses. Grounded in SET (Blau, 1964), the study indicates that changes in EL perceptions correlate with corresponding shifts in employees' feelings of pride and contempt toward the organization. This underscores the significant impact of fluctuating EL perceptions on employees, suggesting that interpretations and evaluations of EL can shape employee behaviors and outcomes within the organizational context.

Banks et al. (2021) address a limitation in the existing literature by conducting a systematic review of the nomological network of EL behavior at the individual, dyad, and group levels. This comprehensive analysis aims to elucidate how EL behavior influences diverse outcomes within these distinct levels of analysis. By exploring the consequences of EL behaviors across different organizational dimensions, the study contributes to a more nuanced understanding of the impact of EL at various levels, providing insights into its implications for individuals, teams, and the broader organizational context.

Moreover, Banks et al. (2023) contribute to the consequences of EL by emphasizing the role of specific verbal signals in CEO communication (ELSs). These signals are associated with emotions and positively impact perceptions of EL. The study not only establishes a connection between ELSs and positive evaluations but also demonstrates practical consequences such as a reduction in financial theft and an improvement in overall performance. This suggests that EL, as signaled through verbal communication, not only enhances reputations but also yields tangible benefits, fostering integrity and responsible behavior within organizations.

Furthermore, EL has been found to extend beyond the boundaries of organizations and positively impact societal outcomes such as corporate social responsibility, sustainability, and environmental concerns (Böhm et al., 2022; Costa et al., 2022; Ogaga et al., 2023; Mansour et al., 2022; Martin et al., 2022). This demonstrates the broader implications of EL beyond the internal dynamics of organizations.

However, despite the generally positive influence of EL at individual, organizational, and societal levels, there is an expanding body of literature highlighting the existence of what is referred to as the dark side of EL (Fox et al., 2023; Kalshoven et al., 2016; Lin et al., 2016; Stenmark and Mumford, 2011; Stouten et al., 2013; Zheng et al., 2015). The dark side of EL encompasses instances where leaders, despite being perceived as ethical role models, engage in unethical behaviors. This dark side can have significant detrimental implications for an organization, including the occurrence of ethical misconduct, erosion of the ethical culture, negative effects on employee morale and well-being, damaged relationships and conflicts, ethical erosion and normalization, and reputational damage. These implications underscore the critical importance of addressing and preventing such dark side behaviors to foster a healthy and ethical organizational environment (Babalola et al., 2022; Böhm et al., 2022; Islam and Greenwood, 2023; Palanski et al., 2021).

Overall, EL holds profound implications for individuals, groups, organizations, and society. It cultivates positive employee attitudes, behaviors, and performance, mitigating deviant conduct. EL also demonstrates vital influence in fostering an ethical organizational culture, extending its impact on broader societal outcomes, and promoting corporate social responsibility and sustainable practices. However, organizations must remain cognizant of the potential dark side of EL.

2.4.8   Mediating Mechanisms of EL

Mediating mechanisms play a significant role in facilitating the influence of EL and generating positive outcomes for individuals and organizations. The meta-analytic and other studies have provided insights into these mechanisms, which operate at both the individual and organizational levels, affecting various aspects of employee behavior, attitudes, and performance workplace (Bedi et al., 2016; Den Hartog, 2015; Hoch et al., 2018; Ko et al., 2018; Lemoine et al., 2019; Ng and Feldman, 2015; Peng and Kim, 2020).

At the individual level, research has identified several mediating mechanisms that explain the link between EL and positive outcomes. Followers' psychological and ethical factors, such as their moral judgment and ethical sensitivity, play a role in shaping their response to EL (Bedi et al., 2016). Psychological resources, such as self-efficacy and resilience, enable individuals to internalize and act upon the ethical values espoused by EL. Ethical attitudes, such as perceptions of fairness and trust, mediate the impact of EL on followers' attitudes and behaviors (Ko et al., 2018). Relationship quality between leaders and followers, characterized by trust, respect, and communication, serves as a crucial mediating mechanism through which EL influences employee outcomes. Additionally, identification with the ethical leader and alignment of job-related attitudes, such as job satisfaction and organizational commitment, explain the link between EL and employee performance (Peng and Kim, 2020). The identified individual-level mechanisms, such as followers' psychological and ethical factors, psychological resources, ethical attitudes, and relationship quality, enhance our understanding of how EL impacts employee behavior and attitudes (Den Hartog, 2015; Lemoine et al., 2019; Ko et al., 2018). Organizational-level mediating mechanisms also play a critical role in translating EL into positive outcomes. EC and culture, which reflect the shared values, norms, and practices regarding ethics within an organization, shape employees' ethical behavior and attitudes in response to EL. Perceptions of politics, referring to the fairness and transparency of decision-making processes, mediate the influence of EL on attitudes and behaviors of employees (Den Hartog, 2015). Group-level mechanisms, such as group conscientiousness, cohesion, and voice, influence how EL is transmitted and enacted within teams, further influencing

individual and team outcomes (Lemoine et al., 2019). The organizational-level mechanisms, including ethical organizational climate and culture, organizational justice, perceptions of politics, and group-level processes, shed light on the broader contextual factors that influence the outcomes of EL on organizational outcomes (Bedi et al., 2016; Ko et al., 2018; Kuenzi et al., 2020; Peng and Kim, 2020).

A thorough grasp of mediating mechanisms guides organizations in developing targeted strategies to promote EL and foster a positive EC. Emphasizing followers' psychological resources, ethical attitudes, and positive leader-follower relationships allows organizations to leverage EL for positive outcomes. Consideration of organizational factors such as EC, justice, and group dynamics enhances EL's impact on employee attitudes and performance. However, the effectiveness of these mechanisms varies across contexts and cultures, necessitating tailored approaches based on workforce characteristics. This understanding empowers organizations to create a supportive environment, enhancing employee well-being and performance while fostering a pervasive culture of ethics and integrity.

2.4.9 Boundary Conditions of EL

The effectiveness and outcomes of EL are significantly influenced by its boundary conditions. Research studies by Kim and Vandenberghe (2020), Moore et al. (2019), O'Keefe et al. (2020), and Shaw and Liao (2021) have contributed to our understanding of these conditions, which moderate or influence the link between EL and its consequences on employees' behavior.

Within the EL framework, individual differences and personal traits serve as crucial boundary conditions. Research suggests that employees' characteristics and traits have a moderating effect on the outcomes of EL. Factors such as followership characteristics, leadership characteristics, the leader-follower relationship, and organizational characteristics demonstrate considerable influence in shaping employees' perceptions and experience of EL, thereby impacting its outcomes (Bedi et al., 2016; Den Hartog, 2015; Ko et al., 2018).

Furthermore, employees' personality traits, including MID, conscientiousness, and moral development, are identified as additional Mods in the relationship between

EL and its outcomes (Kim and Vandenberghe, 2020; Moore et al., 2019). Moreover, morally reflective leaders with high decision-making autonomy are more prone for engagement in EL behaviors (Babalola et al., 2019). Similarly, employees with a strong MID have been found more receptive to EL (Al Halbusi et al., 2023).

Situational factors also act as Mods of the effects of EL. The organizational context, industry, and environmental situation demonstrate a critical role in shaping the link between EL and employee outcomes. Different organizational cultures and climates can interact with EL, either amplifying or hindering its impact (Bedi et al., 2016; Den Hartog, 2015; Ko et al., 2018). Additionally, specific situational Mods, such as supervisor-induced stress or job hindrance stress, can influence how EL translates into employee behaviors and performance (Quade et al., 2019). To gain a deep understanding of EL in diverse contexts, it is imperative to investigate the trickle-down effects of situational Mods (O'Keefe et al., 2020).

By critically examining and understanding these boundary conditions, organizations can gain valuable insights into the contextual factors that shape the effectiveness of EL. This knowledge empowers organizations to customize their leadership practices, develop targeted interventions, and foster supportive organizational cultures that maximize the positive impact of EL on employee outcomes. However, to ensure the practical application of these insights, organizations should consider the limitations and potential challenges associated with implementing such interventions and adapt them to their specific organizational contexts.

2.4.10 EL in the Context of Ethical Decision Making

The moral dimension of EL encompasses virtues such as honesty, trustworthiness, fairness, principled decision-making, and a genuine concern for employees, the organization, and, significantly, corporate goals and strategies (Fehr et al., 2015; Treviño et al., 2000; Zhu et al., 2019). Concurrently, the moral manager, as a facet of EL, deliberately shapes employees' behavior through role modeling and enforcement via organizational rewards, holding them accountable for their actions (Brown and Treviño, 2006, 2014). EL is further observed to positively influence the moral reasoning of employees, with leaders exhibiting higher levels of moral

reasoning being recognized as EL. By engaging in moral and ethical decision-making that exemplifies respect and fairness towards followers, EL emerges as a powerful factor influencing the moral judgment of employees, thereby promoting ethical decision-making (Bush et al., 2021; Jiang and Lin, 2021; Kleshinski et al., 2021; Lemoine et al., 2019; Solinger et al., 2020).

The question of ethical decision-making within organizations has long perplexed management scholars, who grapple with understanding the factors influencing employees to exhibit ethical or unethical behavior (Banks et al., 2022; Kish-Gephart et al., 2010; Moore and Gino, 2015; Trevino, 1986; Trevino and Nelson, 2021). Comprehensive insights are provided by meta-analyses and review papers, indicating that EL positively influences followers' ethical behaviors while mitigating unethical behaviors within organizations (Bedi et al., 2016; Den Hartog, 2015; Ko et al., 2018; Lemoine et al., 2019; Ng and Feldman, 2015; Peng and Kim, 2020). Numerous studies support these findings, affirming that EL serves to positively direct and guide employees' behaviors in the workplace (Al Halbusi et al., 2023; Kuenzi et al., 2020; Lemoine et al., 2019; Moore et al., 2019; Peng and Kim, 2020).

Hence, EL significantly influences ethical decision-making within organizations by positively guiding followers' behavior and mitigating unethical conduct. Meta-analyses and supporting studies consistently affirm that EL fosters a positive EC, suggesting that organizations can enhance ethical decision-making by promoting and cultivating EL practices among their leaders. This insight is crucial for management scholars and organizational leaders aiming to establish effective strategies for encouraging ethical behavior in the workplace.

2.4.11   EL in the Context of Organization

The examination of ethical dilemmas within organizations has prompted an exploration into the impacts of positive leadership styles that inherently incorporate ethical considerations. A detailed analysis of leadership styles such as transactional leadership, transformational leadership, charismatic leadership, authentic leadership, servant leadership, and spiritual leadership reveals ethics as one of their dimensions, albeit not their primary focus (Anderson and Sun, 2017; Fischer

and Sitkin, 2023; Hoch et al., 2018; Jada and Mukhopadhyay, 2019; Lemoine et al., 2019; Lumpkin and Achen, 2018; Yasir and Mohamad, 2016).

Given the substantial ethical challenges faced by business organizations globally, there arises a need for an exclusive EL style, predominantly immersed in ethics and morality (Banks et al., 2021; Islam and Greenwood, 2023; Wang and Feng, 2023). Management scholars, therefore, introduced the concept of EL, comprising personal management and moral management (Brown et al., 2005; Fehr et al., 2015; Treviño et al., 2000; Mayer et al., 2012; Zhu et al., 2019).

Personal management within EL is embedded in trust, honesty, integrity, morality, ethics, two-way communication, and fair and balanced decision-making (Dang et al., 2023; Hoang et al., 2023; Jordan et al., 2013). Moral management, on the other hand, ensures a transactional relationship through rewards and reinforcements to achieve organizational goals, objectives, and employees' well-being (Brown and Treviño, 2006; Bedi et al., 2016; Mayer et al., 2012). This conceptualization of EL is beneficial for employees, organizations, and society as a whole across various global cultures (Dey et al., 2022).

EL serves as an ethical role model, instilling self-efficacy, optimism, hope, and resilience among employees (Katircioglu et al., 2022; Özsungur, 2019). It recognizes and rewards ethical values, moral character, and moral processes through ethical choices, thus demonstrating ethical behavior in both personal and professional life. EL places value on ethical decisions, encourages employee participation in decision-making, delegates power with responsibility and accountability, and clarifies role expectations (Costa et al., 2022; Dey et al., 2022; Toor and Ofori, 2009). It also rewards and reinforces employees for employing ethical means to achieve organizational goals and objectives. Moreover, EL fosters a more social environment, encouraging two-way communication among employees through both formal and informal channels (Agarwal et al., 2022; Ng et al., 2021; Mayer et al., 2009). EL has been found particularly beneficial in larger organizations and stimulates positive employee behavior.

Furthermore, the lack of ethical management in organizations could result in substantial costs making it valuable to investigate the impact of EL within organizations (Brown and Mitchell, 2010; De Hoogh and Den Hartog, 2008; Eluwole et al.,

2022; Freire and Bettencourt, 2020; Mishra et al., 2021).

Overall, the examination of ethical dilemmas in organizations has spurred the recognition of the exclusive need for EL. EL, encompassing personal and moral dimensions, proves beneficial globally by serving as ethical role models, instilling self-efficacy, and fostering positive employee behavior. Recognizing and rewarding ethical values, EL contributes to a socially engaging organizational environment. Importantly, the absence of ethical management within organizations may incur significant costs, underscoring the value of investigating the impact of EL as a crucial factor for organizational success and ethical integrity.

2.4.12 Measurement of EL

The measurement of EL has received significant attention from researchers, leading to the development of multiple measurement tools to assess EL in organizations. The Ethical Leadership Scale (ELS) developed by Brown et al. (2005) is the most commonly used and widely cited scale for measuring EL. This scale consists of ten items and has been instrumental in advancing the understanding of EL.

However, it is significant to note that different scholars have conceptualized and measured EL differently, leading to the development of various alternative scales. These scales include Leadership Virtues Questionnaire (LVQ) scale comprising four factors (Riggio et al., 2010), the Ethical Leadership at Work (ELW) scale comprising seven factors and 38 items (Kalshoven et al., 2011), Ethical Leadership Questionnaire (ELQ) consisting of 15 items (Yukl et al., 2013), Ethical Leadership Questionnaire (ELQ) scale comprising three factors and consisting of 26 items (Langlois et al., 2014), Ethical Leadership Behavior Scale (ELBS) consisting of 35 items (Tanner et al., 2015), Ethical Leadership Measure (ELM) consisting of 16 items (Zhu et al., 2019), Questionnaire of Ethical Leadership (QueL) scale consisting of 27 items (Mitropoulou et al., 2019), and Ethical leadership scale comprising three factors and consisting of seven items (Krisharyuli et al., 2020). These scales vary in terms of the number of factors, items, and dimensions of EL they capture. Moreover, the study by Banks et al. (2021) has twofold implications for the measurement of EL. Firstly, the identified conflation in the literature between ethical

leader behaviors and followers' evaluations underscores the necessity for precision in measurement tools. Measurement instruments should disentangle leader behaviors from evaluations of characteristics, values, traits, and cognitions. Secondly, the proposed conceptualization of EL behavior, rooted in signaling theory, emphasizes the intentional signaling of prosocial values and the expression of moral emotions by leaders. As such, future measurement tools should capture these specific dimensions, recognizing both the enactment of prosocial values and the expression of moral emotions as integral components of EL. Hence, aligning measurement tools with the novel conceptualization presented by Banks et al. (2021) is crucial for accurately assessing EL in organizations.

Furthermore, the study by Argyropoulou and Spyridakis (2022) makes significant contributions to the measurement of EL by conducting a systematic literature review on tools for detecting and measuring EL in the business world. Covering publications from 2000 to 2020, the study offers a comprehensive examination of recent evidence and aims to construct a documentation framework for future research, demonstrating a commitment to advancing precision in EL assessment tools. By consolidating diverse measurement tools, the study provides a structured resource for researchers and practitioners, enhancing the overall understanding of EL assessments. The forward-looking perspective, focused on designing a more concise and accurate tool, reflects an awareness of and effort to address potential gaps in existing instruments. This study emphasizes the importance of ongoing refinement and development of measurement tools to ensure their relevance and effectiveness in evaluating EL.

Lastly, researchers striving to assess the ethical conduct of leaders face unresolved issues in methodology. The lack of consensus exists on the ideal foundation for constructing assessment tools, with debates on whether it should rely solely on literature, empirical research, or a combination of both. Variation in tool length is notable, influenced by the theoretical perspective of each study.

Disagreements persist on using hetero-referential or self-referential tools to judge ethical leaders. The format of questions also varies, with scenarios, vignettes, or Likert scale questions preferred. Challenges in obtaining reliable samples of leaders, particularly active or aspiring ones, are evident, often relying on convenience

samples of inexperienced employees or business school students. Recognizing cultural variances in EL is crucial, emphasizing the need for context-appropriate assessment tools.

Overall, the Ethical Leadership Scale developed by Brown et al. (2005) is widely utilized. Nevertheless, it is acknowledged that the current scale may not fully capture the multifaceted nature of EL. Therefore, there is a recognized need for the development of more comprehensive and contextually validated scales to enhance the measurement of EL, with particular emphasis on adhering to the suggestions outlined by Banks et al. (2021). The existence of alternative measurement scales and the continuous efforts dedicated to refining and improving measurement instruments underscore the commitment to advancing the assessment of EL within the field.

2.4.13 Theoretical Frameworks Supporting EL

Theoretical frameworks that support EL offer valuable insights into the mechanisms and processes that foster ethical behavior within organizations. These frameworks include SLT (Bandura, 1997), SET(Blau, 1964), SIT(Tajfel and Turner, 1979), SCT (Bandura, 1986), and SDT (Deci et al., 1985), which have been widely utilized to explain the link between EL and its outcomes (Lemoine et al., 2019).

SLT (Bandura, 1997) posits that individuals acquire ethical behavior through observation and modeling of others. EL serves as role models, influencing their followers' behavior by demonstrating ethical conduct. Observing EL can shape employees' attitudes, beliefs, and behaviors, ultimately promoting ethical behavior within the organization (Kruis et al., 2020).

SET (Blau, 1964) emphasizes the importance of reciprocity in shaping ethical behavior. According to this theory, individuals are more prone to exhibit ethical conduct when they perceive that engaging in ethical behavior leads to positive outcomes such as trust, respect, and fairness. Ethical leaders who facilitate positive exchanges and cultivate a supportive work environment can motivate employees to engage in ethical behavior (Sabatelli, 2022). SIT (Tajfel and Turner, 1979) highlights the role of group membership in influencing individuals' behavior and

attitudes. Ethical leaders who foster a shared ethical identity and emphasize ethical values and norms within the organization can cultivate a sense of belonging and commitment among employees. This identification with an ethical group can motivate individuals to adhere to ethical standards (van Knippenberg, 2023).

SCT (Bandura, 1986) suggests that individuals learn through observation and by modeling the behavior of others. EL demonstrates ethical conduct and provides clear ethical guidelines shaping employees' perceptions of acceptable behavior. By creating a supportive ethical climate and offering opportunities for ethical decision-making, leaders can influence the ethical behavior of their followers (Schunk and DiBenedetto, 2021).

SDT (Deci et al., 1985) underscores the significance of supporting individuals' autonomy, competence, and relatedness to foster intrinsic motivation and well-being. Ethical leaders who empower their employees, involve them in decision-making processes, offer opportunities for growth and development, and cultivate a sense of belonging enhance employees' motivation to act ethically (Ryan and Deci, 2024).

Signaling theory (ST) (Michael, 1973), recently employed by Banks et al. (2021) in their study on EL, suggests that individuals or entities with superior information can employ costly or difficult-to-imitate signals to convey credible information to others. This theory is particularly relevant in situations where there is an imbalance of information, enabling the sender to bridge the gap created by information asymmetry. ST provides valuable insights into how strategic signaling can overcome information gaps and facilitate effective communication (von Deimling et al., 2022).

While the practical implications of various theoretical frameworks hold significance for organizations and managers, the current study will specifically employ SCT (Bandura, 1986) and SET (Blau, 1964) to elucidate the relationships between EL and its outcomes. The selection of these theories aligns with the study's research objectives and questions to provide a focused and deep understanding of the dynamics within the context of EL. This alignment is critical to ensure that the research findings are meaningful and applicable in real-world organizational contexts.

2.4.14 The Bibliometric Analysis of Macro Perspective of EL

The comprehensive bibliometric analysis for the macro perspective of EL is presented in Appendix 1. The Tables presented in Appendix 1 are shown below. This appendix includes information on the top ten most prolific journals and authors, the most cited articles, the leading contributing countries, and the prevalent keywords are shown in Tables in Appendix 1.

The Journal of Business Ethics, Leadership Quarterly, and the Journal of Management emerged as the three most prolific journals in the field. The top three most prolific authors were Treviño, L. K., Brown, M. E, and Mayer, D. M. In terms of citation impact, the top three articles were authored by Brown et al. (2005), Brown and Treviño (2006), and Treviño et al. (2000).

Analyzing global contributions, the United States, China, and Canada stood out as the top three countries that significantly contributed to the research landscape. Pakistan secured a noteworthy position, ranking among the top 13 countries worldwide in terms of contributions. The keywords that prominently featured in the literature were Ethical Leadership, Leadership, and Ethics.

Top Ten Most Prolific Journals: Table A.1

Top Ten Most Prolific Authors: Table A.2

Top Ten Most Cited Articles: Table A.3

Top Ten Countries That Contributed the Most: Table A.4

Key Words: Table A.5

2.5 The Constructive Deviance Behavior

The present scholarly discourse, encompassing an expanding body of literature, explores the phenomenon of constructive deviance, characterized by behaviors deviating from the norms of a reference group while simultaneously benefiting that group and adhering to hypernorms. Various scholars, including Galperin (2003), Spreitzer and Sonenshein (2003), and Warren (2003), have provided diverse

perspectives on the multifaceted nature of constructive deviance behavior. This study adopts the conceptualization presented by Vadera et al. (2013), defining constructive deviant behavior as actions that deviate from reference group norms, benefiting the group and conforming to hypernorms.

According to Vadera et al. (2013), constructive deviance encompasses a spectrum of behaviors, including taking charge, creative performance, expressing voice, whistle-blowing, extra-role behaviors, prosocial behaviors, PSRB, counter-role behaviors, and issue selling. The study by Vadera et al. (2013) provides a comprehensive perspective on constructive deviance, exploring its antecedents, processes, and outcomes, and offering insights into how organizations can leverage and manage deviant behaviors for constructive purposes.

Therefore, constructive deviance behavior is highly significant within organizations, fostering various positive outcomes. This behavior, which involves intentional actions that deviate from organizational norms but are aimed at benefiting the organization, can lead to substantial improvements in organizational dynamics and performance.

For instance, Davis and Pinto (2022) identified the normalization of deviance within project teams as a key contributor to persistent organizational errors. Their study underscores the importance of addressing deviant behaviors to mitigate errors and enhance project performance. By recognizing and managing deviant behaviors, organizations can prevent the negative consequences of normalized deviance and improve overall project outcomes.

Moreover, Edosomwan et al. (2023) found that perceived organizational support and psychological safety positively influence constructive deviance among frontline employees in Nigerian commercial banks, emphasizing the importance of supportive organizational climates in fostering innovative and effective workplace behaviors.

Furthermore, Garg and Sharma (2023) demonstrate that gratitude fosters nonviolent work behavior in diverse Indian industries, with constructive deviance playing a key mediating role. This study underscores the importance of fostering environments that support constructive deviance as a strategy to cultivate a positive and

productive organizational culture. Additionally, Mao et al. (2024) identify constructive deviance as a mediator or moderator that enhances employee engagement and organizational success.

Their findings indicate that constructive deviance plays a crucial role in improving both individual and organizational outcomes, reinforcing the need for organizations to recognize and leverage this behavior strategically.

Similarly, Mo et al. (2023) underscore the complexity of constructive deviance, noting its potential to both benefit and challenge organizational norms. While such behavior can drive positive change, it can also pose challenges to existing structures and processes. This dual nature of constructive deviance necessitates careful consideration and management to ensure that its benefits are maximized while minimizing potential disruptions.

Likewise, Sharma et al. (2023) highlight that constructive deviance promotes change, innovation, and engagement. Their systematic literature review suggests that constructive deviance can be a strategic tool for enhancing organizational effectiveness and increasing employee involvement. By encouraging employees to think outside the box and challenge the status quo, organizations can foster a more dynamic and innovative environment.

Finally, Wang (2023) points out that while constructive deviance fosters innovation, effective management is necessary to mitigate potential social repercussions like workplace ostracism. Without proper management, employees who engage in deviant behaviors may face social isolation or backlash from their peers. Therefore, organizations need to establish clear guidelines and supportive frameworks to manage and integrate constructive deviance effectively.

Collectively, these studies emphasize the importance of recognizing and managing constructive deviance to harness its potential for fostering a supportive, innovative, and effective organizational environment. By strategically leveraging constructive deviance, organizations can drive positive change, enhance employee engagement, and achieve greater overall success. Therefore, the conceptual framework suggested by Vadera et al. (2013) forms the basis for understanding employees' constructive deviance behaviors like UPB and PSRB in the current study.

2.6 Unethical Pro-Organizational Behavior (UPB)

The concept of UPB emerged within the last decade, introduced by Umphress and Bingham (2011). UPB has been defined as "actions that are intended to promote the effective functioning of the organization or its members and violate core societal values, mores, laws, or standards of proper conduct" (Umphress and Bingham, 2011). In essence, UPB engages in unethical acts with the primary aim of benefiting the organization, its members, or both. The construct of 'unethical pro-organizational behavior' comprises two distinct parts. The 'unethical' component signifies a departure from societal values, morals, norms, and standards. In contrast, the 'pro-organization' aspect indicates that, instead of causing harm to the organization or its members, employees engaging in unethical behavior are actively promoting the interests of the organization, its members, or both within the workplace (Umphress and Bingham, 2011; Vadera et al., 2013). This 'pro-organization' dimension serves to distinguish UPB from conventional unethical behavior.

Broadly, UPB is understood to encompass three dimensions (Umphress and Bingham, 2011): First, it encompasses participation in activities deemed unethical, immoral, and contrary to societal norms, aligning with the framework proposed by Jones (1991). Second, it involves both the commission and omission of actions categorized as unethical, immoral, and contrary to societal norms. Finally, UPBs comprise actions not explicitly specified in formal job descriptions or mandated by supervisors; nevertheless, employees undertake them in the organization's interest (Brief and Motowidlo, 1986). This conceptualization of UPB reflects the intentional engagement in unethical actions for the benefit of the organization, setting it apart from unintentional errors or actions driven solely by personal interests. The dimensions of UPB underscore the complex nature of this behavior within organizational contexts.

The notion of UPB holds significant repercussions for organizations; nevertheless, its limits have been meticulously delineated and confined (Umphress and Bingham, 2011). Firstly, it is crucial to note that unethical acts may be perpetrated

by organizational members without any explicit intention to either benefit or cause harm. Such acts, characterized as errors, mistakes, or unconscious negligence in the workplace, fall outside the purview of UPB. These actions are driven by performance judgment and occur without a conscious purpose, distinguishing them from UPB (Umphress and Bingham, 2011). Secondly, there are instances where unethical acts committed by employees, despite their noble intentions, can prove significantly detrimental to both organizational interests and its members. This highlights a potential discrepancy between employees' intentions and the actual consequences of their actions, highlighting the significance of a nuanced understanding of UPB (Umphress and Bingham, 2011). Thirdly, employees may engage in unethical behavior driven solely by personal interests rather than serving the broader interests of the organization and its members. In such cases, these unethical acts lack alignment with organizational goals and member well-being, and thus, they do not fall within the conceptual boundaries of UPB (Umphress and Bingham, 2011). By delineating these boundaries, Umphress and Bingham (2011) provide a nuanced perspective on UPB, emphasizing the intentional nature of the behavior in advancing organizational goals. This careful delineation helps prevent the inclusion of unintentional errors or actions driven by personal interests within the broader framework of UPB.

Instances of UPB manifest in various forms, reflecting intentional actions aimed at advancing organizational interests, often at the expense of ethical standards (Bolino and Grant, 2016; Mishra et al., 2021; Mo et al., 2023). The destruction and manipulation of files to protect an organization's reputation (Gino and Pierce, 2009; Umphress et al., 2010; Umphress and Bingham, 2011) exemplify this behavior. Similarly, the dissemination of false or exaggerated information to the public (Gino and Pierce, 2009; Umphress et al., 2010; Umphress and Bingham, 2011) serves as another illustration of UPB. Creating moral hazards for employers and society at large is another facet of UPB (Cialdini et al., 2004).

This involves actions that may compromise ethical standards, posing risks not only for the organization but also for the broader societal fabric. Likewise, the false embellishment of organizational accomplishments to uphold its reputation and gain a competitive edge in the market (Cialdini et al., 2004) constitutes a strategic

yet ethically questionable form of UPB. Employees engaging in UPB may refrain from blowing the whistle on management misconduct and misappropriations (Palazzolo, 2011), withholding critical information, or providing misinformation about the organization or its products (Treviño et al., 2014; Xu and Lv, 2018). These actions not only contribute to a culture of secrecy but also demonstrate a deliberate avoidance of ethical responsibility.

Moreover, UPB involves undermining the ethical implications of unethical behaviors within the organizational context (Kalshoven et al., 2016). This may include downplaying or dismissing the ethical dimensions of certain actions, contributing to a normalization of unethical conduct. Captivating the employees of competitors and misrepresenting financial data and social performance (Treviño et al., 2014) further illustrate the diverse ways in which UPB can be enacted to serve organizational interests. Overall, these examples highlight the intricate nature of UPB, where employees intentionally engage in ethically questionable actions to foster organizational goals. Recognizing and understanding these behaviors is essential for organizations to address challenges related to ethics and integrity in the workplace.

Mainly, UPB is showcased as a means to advance the interests of the organization and its internal stakeholders. However, scholars emphasize the inadvertent repercussions of employees' UPB, underscoring that these behaviors may not only adversely affect external stakeholders but also pose risks to the organization itself. Consequently, the unintended consequences of UPB encompass a spectrum of outcomes, including damage to the organization's overall image, disruption of mutual harmony among stakeholders, sparking a competitive environment for UPBs, compromising competitive advantages when UPBs are exposed, potential legal actions by governmental authorities, a decline in sales due to a negative public image, and, ultimately, the risk of bankruptcy and dissolution of the firm (Hosain, 2019). Therefore, while UPB may initially seem advantageous to internal stakeholders and the organization, its potential negative repercussions underscore the importance of managing and mitigating such behaviors. Organizations must be vigilant in recognizing and addressing UPB to safeguard their reputation, relationships, and long-term viability in the business landscape. Understanding the unintended

consequences is crucial for devising strategies and policies that promote ethical conduct and discourage behaviors that may jeopardize the organization's well-being.

A multitude of factors serve as motivations for employees' UPB. OID and recognition (Umphress and Bingham, 2011; Chen et al., 2016), heightened affective commitment to the organization (Ebrahimi and Yurtkoru, 2017), job satisfaction, and a sense of organizational belongingness (Dou et al., 2019) are identified as influential drivers of UPB. Additionally, positive social exchange (Umphress and Bingham, 2011), psychological entitlement (Lee et al., 2019), high-performance working systems (Xu and Lv, 2018), and a heightened need for inclusion coupled with a higher risk of exclusion from the group or organization (Thau et al., 2015) are recognized as further motives for employees engaging in UPB. Therefore, the motivations for UPB are diverse and encompass both individual and organizational factors. Recognizing and understanding these motivational drivers is crucial for organizations seeking to create environments that discourage unethical behaviors. Addressing these motivations can contribute to the development of strategies and interventions aimed at fostering an ethical workplace culture and curbing the prevalence of UPB among employees.

The UPB shares both commonalities and distinctions with analogous behaviors such as constructive deviant behavior (Warren, 2003), organizational misbehavior (Vardi and Wiener, 1996), necessary evils (Molinsky and Margolis, 2005), Pro-self-unethical behavior (Mawritz et al., 2024) and PSRB (Morrison, 2006). Constructive deviance behavior exhibits similarity to UPB in violating hyper norms and moral standards within the societal and organizational context. Nevertheless, it diverges from UPB as it lacks the intentional aspect underlying the breach of hyper norms and moral standards (Warren, 2003). Organizational misbehavior aligns with UPB in involving intentional acts by employees deviating from organizational and societal norms for the benefit of the organization. However, it differs by encompassing acts intended to benefit oneself and harm other employees and the organization itself (Vardi and Wiener, 1996). Necessary evils bear commonality with UPB as both involve employees committing unethical acts in the organizational interest for the perceived greater good. The distinction arises

as necessary evils may involve unethical acts detrimental to other stakeholders, whereas UPB, by definition, does not entail actions conflicting with the organization's greater good (Effelsberg et al., 2014; Molinsky and Margolis, 2005; Umphress and Bingham, 2011).

Pro-self unethical behavior shares common ground with UPB in reflecting unethicality and violation of hyper-norms within the organizational and societal context. The key divergence lies in pro-self unethical behavior benefiting only the individual, devoid of an intention to benefit the organization (Thau et al., 2015). PSRB and UPB exhibit similarities in permitting unethical behaviors at the workplace for the benefit of the organization, its members, and other stakeholders. However, they differ as PSRB defies organizational norms set by management, whereas UPB violates globally recognized social norms and values (Morrison, 2006; Umphress and Bingham, 2011). Therefore, UPB stands out as a distinct construct from similar behaviors, emphasizing its unique nature in organizational contexts. Understanding these distinctions is vital for organizations aiming to address and mitigate the specific challenges posed by UPB in the workplace.

The recent research by Mishra et al. (2021) significantly contributes to the understanding of UPB by systematically reviewing the literature, and providing insights into antecedents, consequences, and boundary conditions. This research not only advances theoretical development but also offers practical implications for organizations, informing awareness, training programs, and policy development.

Overall, the overview of UPB underscores the need for a nuanced understanding of the factors influencing UPB, ranging from organizational culture and leadership to individual motives. Recognizing the multi-faceted dimensions of UPB is crucial for implementing effective preventive measures and fostering an ethical workplace environment. As organizations navigate the complexities associated with UPB, future research and interventions should focus on tailored approaches that address both systemic and individual determinants, promoting ethical behavior and sustaining organizational integrity.

Hence, by selecting appropriate research and strategies, organizations can foster an environment to discourage UPB and promote ethical practices, thereby encouraging overall organizational integrity.

2.6.1 The Bibliometric Analysis for Macro Perspective of UPB

The comprehensive bibliometric analysis for the macro perspective of UPB is presented in Appendix 2. The Tables presented in Appendix 2 are shown below.

The top three most prolific journals in the field were the Journal of Business Ethics, Organization Science, and the Journal of Managerial Psychology. When considering authorship, Umphress E.E., Bingham J.B., and Newman A. emerged as the three most prolific authors. In terms of citation impact, the top three articles were those authored by Umphress and Bingham (2011), Umphress et al. (2010), and Miao et al. (2013).

Among the countries contributing significantly to the field, the United States, China, and Australia took the lead, with Pakistan securing a notable position within the top ten contributors globally. The keywords that prominently surfaced in the literature were UPB, OID, and moral disengagement.

Top Ten Most Prolific Journals: Table A.6

Top Ten Most Prolific Authors: Table A.7

Top Ten Most Cited Articles: Table A.8

Top Ten Countries That Contributed the Most: Table A.9

Key Words: Table A.10

2.7 Pro-Social Rule Breaking (PSRB)

Morrison (2006) pioneered the exploration and definition of PSRB through a trilogy of studies aimed at understanding rule-breaking behaviors that enhance performance, assist colleagues, and provide efficient and satisfactory customer services. Specifically, PSRB is conceptualized as "any instance where an employee intentionally violates a formal organizational policy with the primary intention of promoting the welfare of the organization or one of its stakeholders" (Morrison, 2006). Morrison (2006) foundational work drew support and insights from prior literature, incorporating contributions from Brief and Motowidlo (1986) and Warren (2003).

Additionally, Morrison sought theoretical backing from the extra-role literature, encompassing personal initiative (Frese et al., 1997), taking charge (Morrison and Phelps, 1999), voice (Van Dyne and LePine, 1998), and innovation (Nemeth, 1997). Dahling et al. (2012) further advanced the understanding of PSRB by contributing to its measurement. Across three comprehensive studies, they employed a nomological network approach to investigate study constructs. Evaluations for PSRB were gathered from both supervisors and coworkers, enhancing the robustness of the construct's assessment (Dahling et al., 2012; Morrison, 2006). Hence, Morrison's seminal work laid the foundation for comprehending PSRB, and subsequent contributions by Dahling et al. (2012) expanded our understanding of its measurement and implications in various organizational contexts.

PSRB is recognized as a form of pro-social behavior within the organizational context, wherein the violation of formal and informal rules and standards is perceived as actions undertaken for the benefit and well-being of the organization and its stakeholders (Dahling et al., 2012; Grabowski et al., 2019; Morrison, 2006; Mo et al., 2023). Scholars have not only investigated the diverse categories of rules breached but have also scrutinized the potential outcomes associated with PSRB (Ghosh and Shum, 2019).

Moreover, investigations into the underlying processes and boundary conditions linking gender to employees' PSRB have expanded our understanding of this phenomenon (Shum et al., 2020). Scholars continue to delve into the intricacies of PSRB, seeking to unravel its significance and the genuine motives behind such deviant behavior. Thus, the multifaceted exploration of PSRB has provided valuable insights into its complexities, shedding light on the types of rules broken, potential consequences, and the nuanced interplay of gender with employees' engagement in PSRB.

The literature extensively explores the multilevel perspectives of pro-social behaviors, scrutinizing them at the micro, meso, and macro levels (Penner et al., 2005). The micro level delves into the origins of pro-social tendencies and examines the sources contributing to their variations. At the meso level, the focus shifts to the dyadic relationships between the helper and the recipient within specific situations. Meanwhile, the macro level places pro-social behaviors and performance

within the broader context of groups and organizations. Commonalities and distinctions across these levels are thoroughly deliberated (Penner et al., 2005).

While existing scholarship has examined rule-breaking at individual and group levels, the recent study adds to existing research by exploring how an individual can influence group members to break decision-making rules for perceived organizational benefits. It provides insights into the mechanisms and persistence of such behaviors while highlighting the norms governing groups engaged in rule-breaking. This research enhances our understanding of pro-social behaviors at both individual and group levels in organizational contexts, emphasizing the complexities involved in rule-breaking dynamics (Shepherd et al., 2021).

The recent body of literature also extensively delves into the characteristics, antecedents, and consequences of employees' PSRB (Shum et al., 2020, 2019). Scholars have not only scrutinized instances of rule-breaking at the individual and group levels but have also probed the endurance and sustainability of group members collectively engaging in the violation of organizational rules (Shepherd et al., 2021). The prevailing agreement in the scholarly literature depicts PSRB as an expression of constructive deviance, marked by the engagement in rule-breaking actions conducted for the benefit of the organization and its stakeholders (Dahling et al., 2012; Morrison, 2006; Vadera et al., 2013).

While conventional circumstances might label breaking organizational rules as deviant behavior, the literature acknowledges instances where "disobeying orders" is perceived as "virtuous," particularly when field managers and employees grapple with ethical dilemmas versus unrealistic performance goals. Examining the literature on PSRB, productive resistance, and responsible leadership during the surrender of the British colony Singapore to Japan in World War II sheds light on instances where leadership copes with ethical challenges through virtuous forms of rule-breaking (Fraher, 2022).

Furthermore, a recent meta-analysis establishes a direct correlation between autonomy and pro-social behavior, control and anti-social behavior, with weaker associations observed across these constructs. Notably, these linkages hold consistent across diverse cultural backgrounds, genders, and age groups, aligning with the principles of SDT (Donald et al., 2021).

Hence, the literature presents a nuanced perspective on PSRB, recognizing its dual nature as both a deviant and virtuous behavior. The acknowledgment of contextual factors, ethical considerations, and cultural nuances surrounding PSRB contributes to a more valuable insight into employee behaviors in organizational settings.

While pro-social motives and behaviors are typically initiated to benefit the organization and its stakeholders, a noteworthy body of research has raised questions about the potential paradox associated with pro-social behaviors, highlighting their costs and unintended consequences (Bergeron, 2007; Bergeron et al., 2013; Bolino and Grant, 2016; Conroy et al., 2017; Dalal, 2005; Koopman et al., 2016; Yam et al., 2017). Morrison (2006) acknowledged the construct of PSRB to be a fertile ground for inquiry, posing numerous intriguing questions that necessitate ongoing exploration into the nature of rule deviation and its underlying motivations. Moreover, the acknowledgment that pro-social behaviors, while deemed beneficial for organizational reputation, may also run the risk of violating ethical norms adds complexity to the understanding of the dynamics surrounding such behaviors (Castille et al., 2018).

Therefore, the recognition of PSRB as a pro-social behavior aligns with its intention to serve the organization and its stakeholders. However, the broader discourse on pro-social behaviors prompts a critical examination of their potential downsides and unintended consequences. Consequently, despite employees demonstrating pro-social behaviors, it is essential to acknowledge that they may simultaneously engage in rule-breaking (Morrison, 2006), participate in unjust actions (Gino and Pierce, 2010), commit acts of dishonesty (Erat and Gneezy, 2012; Levine and Schweitzer, 2015), and potentially violate ethical standards (Umphress et al., 2010).

The willingness of employees to assist can be influenced by feelings of obligation, pressure, or coercion (Bolino et al., 2015, 2010; Vigoda-Gadot, 2006), sometimes at the expense of their energy and effectiveness (Amanatullah et al., 2008; Bolino et al., 2015; Bolino and Turnley, 2005). Moreover, as cautioned by early scholars in this field, employees may extend assistance at the cost of deviating from and undermining organizational goals and objectives (Brief and Motowidlo, 1986).

The recent study by Mo et al. (2023) uncovers the paradox of Unethical Prosocial Behavior (UPB), revealing potential harmful consequences despite intentions to benefit coworkers, teammates, and leaders. It systematically addresses challenges in the existing literature, including definitional, theoretical, empirical, and methodological issues, reflecting a detailed overview of UPB. The findings highlight the need for critical investigation to enhance understanding, mitigate UPB, and contribute to a more extensive knowledge base on this phenomenon in organizational contexts. The study serves as a road map for future research, emphasizing the significance of exploring antecedents at individual, interpersonal, and organizational levels to address the complexities of UPB and its impact.

Hence, organizations should be mindful of creating an environment that encourages pro-social behaviors without compromising the well-being and effectiveness of employees. Additionally, the cautionary note from early scholars underscores the importance of considering the potential conflicts that may arise when employees extend assistance at the cost of deviating from and undermining organizational goals and objectives.

Therefore, organizations should adopt a balanced perspective on pro-social behaviors, appreciating positive contributions while addressing potential conflicts and ethical considerations. This nuanced approach acknowledges the complex nature of employees' actions in organizational settings, emphasizing the need for comprehensive management strategies that consider both the benefits and potential downsides of pro-social behaviors.

2.7.1 The Bibliometric Analysis for Macro Perspective of PSRB

The comprehensive bibliometric analysis for macro perspective of PSRB is presented at Appendix 3. The Tables presented in Appendix 3 are shown below.

The top three most prolific journals in the field were the Journal of Management, Journal of Organizational Behavior, and Human Resource Management Review. Meanwhile, the top three most prolific authors were Morrison E.W., Chau S.L., and Dahling J.J. In terms of citations, the top three articles were authored by Morrison

(2006), Dahling et al. (2012) and Vardaman et al. (2014). The leading countries contributing to this body of literature were the United States, China, and the Netherlands, with Pakistan ranking among the top five contributors globally. The key themes in this research landscape were represented by the keywords PSRB, positive deviance, and inclusive leadership.

Top Ten Most Prolific Journals: Table A.11

Top Ten Most Prolific Authors: Table A.12

Top Ten Most Cited Articles: Table A.13

Top Ten Countries That Contributed the Most: Table A.14

Key Words: Table A.15

2.8 Organizational Identification (OID)

OID is crucial in the organizational context as it influences employee attitudes, behaviors, and organizational dynamics. Strong identification fosters a sense of belonging, commitment, and alignment with organizational goals, contributing to increased job satisfaction, commitment, and well-being. It is linked to positive workplace behaviors, such as higher performance and organizational citizenship. OID shapes organizational culture, promoting a shared identity and enhancing teamwork.

Overall, it contributes to a positive organizational climate, employee engagement, and organizational success (Boroş, 2008; Edwards and Peccei, 2007; Greco et al., 2022; He and Brown, 2013; Lee et al., 2015; Li, 2024; Riketta, 2005; Sidorenkov et al., 2023).

Employees' OID is conceptualized as "the perception of oneness with or belongingness to an organization, where the individual defines him or herself in terms of the organization in which he or she is a member" (Mael and Ashforth, 1992). Over the past three decades, OID literature has evolved, incorporating four major approaches: functionalist, social constructionist, psycho-dynamic, and postmodern. However, the dominance of SIT has led the literature to lean predominantly towards the functionalist perspective (Gioia et al., 2013; He and Brown, 2013).

The literature delves into the three pillars of central identity, enduring identity, and distinctive identity, placing particular emphasis on enduring identity and dynamic identity. Moreover, researchers have explored both external and internal influences contributing to the formation of a nascent identity (Gioia et al., 2013). Additionally, the literature emphasizes the reciprocal relationship between perceived OID and attractiveness, positing that a stronger perceived OID leads to increased attractiveness, thereby reinforcing OID (Dutton et al., 1994). Hence, the multifaceted nature of OID, encompassing various theoretical perspectives and identity dimensions, has shed light on the intricate link between individuals and the organizations to which they belong.

Scholars underscore crucial facets of OID, emphasizing that identification is a cognitive construct rather than a behavioral or affective state. This perspective views OID as a relational construct, contributing to the enhancement of members' self-esteem. The intensity of identification is acknowledged as a matter of degree, suggesting variations in the strength of identification. Scholars further propose individual and organizational antecedents of OID, outlining their impact on organizational consequences (Mael and Ashforth, 1992).

The expanded model of identification, introduced by Kreiner and Ashforth (2004), suggests concepts such as identification, dis-identification, ambivalent identification, and neutral identification. This model aims to elucidate an individual's propensity to derive identity from the organization, offering a nuanced understanding of the multifaceted nature of OID. Hence, the comprehensive exploration of OID as a cognitive, relational construct with varying degrees of intensity, driven by individual and organizational factors, enriches our comprehension of the intricate dynamics between individuals and their organizational affiliations.

OID holds a pivotal position in organizational behavior literature, exerting influence on both employee satisfaction and organizational effectiveness. Amidst theoretical and empirical discussions, OID has often been entangled with related constructs like organizational citizenship behaviors, commitment, loyalty, satisfaction, and internalization (Ashforth and Mael, 1989; Reichers, 1985; Wiener, 1982). However, a meta-analysis by Riketta (2005) clarifies that OID stands empirically distinct from attitudinal organizational commitment, emphasizing OID's reflection

of psychological oneness, while commitment is tied to social exchange processes (Van Knippenberg and Sleebos, 2006). Social identification, derived from the categorization of individuals and influenced by the perceived prestige and distinctiveness associated with a group, is integral to OID (Ashforth and Mael, 1989; van Knippenberg, 2023).

Mael and Ashforth (1992) pioneered the measurement and operationalization of OID, re-conceptualizing it based on SIT to differentiate it from related constructs (Ashforth and Mael, 1989; Mael and Ashforth, 1992). Although an alternate six-item aggregate scale emerged (Edwards and Peccei, 2007), scholars advocate for the preference of Mael and Ashforth (1992) OID scale in studies elucidating and predicting employee behaviors (Riketta, 2005). Thus, OID's distinct role in shaping employee satisfaction and organizational effectiveness, disentangled from related constructs through meticulous measurement and conceptualization, underscores its significance in organizational research. The nuanced understanding provided by Riketta (2005) meta-analysis contributes to the refinement of OID's theoretical underpinnings, facilitating more accurate predictions and explanations of employee behaviors.

Subsequently, the literature has posed fundamental questions regarding OID, delving into the nature of identification, its significance, the mechanisms through which it fosters, and the various typologies it encompasses. Within the organizational context, OID emerges as a distinct type of identification, with scholars exploring its predictors and outcomes at both individual and organizational levels (Ashforth et al., 2008). The research sheds light on the intricate process of identity formation and the construction of identity narratives, emphasizing diverse workgroups, identifications, and the multitude of options for multiple identifications, whether divergent, convergent, or combinatory.

Moreover, the strength of identification is intricately linked to the interpretation and enactment of organizational values by management, fostering OID, while the absence of such practices leads to disidentification. This underscores a relational ecology of identification, emphasizing the interplay between bottom-up processes among organizational members and top-down interpretations and enactments by management (Besharov, 2014).

However, later, a call for a course correction in the study of identity and identification within organizations by Ashforth (2016) urged a reevaluation of the identification concept itself. This redefinition extends the target of identification beyond organizational boundaries and considers the dark side of identification alongside its positive impacts. The contemporary discourse also explores identity perspectives beyond the confines of SIT, broadening the scope of understanding in organizational research. This evolving landscape of OID research reflects a growing sophistication in conceptualizing and studying identification within organizational contexts. The multifaceted exploration of identification typologies, processes, and outcomes contributes to a more nuanced understanding of how individuals align themselves with organizations and the implications of these dynamics. The ongoing reevaluation of identity concepts and perspectives adds depth and breadth to organizational research, paving the way for a comprehensive comprehension of identification's role in shaping organizational life.

Consequently, the meta-analytic studies and conceptual and operational reviews contribute significant insights into the nuanced dynamics of OID and its associations with various organizational behaviors. Liu et al. (2023) study emphasizes the nuanced relationship between OID and UPB, highlighting the moderating influence of cultural context. Sidorenkov et al. (2023) shed light on the complex link between employees' identifications and organizational citizenship behaviors, emphasizing the importance of assessment methods. Greco et al. (2022) meta-analysis provides nuanced insights into the relative importance of different identification targets and their impact on work-related outcomes.

Lee et al. (2015) study highlights the unique value of OID in explaining individual attitudes and behaviors, considering its direct impact on behavior and sensitivity to cultural contexts. Boroş (2008) analysis focuses on refining measurement solutions, addressing theoretical and methodological issues related to OID conceptualizations. Edwards and Peccei (2007) critical examination of OID's conceptualization and measurement guides future research, aiming for greater precision in understanding its role. Riketta (2005) meta-analysis reveals correlations between OID and work-related variables, highlighting its empirical distinctiveness from attitudinal organizational commitment and suggesting the preference for OID scales

in predicting work behavior. Together, these studies enhance our understanding of OID's multifaceted nature and its implications for organizational behavior.

While the literature traditionally accentuates the positive aspects of OID as beneficial for both the organization and its members, recent research endeavors delve into the darker dimensions of OID, revealing its potential negative consequences. A research conducted by Conroy et al. (2017) unveils the adverse impacts of OID, including diminished well-being, heightened interpersonal conflict, negative emotions, suboptimal performance, and resistance to organizational change. The manifestation of these undesirable outcomes is influenced by situational factors such as identity threats, work characteristics, and personal factors like morality and other identifications.

Furthermore, the concept of narcissistic OID introduces a paradoxical dimension, where individuals in positions of power and authority centralize themselves within OID, exploiting organizational resources for personal gain. This unexplored facet of OID reveals a potential misuse of power dynamics within organizations (Galvin et al., 2015). Antecedents of conventional OID have also been identified as precursors to narcissistic OID, characterized by traits such as grandiosity, self-importance, and a sense of superiority and entitlement.

Moreover, the degrees of identification, both over-disidentification and under-identification, play a crucial role in workplace behaviors. Over-identification and over-disidentification directly correlate with workplace crimes, while under-identification and ambivalent identification indirectly impact the propensity for engagement in such behaviors (Vadera and Pratt, 2013). A recent conceptual review by Caprar et al. (2022) provides a comprehensive exploration of exclusive, mixed, and multiple identifications, shedding light on the dark side of strong identification in organizations and addressing the need for course corrections in OID research. This malevolent side of OID has also been linked to employees' engagement in unethical behaviors in the workplace (Naseer et al., 2020).

Overall, the discourse on OID emphasizes its crucial role in shaping employee attitudes, behaviors, and overall organizational effectiveness. OID, a dynamic and multifaceted construct, influences employee commitment, performance, and organizational citizenship. Recognizing its significance, organizations should prioritize

strategies that cultivate strong identification within their workforce, contributing to a positive workplace culture, organizational cohesion, employee well-being, and sustained success. Despite its traditionally positive portrayal, an evolving narrative around OID reveals complexities and potential downsides, necessitating a comprehensive understanding of the development of strategies to mitigate negative consequences and foster a healthier organizational environment.

2.8.1 The Bibliometric Analysis for Macro Perspective of OID

The comprehensive bibliometric analysis for the macro perspective of OID is presented in Appendix 4. The Tables presented in Appendix 4 are shown below.

The top three most prolific journals in the field of OID were identified as the Journal of Business Ethics, the Academy of Management Journal, and the Journal of Management.

Notably, Farooq O., De Roeck K., and He H. emerged as the top three most prolific authors in this domain. The most influential articles, based on citations, were authored by Ashforth and Mael (1989), Mael and Ashforth (1992), and Ashforth et al. (2008).

Among the contributing countries, the United States, the United Kingdom, and Australia were recognized as the top three, with Pakistan securing a position among the top eleven contributors globally.

The key terms associated with research in OID were identified as OID, identification, and corporate social responsibility.

The most prolific journals, the most prolific authors, the most cited articles, countries that contributed the most, and the key words are tabulated below:

Top Ten Most Prolific Journals: Table A.16

Top Ten Most Prolific Authors: Table A.17

Top Ten Most Cited Articles: Table A.18

Top Ten Countries That Contributed the Most: Table A.19

Key Words: Table A.20

2.9   Psychological Capital (PsyCap)

Positive organizational scholarship serves as a comprehensive framework within the field of management sciences, encapsulating various positive perspectives related to traits, states, processes, dynamics, and outcomes within organizations (Cameron and Spreitzer, 2012; Luthans and Youssef-Morgan, 2017). In contrast, positive organizational behavior hones in on specific positive constructs, emphasizing human resources strengths and psychological capacities with a positive orientation. Positive organizational behavior is characterized by its focus on measurable, developable, and manageable constructs that contribute to performance improvement (Luthans, 2002; Luthans et al., 2006; Luthans and Youssef-Morgan, 2017; Luthans et al., 2007).

The inclusion of constructs in positive organizational behavior requires adherence to certain prerequisites, ensuring they are theory- and evidence-based, positively oriented, measurable, developable, manageable, and possess unique and state-like characteristics. Moreover, these constructs should have a demonstrable impact on desired work attitudes, behaviors, and performance criteria (Dawkins et al., 2013; Luthans et al., 2007). This delineation between positive organizational scholarship and positive organizational behavior provides clarity on their respective scopes and criteria, contributing to valuable insights into the positive dimensions of organizational studies. The adherence to specific principles in the inclusion of constructs ensures that research in this domain remains rigorous, impactful, and conducive to positive organizational outcomes.

Drawing from psychological resource theories (Gorgievski et al., 2011; Hobfoll, 2002), hope, self-efficacy, resilience, and optimism are acknowledged as positive psychological resources, satisfying the stipulated criteria and recognized as distinct, independent constructs (Dawkins et al., 2013; Luthans et al., 2006, 2007).

Hope, as defined by Snyder (2002), is conceptualized as a positive motivational state rooted in both agency (goal-directed energy) and pathways (planning to meet goals). The agency represents the willpower or determination to achieve organizational objectives, while pathways encompass potential alternative options when plans face obstacles (Snyder, 2002; Snyder et al., 1996). Self-efficacy, derived from

SCT (Bandura, 1986, 1997), refers to an employee's confidence in their ability to mobilize the motivation, cognitive resources, or courses of action required for task execution within a specific context. Efficacy development involves mastery experiences, vicarious learning, social persuasion, positive feedback, and physiological and psychological arousal (Bandura, 1997).

Resilience, defined by Luthans (2002), signifies the positive psychological capacity to rebound from adversity, demonstrating the deployment of personal, social, or psychological assets to overcome challenges (Masten, 2001; Wagnild and Young, 1993). Optimism, conceptualized as a goal-based cognitive process by Snyder (2002), is considered a positive explanatory style attributing positive events to personal, permanent, and pervasive factors and negative events to external, temporary, and situation-specific causes. It is associated with a positive outlook, generating global positive expectancies, with a more general focus compared to the more situation-specific explanatory style (Luthans and Youssef-Morgan, 2017). Optimism can also be explained through the locus of control, where positive events are attributed to an internal locus of control, while negative events are attributed to an external locus of control. These positive psychological resources, with their well-defined characteristics, contribute to valuable insights into the positive aspects of organizational behavior.

The first-order positive psychological resources—hope, self-efficacy, resilience, and optimism—share fundamental characteristics such as control, intentionality, and agentic goal pursuit. They collectively embrace a positive outlook, emphasizing goal-directed energy, pathways, willpower, determination, and resilience in bouncing back from adversity (Bandura, 1997; Luthans, 2002; Snyder, 2002). Nevertheless, distinct features set them apart. Proactivity is a notable trait of hope, self-efficacy, and optimism, while resilience and the explanatory style of optimism are seen as reactive responses to situations. Additionally, hope and efficacy tend to internalize their focus, contrasting with optimism and resilience, which exhibit a propensity for external focus. The unique element of "way-power" is attributed solely to hope. Empirical evidence has been crucial in establishing both convergent and discriminant validity for these constructs. Given the convergent and discriminant validity, distinguishing their contributions in the literature becomes

challenging (Luthans, 2002; Luthans et al., 2006; Luthans and Youssef-Morgan, 2017; Luthans et al., 2007). Therefore, while these positive psychological resources share overarching similarities, their nuanced distinctions underscore the complexity of their interplay. Researchers and practitioners should carefully consider these nuances to harness the full potential of these resources in organizational contexts.

The combination of positive psychological constructs—hope, efficacy, resilience, and optimism—has been collectively termed as psychological capital or PsyCap (Dawkins et al., 2013; Luthans et al., 2006; Luthans and Youssef, 2004; Luthans et al., 2007). PsyCap is defined as "an individual's positive psychological state of development and is characterized by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success" (Luthans et al., 2007).

The measurement of PsyCap was first introduced by Luthans et al. (2007) using 24 items widely recognized as PCQ-24. Subsequently, it was abbreviated to 12 items, generally acknowledged as PCQ-12 (Martínez et al., 2021), and further condensed to 5 items, referred to as PCQ-5 (Szerdahelyi et al., 2024). Additionally, the PsyCap construct underwent measurement across 12 national cultures to ensure its invariance (Wernsing, 2014). Hence, the comprehensive definition and meticulous measurement tools of PsyCap underscore its significance in understanding and enhancing positive psychological states in individuals.

Researchers have continually refined its measurement to ensure accuracy and cultural applicability, contributing to its robust standing in organizational and psychological literature. The term PsyCap within organizational behavior denotes individual motivational inclinations and preferences derived from positive psychological constructs such as efficacy, optimism, hope, and resilience (Luthans et al., 2007). Functioning as a higher-order construct, PsyCap is characterized as state-like, reflecting individual motivational tendencies and preferences. Notably, PsyCap has been identified as plastic, malleable, and open to change and development, findings supported by both longitudinal studies (Avey et al., 2010;

Peterson et al., 2011) and experimental investigations (Dello Russo and Stoykova, 2015; Ertosun et al., 2015; Luthans et al., 2014). The conceptual and empirical distinctiveness of PsyCap from trait-like constructs is emphasized in the literature (Luthans et al., 2006; Mathews, 2022; Seligman et al., 2005).

Therefore, the positive constructs constituting PsyCap—hope, self-efficacy, resilience, and optimism—are not only conceptually distinct (Bandura, 1997; Dawkins et al., 2013; Luthans and Jensen, 2002; Luthans et al., 2007; Snyder, 2002) but also possess empirical validity, demonstrating discriminant validity (Bryant and Cvengros, 2004; Carifio and Rhodes, 2002; Magaletta and Oliver, 1999). While the higher-order construct of PsyCap combines these distinct components, it is suggested to represent common underlying mechanisms linking hope, optimism, resilience, and self-efficacy. This proposition gains conceptual and empirical support, implying that PsyCap as a higher-order construct has a more robust relationship with outcomes than individual constituent constructs. This emphasizes the synergistic motivational impact of PsyCap over its components (Luthans et al., 2007).

Hence, the construct of PsyCap emerges as a valuable and impactful concept in organizational research, contributing to our understanding of positive psychological dynamics in the workplace. Consequently, PsyCap has been found positively linked with employees' attitudes, behaviors, and performance in organizational settings (Avey et al., 2011; Loghman et al., 2023; Lupșa et al., 2020; Newman et al., 2014; Nolzen, 2018; Vilarino del Castillo and Lopez-Zafra, 2022; Wu and Nguyen, 2019; Yuan et al., 2023).

The meta-analyses and review papers offer valuable insights into the intricate dynamics of PsyCap in various contexts. Loghman et al. (2023) identification of positive links between PsyCap and leadership styles emphasizes the need for nuanced interventions and culturally tailored leadership approaches, suggesting that cultivating PsyCap can enhance leadership effectiveness. Yuan et al. (2023) findings on nurses highlight a medium–high level of PsyCap, indicating its significance in promoting mental health and improving patient outcomes. The effectiveness of PsyCap interventions, as demonstrated by Vilarino del Castillo and Lopez-Zafra (2022), reinforce its positive impact on variables, well-being, and performance,

providing organizations with evidence-based strategies for fostering positive psychological resources. Wu and Nguyen (2019) meta-analysis, grounded in SET (Blau, 1964), emphasizes the role of leadership styles and organizational support in shaping PsyCap, offering organizations insights into creating conducive work environments. Newman et al. (2014) critical review calls for a deeper understanding of PsyCap's multi-level applications, signaling its potential influence on individual, team, and organizational outcomes. Avey et al. (2011) robust evidence for PsyCap's positive impact on employee outcomes highlights its role in shaping attitudes, behaviors, and performance, stressing the need for tailored interventions based on organizational and contextual factors. Collectively, these findings advocate for organizations to acknowledge and invest in fostering PsyCap, recognizing its potential to enhance employee well-being, attitudes, behaviors, and overall organizational performance.

The dark side of PsyCap in the organizational context refers to potential adverse consequences associated with excessively high levels of positive psychological resources. While PsyCap—comprising hope, efficacy, resilience, and optimism—typically contributes positively to employee well-being and organizational outcomes, its dark side emerges when individuals exhibit unrealistic optimism, overconfidence, or denial of challenges. Excessive positivity may lead to a lack of preparedness for setbacks, resistance to constructive criticism, or a tendency to ignore warning signs (Margheritti et al., 2023).

In some cases, an overly optimistic outlook can result in organizational complacency, hindering adaptability and innovation (Jancenelle, 2023). Thus, the dark side underscores the importance of maintaining a balanced and realistic approach to PsyCap within the workplace to avoid unintended negative outcomes. Overall, the discourse on PsyCap underscores its significant influence on employee well-being and organizational outcomes. As a positive resource comprising hope, efficacy, resilience, and optimism, PsyCap enhances individual and collective performance.

However, acknowledging its potential dark side is crucial. Excessive positivity may lead to complacency and hinder adaptability. Striking a balance by promoting realistic optimism and resilience is essential for leveraging PsyCap's benefits while

avoiding unintended negative consequences. This nuanced understanding is vital for fostering a psychologically healthy and resilient organizational culture.

2.9.1 The Bibliometric Analysis for Macro Perspective of PsyCap

The comprehensive bibliometric analysis for macro perspective of PsyCap is presented at Appendix 5. The Tables presented in Appendix 5 are shown below.

The top three most prolific journals in the field were the Journal of Organizational Behavior, Journal of Leadership and Organizational Studies, and Human Resource Development Quarterly. Notably, the most prolific authors were Luthans F., Avey J.B., and Avolio B.J. The most cited articles were authored by Luthans et al. (2007), Avey et al. (2011), and Luthans (2002).

In terms of global contributions, the United States, the United Kingdom, and China emerged as the top three countries, with Pakistan ranking among the top thirteen contributors worldwide. The predominant keywords used in the literature were PsyCap, social capital, and work engagement.

Top Ten Most Prolific Journals: Table A.21

Top Ten Most Prolific Authors: Table A.22

Top Ten Most Cited Articles: Table A.23

Top Ten Countries That Contributed the Most: Table A.24

Key Words: Table A.25

2.10 Psychological Empowerment (PsyEmp)

Empowerment, conceptualized as increased intrinsic task motivation, is grounded in four fundamental cognitions: a sense of impact, competence, meaningfulness, and choice. These cognitive elements form the core of empowerment, shaping individuals' perceptions and experiences in the workplace. Notably, the interpretive styles and beliefs of workers play a critical role in shaping these cognitions, influencing their understanding of empowerment dynamics (Thomas and Velthouse,

1990). It is crucial to underscore that empowerment is not a universal personality trait applicable across diverse situations or cultures. Instead, it is intricately tied to the specific work environment and cultural context in which it is cultivated (Bandura, 1989; Spreitzer, 1995; Thomas and Velthouse, 1990). Therefore, understanding empowerment necessitates recognizing its cognitive underpinnings and acknowledging its contextual specificity. The interplay between individual cognition and organizational culture contributes to the nuanced nature of empowerment, highlighting the need for tailored approaches to foster empowerment within distinct work environments.

PsyEmp constitutes one of the three distinct emotional dimensions of empowerment, alongside leader-driven and structural empowerment, showcasing a sequential relationship among them. PsyEmp is characterized as a multidimensional motivational construct, encapsulating cognitions related to meaning, competence, self-determination, and impact (Conger and Kanungo, 1988; Spreitzer, 1995; Thomas and Velthouse, 1990). Originally conceptualized as "the motivational concept of self-efficacy," PsyEmp has evolved to be more comprehensively defined as "a motivational construct manifested in the cognition of meaning, competence, self-determination, and impact reflecting an individual's orientation to his or her work role" (Spreitzer, 1995).

The foundational work by Spreitzer (1995) played a pivotal role in defining, measuring, and validating the PsyEmp construct. Subsequent investigations delved into PsyEmp's multidimensional nature, offering substantial support for its dimensions of meaning, competence, self-determination, and impact (Kraimer et al., 1999). Hence, PsyEmp emerges as a multifaceted and sequential component of the broader empowerment framework. Its multidimensional nature, encompassing key cognition, underscores its significance in capturing the nuanced motivational aspects of individuals within their work roles. The evolution of the PsyEmp concept reflects ongoing efforts to refine and enhance our understanding of the psychological underpinnings of empowerment in organizational contexts.

The construct of PsyEmp is delineated by four key cognition. Meaning, as defined within this context, refers to the "value of a work goal or purpose, judged in relation to an individual's own ideals or standards"(Spreitzer, 1995; Thomas

and Velthouse, 1990). Competence, synonymous with self-efficacy, is characterized as "an individual's belief in his or her capability to perform activities with skill"(Gist, 1987; Spreitzer, 1995). Self-determination is encapsulated by "an individual's sense of having choice in initiating and regulating actions"(Deci et al., 1989; Spreitzer, 1995), signifying autonomy in work behaviors and processes' initiation and continuation (Spector, 1986; Spreitzer, 1995). Impact is defined as "the degree to which an individual can influence strategic, administrative, or operating outcomes at the workplace"(Ashforth and Mael, 1989; Spreitzer, 1995) and is juxtaposed with the notion of learned helplessness (Martinko and Gardner, 1982), emphasizing the experience of powerlessness within organizations (Ashforth and Mael, 1989). These four interlinked cognition collectively signify an active orientation that shapes an individual's work role and context (Spreitzer, 1995; Thomas and Velthouse, 1990). The comprehensive understanding of these dimensions provides a nuanced insight into the intricacies of PsyEmp, offering a foundation for exploring its impact on individuals and organizations.

Subsequently, the theoretical framework of PsyEmp has undergone expansion to encompass intrapersonal, interactional, and behavioral facets within the realm of workers. The intrapersonal aspect of PsyEmp has emerged as a foundational process that integrates various dimensions of perceived control. Notably, both intrapersonal and behavioral dimensions align harmoniously with the tenets of the empowerment theory. Furthermore, participation has been identified as significantly correlated with the intrapersonal dimension of PsyEmp, emphasizing the interconnectedness of these constructs (Zimmerman et al., 1992). This augmentation of the PsyEmp model provides a more naunced understanding of the intricacies involved in the empowerment process, shedding light on the nuanced interplay between individual perceptions, interpersonal dynamics, and observable behaviors. The incorporation of these additional elements contributes to a refined perspective on the impact of PsyEmp within organizational contexts.

Spreitzer's foundational work in 1995 was pivotal in establishing PsyEmp but challenges persist in its conceptualization and measurement. Scholars argue against a universal measurement, citing impracticality and theoretical incongruence due to PsyEmp's complex, context-specific nature. Instead of a simplistic intrapersonal

view, a comprehensive assessment involving behavioral and interactional dimensions is advocated. PsyEmp is seen as dynamic, evolving, and context-driven, shaped by factors like individual perspectives and temporal dynamics. It is distinct from related constructs like self-efficacy and self-esteem, necessitating careful delineation (Zimmerman, 1995). This nuanced understanding is crucial for accurate measurement within the multifaceted landscape of organizational psychology.

The scholarly discourse provides substantial evidence regarding the antecedents and outcomes associated with PsyEmp (Llorente-Alonso et al., 2024; Mathew and Nair, 2022; Schermuly et al., 2022; Seibert et al., 2011; Şenol Çelik et al., 2024). The meta-analysis by Llorente-Alonso et al. (2024) emphasizes the significance of PsyEmp by recommending organizational attention to PsyEmp. The study suggests tailored interventions emphasizing the need for customized strategies based on employee characteristics and cultural origins. Overall, fostering PsyEmp is recommended to enhance employee well-being, motivation, and a sense of purpose. Şenol Çelik et al. (2024) meta-analysis highlights the critical role of nurse empowerment in reducing burnout and improving healthcare outcomes. The study highlights positive effects on nurses' commitment, productivity, satisfaction, and competence. The meta-analysis by Schermuly et al. (2022) provides insights into leadership styles and PsyEmp, revealing that empowering, transformational, and servant leadership equally contribute to PsyEmp. The absence of a significant relationship with transactional leadership suggests the need for leadership approaches beyond traditional models. The study identifies cultural universality in the empowering effects of leadership styles. Mathew and Nair (2022) meta-analysis underscores a strong, positive, and statistically significant link between PsyEmp and job satisfaction. Emphasizing the robust link between PsyEmp and job satisfaction, the study provides valuable insights for organizations seeking to enhance employee well-being and satisfaction. The meta-analysis conducted by Seibert et al. (2011) underscores the critical role of contextual factors shaping PsyEmp. It highlights the positive correlations with significant employee outcomes, including job satisfaction, organizational commitment, and task performance. The identified negative links to strain and turnover intentions underscore the potential protective role of PsyEmp in mitigating adverse employee experiences.

Meta-analyses emphasize PsyEmp's crucial role in organizations, positively impacting well-being, job satisfaction, and effectiveness. Recommendations include tailored interventions, cultural considerations, and balanced leadership. Nurse empowerment is pivotal in healthcare, requiring nuanced PsyEmp implementation to address overconfidence risks. Cultivating a psychologically empowered workforce is key to improved performance, employee satisfaction, and resilience. Prioritizing PsyEmp is deemed essential for individual and organizational success and sustainability.

While the positive impact of PsyEmp is acknowledged, a counter perspective warns of potential drawbacks, specifically the risk of fostering overconfidence in employees. Scholars caution that an excessively empowered workforce may make misjudgments. The concern is that heightened self-confidence may lead organizations to perpetuate empowering practices without adequate scrutiny, resulting in tactical errors and strategic blunders that severely impact organizational goals (Conger and Kanungo, 1988). This cautionary stance urges a balanced approach to empowerment, preventing unwarranted overconfidence for enhanced performance and avoiding detrimental outcomes. A nuanced approach is crucial to reap the benefits of PsyEmp while mitigating unintended consequences that could jeopardize organizational success.

Overall, the discourse on PsyEmp underscores its undeniable positive impact on organizational dynamics, employee well-being, and overall effectiveness. The meta-analyses advocate for tailored interventions, cultural sensitivity, and balanced leadership to optimize PsyEmp outcomes. However, a cautionary perspective warns against potential overconfidence risks, urging organizations to adopt a nuanced approach. Balancing empowerment with vigilance is essential to harness its benefits without inadvertently compromising strategic objectives. Ultimately, prioritizing PsyEmp emerges not only as a key driver of individual and collective success but as an imperative for sustained organizational well-being and resilience in diverse contexts. Emphasizing PsyEmp develops a more empowered workforce capable enough to navigate ethical challenges. By appreciating and practicing strategies that fosters PsyEmp, organizations can build a sound foundation for long-term success and adaptability in an ever-changing business landscape.

2.10.1 The Bibliometric Analysis for Macro Perspective of PsyEmp

The comprehensive bibliometric analysis for macro perspective of PsyEmp is presented at Appendix 6. The Tables presented in Appendix 6 are shown below.

The Academy Of Management Journal, Journal of Organizational Behavior, and Journal of Business Research emerged as the top three most prolific journals. Boley B.B., Afsar B., and Bartram T. were identified as the top three most prolific authors. The top three most cited articles were authored by Spreitzer (1995), Conger and Kanungo (1988), and Spreitzer (1996).

Leading the contributions, the United States, Australia, and the United Kingdom stood out as the top three contributing countries. Pakistan held a noteworthy position among the top fourteen countries globally. Keywords such as PsyEmp, empowerment, and transformational leadership were prevalent in the literature.

Top Ten Most Prolific Journals: Table A.26

Top Ten Most Prolific Authors: Table A.27

Top Ten Most Cited Articles: Table A.28

Top Ten Countries That Contributed the Most: Table A.29

Key Words: Table A.30

2.11 Moral Identity (MID)

MID holds paramount importance in guiding ethical behavior, shaping organizational culture, and influencing emotional responses within the workplace. MID serves as a foundational stone in fostering ethical decision-making, creating positive workplace climates, and promoting prosocial conduct among individuals (Hertz and Krettenauer, 2016; Krettenauer, 2022; Lefebvre and Krettenauer, 2019; Xu et al., 2023).

The concept of MID is articulated as a "self-conception organized around a set of moral traits" (Aquino and Reed II, 2002). Aquino and Reed II (2002) developed

a measurement for this construct, emphasizing its centrality in an individual's self-concept, referred to as the moral self-schema (Boegershausen et al., 2015). This self-schema exerts a pivotal role in activating an individual's moral agency (Jennings et al., 2015). From a social psychological perspective, the self-concept not only reflects an individual's behavior at a specific moment but also serves as an underlying mechanism for behavior regulation, making it a dynamic factor in one's conduct (Markus and Wurf, 1987).

While a consensus on the definition of MID is still evolving, two dominant perspectives guide research: the character perspective and the social-cognitive perspective (Shao et al., 2008). Moral standards are acknowledged as crucial antecedents to moral behaviors, with cognitive-developmental models emphasizing moral reasoning (Kohlberg, 1976) and socio-cognitive models prioritizing self-regulatory mechanisms (Bandura, 1991). Both aspects are deemed vital, recognizing that complex moral reasoning requires effective self-regulation (Aquino and Reed II, 2002). Despite MID's role as a predictor of moral action (Krettenauer, 2020), it is crucial to acknowledge its potential to undermine moral behavior under specific conditions (Krettenauer, 2022). The intricate interplay between the cognitive and socio-cognitive aspects of MID underscores its nuanced impact on moral actions, illustrating the need for a naunced understanding of its dynamics.

The MID model suggested by Aquino and Reed II (2002) serves as a predictive framework for moral outcomes (Boegershausen et al., 2015; Krettenauer, 2020). Within this model, two crucial dimensions of an individual's MID are symbolization and internalization (Aquino and Reed II, 2002). The symbolization dimension gauges the extent to which an individual's moral traits are evident in their choices and actions, while the internalization dimension assesses the degree to which these moral traits are considered central to the individual's self-concept (Jennings et al., 2015). In the realm of MID, the symbolization dimension reflects an individual's actions demonstrating their moral self, with outcomes that may exhibit inconsistency compared to the internalization dimension (Jennings et al., 2015). Typically associated with pro-social behavior, the symbolization dimension is perceived as less motivated to resist unethical conduct (Ormiston and Wong, 2013; Winterich et al., 2013; Krettenauer, 2020, 2022).

On the contrary, the internalization dimension of MID is linked to an individual's working self-concept, showcasing consistent outcomes and demonstrating "the strength to act morally" (Reynolds and Ceranic, 2007). This dimension reflects an individual's ability to resist the temptation of engaging in unethical behaviors (Gino et al., 2011; Mayer et al., 2012; O'Fallon and Butterfield, 2011). Importantly, researchers have pointed out a negative link between the internalization dimension of MID and moral disengagement, highlighting the capacity of a deeply internalized moral self-concept to deter individuals from rationalizing or justifying morally questionable actions (Aquino et al., 2007; Moore et al., 2012). This nuanced understanding of the symbolization and internalization dimensions adds depth to the MID model, offering valuable insights into the intricacies of MID and its implications for ethical behavior.

Employees' MID functions as a critical individual difference, personal characteristic, and trait that shapes the link between leadership and the psychological processes and behaviors of employees (Aquino and Reed II, 2002; Krettenauer, 2020). This essential aspect facilitates individuals in making moral judgments, subsequently shaping their ethical conduct (Krettenauer, 2020; Kuenzi et al., 2020). Acknowledged as a critical catalyst, MID plays a key role in fostering pro-social behaviors (Reed II and Aquino, 2003; Reynolds and Ceranic, 2007) and inhibiting antisocial behaviors (Aquino and Becker, 2005). The literature reinforces the notion that MID is positively associated with pro-social behaviors and negatively linked to antisocial behaviors (Hardy et al., 2015). This alignment is further substantiated by a meta-analytic study (Hertz and Krettenauer, 2016).

The reciprocity between MID and behavior is evident as individuals strive to align their actions with their moral selves. Behaving in a way that contradicts one's MID would induce cognitive dissonance, given that the moral self holds central importance to an individual's identity (Blasi, 1984; Krettenauer, 2020, 2022). This intricate relationship highlights the significance of understanding employees' MID as a dynamic force shaping their responses to leadership and influencing their ethical behaviors. Therefore, exploring the nexus between MID, leadership, and behavior provides valuable insights into the intricate dynamics that contribute to an ethical organizational culture.

The MID stands as a self-concept, crucial for individuals' positioning concerning various moral attributes, and plays a pivotal role in regulating the moral thoughts and behaviors within organizational contexts (Krettenauer, 2020). The recent literature has seen advancements in both the conceptualization and operationalization of MID. While it was initially conceived as a global uni-dimensional construct, a more recent study reveals its multi-dimensional nature, encompassing benevolence, justice, obligation, and integrity. This expanded perspective acknowledges that individuals may respond differently to each dimension, adding nuance to our understanding of MID (Hannah et al., 2020; Krettenauer, 2020, 2022).

Moreover, the intricate and complex structure of this refined MID construct emerges as a valuable predictor of ethical intentions and deviant behaviors across various roles within organizations. It also exerts influence over ethical decision-making processes, demonstrating its relevance in shaping the ethical fabric of organizational dynamics (Hannah et al., 2020; Krettenauer, 2020, 2022). Hence, the evolving conceptualization of MID as a multi-dimensional construct not only refines our understanding of individual MID but also enriches its predictive power in the organizational context. Recognizing the nuanced dimensions of MID enhances its applicability in anticipating ethical considerations, intentions, and behaviors within diverse organizational roles. However, there are substantial concerns regarding the conditions under which and the mechanisms through which the two dimensions of MID exert their influence on situational factors. The literature emphasizes that MID internalization holds greater sway when interacting with situational factors, leading to outcomes that necessitate prescriptive moral self-regulation. Simultaneously, both MID internalization and symbolization are deemed equally crucial when engaging with situational factors, resulting in outcomes that call for proscriptive moral self-regulation (Boegershausen et al., 2015).

Consequently, this study specifically addresses the internalization dimension of MID as a potential moderating factor shaping the relationship between EL and employees' psychological processes and behaviors. The study will exclusively assess the internalization dimension of MID. The nuanced interaction between MID dimensions and situational factors underscores the need for a nuanced examination of their differential impacts. By focusing on the internalization dimension,

this research strives to enhance our comprehension of how MID moderates the association between EL and the psychological processes and behaviors of employees. This highlights the importance of taking into account distinct dimensions of MID in organizational research.

Furthermore, employees exhibiting an elevated level of MID tend to align more with morally upright behaviors, demonstrating a propensity to refrain from engaging in unethical conduct (Aquino et al., 2009; Reynolds and Ceranic, 2007; Krettenauer, 2020, 2022). Consequently, an individual's MID is considered the bedrock for moral agency within organizations, with far-reaching implications at both organizational and broader macro-cultural levels (Aquino et al., 2011; Shao et al., 2008; Weaver, 2006).

It is noteworthy, however, that individuals exhibit varying levels of motivation related to MID, contingent on the internalization and externalization components of MID. Consequently, the distinction between MID and moral action hinges on the degree of internalization and externalization components an individual manifests (Krettenauer, 2020). The identified relationship between MID and moral action underscores the pivotal role of MID in shaping ethical behavior among employees. Recognizing the nuanced influence of internalization and externalization components adds depth to our understanding of how MID motivates individuals to engage in moral actions.

The scholarly discourse further delves into the predictors and processes of MID and establishes a robust connection between MID and moral actions. Positioned at the intersection of moral development and identity formation, MID emerges as a source of moral motivation that effectively bridges the gap between moral reasoning and individual behavior. Individuals endowed with a high level of MID exhibit a pronounced inclination to align their actions with what they perceive as morally right (Hardy and Carlo, 2011; Krettenauer, 2020, 2022). Substantiating these assertions, a meta-analytic study demonstrates a significant relationship between MID and moral behavior (Hertz and Krettenauer, 2016).

Contemporary research continues to underscore the significant link between MID and moral behaviors. However, it underscores the imperative for a more profound investigation into the potential influence of MID on ethical conduct. In light of

this, a proposed integrative framework by Krettenauer (2022) defines MID as a goal that holds the capacity to facilitate a range of goal pursuits. The intricate interplay observed between MID and moral actions highlights the vital role of MID in shaping individuals' ethical behavior. This proposed framework not only enhances our theoretical comprehension of MID but also provides valuable insights for practical interventions aimed at fostering ethical conduct within organizational contexts.

A recent qualitative inquiry by Huhtala et al. (2021) illuminates four distinct MID statuses—achievement, moratorium, foreclosure, and diffusion—confronting leaders in navigating moral conflicts within the organizational milieu. Notably, some leaders adhere steadfastly to their existing value commitments, while others refrain from adopting a definitive moral stance. Conversely, certain leaders grapple with moral conflicts, engendering reflective processes that potentially prompt shifts in MID. This nuanced understanding of MID statuses holds the potential to contribute to the developmental trajectory of leadership MID within the workplace context. Moreover, the literature underscores the critical role of MID by linking it to EL in influencing employees' constructive deviant behaviors in the workplace (Skubinn and Herzog, 2016). This underscores the multifaceted impact of MID within organizational dynamics.

The ensuing scholarly discourse, incorporating several meta-analytic studies, accurately positions MID within its organizational context. Xu et al. (2023) meta-analysis on MID explores its dynamics, revealing strong associations with gender, personality traits, and organizational context. The nuanced framework considers Mods such as MID measures, cultural tendencies, and demographic characteristics, enhancing understanding. Krettenauer (2022) meta-analysis introduces an integrative framework, examining the potential undermining effects of MID on behavior. It identifies variations in MID and suggests mitigating undermining effects through promotion-oriented, internally motivated, and more abstract MID goals. Lefebvre and Krettenauer (2019) meta-analysis on MID and emotions confirms a significant association, with other-regarding emotions having the largest effect sizes. The research underscores the multifaceted role of MID, considering different types of emotions and measurement approaches. Hertz and Krettenauer (2016)

meta-analysis on MID and behavior indicates a significant association. Effect sizes are consistent across behavioral outcomes, with self-report studies showing larger effects. The study suggests MID enhances pro-social behavior but is not superior to other predictors.

While MID is generally associated with positive organizational outcomes, there is a recognition of potential drawbacks or a "dark side" associated with it. Krettenauer (2022) meta-analysis introduces an integrative framework that explores the undermining effects of MID on moral behavior, extending implications to the organizational context. The study suggests that certain variations in MID, such as prevention orientation, external motivation, and less abstract representations, may lead to negative outcomes in organizational settings. Prevention orientation is linked to moral disengagement, external motivation to moral hypocrisy, and less abstract representations to moral licensing. This perspective highlights the significance of considering the nuanced aspects of MID in organizational contexts to avoid potential negative consequences in decision-making and behavior (Krettenauer, 2022). Therefore, while the positive impact of MID on pro-social behavior is evident; however, findings from meta-analyses conducted by Hertz and Krettenauer (2016) and Krettenauer (2020, 2022) suggest that MID should not be considered a sole predictor of ethical conduct.

Overall, MID is a pivotal and dynamic construct in organizational contexts, influencing ethical behavior and leadership. Its interplay with EL and its impact on constructive deviance underscore its critical role. Recognizing the fluid nature of MID, organizations should not only promote EL but also facilitate ongoing development and reflection of employees' MIDs for a more ethical and sustainable work environment.

2.11.1 The Bibliometric Analysis for Macro Perspective of MID

The comprehensive bibliometric analysis for the macro perspective of MID is presented in Appendix 7. The Tables presented in Appendix 7 are shown below. The Journal of Business Ethics, Organization Science, and Business Ethics Quarterly

emerged as the three most prolific journals in the field. Notably, Aquino K., Shao R., and Greenbaum R.L. were identified as the top three most prolific authors. Among the highly cited articles, Ajzen (1991), Aquino et al. (2011), and Aquino and Reed II (2002) claimed the top positions.

The nations contributing the most to the research landscape were the United States, the United Kingdom, and Canada, with Pakistan ranking among the top twenty-three contributors globally. Key terms shaping the discourse included MID, ethics, and identity.

Top Ten Most Prolific Journals: Table A.31

Top Ten Most Prolific Authors: Table A.32

Top Ten Most Cited Articles: Table A.33

Top Ten Countries That Contributed the Most: Table A.34

Key Words: Table A.35

2.12 Ethical Climate (EC)

An EC is of vital significance within organizational context as it establishes the moral atmosphere and shared ethical values among employees. It serves as a guiding framework for decision-making and behavior, influencing the conduct of individuals and shaping the overall ethical culture of the workplace (Victor et al., 1987; Victor and Cullen, 1988). A positive EC fosters trust, integrity, and accountability, creating an environment where employees feel empowered to make ethical choices. This, in turn, contributes to higher job satisfaction, organizational commitment, and overall well-being.

Additionally, an EC is linked to improved organizational performance, as it can enhance employee morale, teamwork, and customer relationships. Ultimately, maintaining an EC is crucial for sustaining a reputation for integrity, attracting top talent, and ensuring long-term organizational success (Arnaud and Schminke, 2012; Essex et al., 2023; Friend et al., 2020; Martin and Cullen, 2006; Newman et al., 2017; Parboteeah et al., 2024; Treviño et al., 1998).

EC is conceptually defined as "the shared perception of what is correct behavior and how ethical situations should be handled in an organization" (Victor et al., 1987). This definition underwent refinement to articulate EC as "the prevailing perceptions of typical organizational practices and procedures that have ethical content" (Victor and Cullen, 1988).

Both definitions highlight the organization's significant influence in molding the behavior of employees. While some scholars adhere to the original nine types of EC in their scholarly endeavors, a majority have shifted focus to the revised five types (Victor and Cullen, 1988). Meta-analytic studies have amalgamated EC with various combinations (Kish-Gephart et al., 2010; Martin and Cullen, 2006).

However, it is crucial to note that scholars emphasize the need for clarity regarding whether different items within these studies truly capture distinct types of climates (Kuenzi et al., 2020). Hence, the evolving conceptualizations of EC, from the original nine types to the refined five types, reflect the ongoing scholarly discourse seeking precision and clarity. The meta-analytic endeavors, while valuable, have prompted scholars to underscore the necessity of disentangling the distinct facets of ECs for a more nuanced understanding.

Given the context, the definition of EC was expanded to convey that "ethical climate provides the context in which ethical behavior and decision-making occur" (Olson, 1998). This definition maintains organizational centrality, emphasizing that the organizational environment sets the stage for individual decision-making within the workplace. However, subsequent scholars have considered the commonly accepted definition of organizational climate as "the shared perceptions of policies, practices, and procedures that are rewarded, supported, and encouraged with regard to 'something' in organizations" (Kuenzi et al., 2020; Kuenzi and Schminke, 2009).

ECs are recognized as multidimensional, multifaceted, and multi-determined (Kuenzi and Schminke, 2009; Schneider et al., 2017; Victor and Cullen, 1988). While organizations exhibit distinct ECs, there is notable variance in EC within organizations (Victor and Cullen, 1988). Hence, the evolving perspectives on EC highlight its dynamic and complex nature, requiring a nuanced understanding of its dimensions and determinants. Recognizing the multidimensional aspects of EC is crucial to

navigating the intricate landscape of organizational ethics. Subsequently, ethical practices that guide employees regarding acceptable ethical behaviors within organizations have been associated with universal Human Resource Management (HRM) practices and formal systems proposed by Trevino and Nelson (2021). These universal HRM practices and formal systems were recently leveraged by Kuenzi et al. (2020) to develop and validate an instrument for measuring ethical organizational climate (EOC). However, Kuenzi et al. (2020) recommend the continued use of the Ethical Climate Questionnaire (ECQ) developed by Victor et al. (1987) and Victor and Cullen (1988) for assessing ethical decision-making. The ECQ has been extensively employed in scholarly research conducted at the psychological climate level (Kuenzi et al., 2020).

Therefore, for the measurement of employees' perceptions of EC in the organization, the ECQ by Victor et al. (1987) will be employed in this study. This decision ensures methodological consistency and aligns with established practices in the field, contributing to the reliability and comparability of results. Utilizing the well-established ECQ facilitates the integration of findings into the broader body of research on organizational ethics and ECs.

Scholars emphasize the critical role of socio-organizational factors in predicting organizational climate and culture, recognizing the integration of culture and climate theory as a significant challenge (Schneider et al., 2017). Treviño et al. (1998) highlight EC and ethical culture as separate but related constructs, where ethical culture involves employee values shaped by stories and socialization, while EC pertains to employees' perceptions of organizational practices. Organizational culture, rooted in fundamental assumptions and values, guides employee behavior (Schneider et al., 2013, 2017). In contrast, organizational climate is shaped by employees' perceptions derived from workplace experiences, reflecting ongoing organizational dynamics. Both climate and culture contribute to the ethical environment, sharing overlapping dimensions but exhibiting distinct conceptual and empirical differences (Kuenzi and Schminke, 2009; Schneider et al., 2013).

Culture and climate emerge through formal and informal communication, with a culture focused on creating a social environment and climate representing employee perceptions of management-issued policies and practices (Denison, 1996).

The nuanced distinction between EC and culture provides a comprehensive understanding of socio-organizational dynamics, crucial for navigating and influencing ethical dimensions (Schneider et al., 2017). Recognizing their unique features enhances the effectiveness of initiatives aimed at cultivating ethical environments in diverse organizational settings.

Despite the perceived resemblance between EC and ethical culture (Brown and Treviño, 2006; Treviño et al., 1998), EC holds distinct significance as an organizational context guiding normative procedures affecting ethical judgments and behaviors (Arnaud and Schminke, 2012; Victor and Cullen, 1988). The scholarly debate centers on several meta-analytic studies and review papers that accurately position EC within its appropriate organizational context.

Parboteeah et al. (2024) meta-analysis comprehensively reviews the link between ECs and organizational outcomes, emphasizing the need for a nuanced perspective and providing insights into theoretical, empirical, and methodological aspects. Essex et al. (2023) systematic review in healthcare workers uncovers variability in EC perceptions, indicating that predicting EC may be influenced more by local and context-specific factors than global trends, with implications for diverse healthcare systems.

Friend et al. (2020) meta-analysis explores the influence of EC on front line employees, revealing positive associations with customer-oriented behaviors and job attitudes, and reducing stress and turnover intentions. The research contributes to service literature by addressing uncertainties about EC's implications for front line employees across diverse contexts.

Kuenzi et al. (2020) contribution with a validated measure for Ethical Organizational Climate (EOC) and exploration of collective MID underscores the significance of nuanced assessments in understanding the ethical organizational environment. Newman et al. (2017) comprehensive review of ECs over the decade highlights the need for incorporating alternative theoretical perspectives and a dynamic outlook. Arnaud and Schminke (2012) study introduces collective moral emotion and collective ethical efficacy, providing insights into the multifaceted dynamics shaping ethical conduct within organizational contexts. Martin and Cullen (2006) meta-analysis enhances the conceptual understanding of EC theory,

resolving inconsistencies in previous findings and confirming central tenets of the framework. The study provides evidence of relationships between EC perceptions and individual-level work outcomes, guiding future research. Treviño et al. (1998) study explores the convergence and divergence between EC and ethical culture, revealing strong relations between the two constructs. The research provides insights into the associations of EC factors with organizational commitment and observed unethical conduct, highlighting distinctions between code and non-code organizations.

While EC in organizations is generally linked to positive outcomes, there's a growing acknowledgment in the literature of potential negative aspects. One concern is the misalignment between stated ethical values and actual practices, leading to ethical discrepancies. Mayer et al. (2009) discuss the "trickle-down" model of EL, where unethical behavior by leaders can negatively influence the EC throughout the organization, eroding trust and fostering cynicism among employees.

Victor and Cullen (1988) stress the importance of alignment between individual and organizational ethical values to avoid dissatisfaction and negative effects on commitment. Treviño et al. (1999) highlight challenges with compliance-oriented ethics programs, as the pressure to meet goals may lead to unethical practices, revealing a dark side to seemingly positive EC.

These studies underscore the need to align ethical values with practices to prevent the emergence of a negative EC. Overall, EC in organizations profoundly influences employee behavior, serving as a moral compass that shapes decision-making and actions (Danilwan and Dirhamsyah, 2022; Dey et al., 2022; Hoang et al., 2023).

A positive EC establishes shared ethical standards, fostering integrity, trust, and responsibility, enhancing employee morale and commitment. Conversely, a negative EC can result in ethical misconduct, lower job satisfaction, and increased turnover. Therefore, EC plays a crucial role in shaping organizational culture, impacting employee conduct, and influencing overall organizational outcomes.

Therefore, a deep insight of EC's dual influence is essential for nurturing a culture to promote ethical behavior and safeguards against potential pitfalls, ultimately fostering organizational culture and guiding employee conduct.

2.12.1 The Bibliometric Analysis for Macro Perspective of EC

The comprehensive bibliometric analysis for the macro perspective of EC is presented in Appendix 8. The Tables presented in Appendix 8 are shown below.

The Journal of Business Ethics, Leadership Quarterly, and Journal of Business Research were the top three most prolific journals. Cullen J.B., Schwepker Jr. C.H., and Mulki J.P. were the top three most prolific authors. Victor and Cullen (1988), Martin and Cullen (2006) and Cullen et al. (1993) were the top three most cited articles.

Australia, Austria, and Bangladesh were the top three countries that contributed the most. Pakistan was amongst the top twenty-three countries of the world who contributed the most. EC, ethics, and EL were the top three keywords used.

Top Ten Most Prolific Journals: Table A.36

Top Ten Most Prolific Authors: Table A.37

Top Ten Most Cited Articles: Table A.38

Top Ten Countries That Contributed the Most: Table A.39

Key Words: Table A.40

2.13 Direct Relationships

2.13.1 Relationship between EL and Employees' UPB

The literature on EL suggests a significant positive impact on employees' behavior in the workplace. EL, characterized as a moral form of leadership, influences employee conduct and organizational outcomes positively (Bush et al., 2021; Cullen, 2022; Fehr et al., 2015; Jiang and Lin, 2021; Kleshinski et al., 2021; Lemoine et al., 2019; Solinger et al., 2020; Treviño et al., 2000; Zhu et al., 2019). It is distinguished from unethical leadership, with studies emphasizing the significance of EL shaping positive workplace behaviors (Brown and Mitchell, 2010; De Hoogh and Den Hartog, 2008; Egorov et al., 2020; Eisenbeiß and Brodbeck, 2014; Hassan

et al., 2023; Mitchell et al., 2023). Additionally, cross-cultural perspectives highlight the universal relevance of EL (Ahmad et al., 2020; Resick et al., 2006, 2011). Moreover, meta-analyses explore EL's antecedents, outcomes, mediating mechanisms, and boundary conditions, affirming its significant role in shaping employee behavior positively (Bedi et al., 2016; Den Hartog, 2015; Ko et al., 2018; Lemoine et al., 2019; Ng and Feldman, 2015; Peng and Kim, 2020). Therefore, EL not only fosters positive workplace behavior among employees in organizations (Brown and Treviño, 2006; Demirtas, 2015; Eisenbeiss, 2012; Stouten et al., 2012; Waldman et al., 2017) but also serves to mitigate instances of unethical behavior in the organizational setting (Al Halbusi et al., 2021a; Kuenzi et al., 2020; Moore et al., 2019; Tsai, 2024). Hence, the literature underscores the positive impact of EL on employees' behavior, emphasizing its moral influence, distinction from unethical leadership, and cross-cultural significance.

Nevertheless, despite EL's generally positive influence on employee behavior within organizational contexts, a limited number of studies have emphasized its potential 'dark side' (Fox et al., 2023; Kalshoven et al., 2016; Lin et al., 2016; Stenmark and Mumford, 2011; Stouten et al., 2013; Zheng et al., 2015). Consequently, the association between EL and employees' UPB also appears to yield mixed findings in the current literature.

For instance, Miao et al. (2013) identified a curvilinear link, where UPB increased at moderate EL levels but decreased at high EL levels. On the other hand, Kalshoven et al. (2016) reported an insignificant link between EL and UPB, emphasizing that this connection hinges on followers' job autonomy. In contrast, Miao et al. (2020) reported that ethical leaders foster reflective moral considerations, reducing UPB. Hsieh et al. (2020) observed that the disengagement of morally inclined employees weakens the link of EL and UPB.

Tang and Li (2022) uncovered the varying influence of EL on UPB at individual and group levels. At the individual level, EL unintentionally promotes reciprocity beliefs, increasing employees' willingness for UPB. On the contrary, at the group level, EL deliberately diminishes the willingness for engagement in UPB by exerting influence over the political climate. Lastly, the study by Park et al. (2023) suggests that EL negatively influences UPB through affective commitment but

positively impacts through continuance commitment. Collectively, these studies underscore the complex and multidimensional facet of the link between EL and employees' engagement in UPB. The studies present critical insights into the defining characteristics of EL, its nuanced behaviors, and its positive correlations with fairness and ethical conduct. Additionally, empirical overviews and integrative reviews contribute to advancing scholarly discussions and broadening our understanding of moral leadership forms. However, the relationship between EL and UPB introduces complexity and variability.

The mixed findings in the literature, ranging from curvilinear relationships to nuanced influences at individual and group levels, highlight the intricate nature of this association. While EL consistently demonstrates a positive impact on ethical behavior, the link with UPB appears contingent on various contextual factors and individual considerations. These diverse findings emphasize the need for a nuanced and context-specific approach when applying EL principles to curb UPB.

The SCT (Bandura, 1986) emphasizes observational learning, positing that individuals acquire behavior patterns through observing role models. Ethical leaders, exemplifying moral conduct and integrity, act as influential role models within the organization (Hattie et al., 2020). By creating a normative environment, ethical leaders shape behavioral expectations, and employees internalize these standards through observation (Brown et al., 2005; Moore et al., 2019; Schunk and DiBenedetto, 2020; Wang et al., 2021). Bandura's concept of reciprocal determinism, highlighting the ongoing interplay between behavior, environment, and personal factors, underscores the influence of ethical leaders on the organizational context. Ethical leaders reinforce ethical behavior through positive consequences, motivating employees to align their actions with established ethical norms (Bandura, 1988; Wood and Bandura, 1989; Wood et al., 2021).

Additionally, EL influences vicarious learning and moral disengagement, affecting cognitive processes and moral reasoning (Schunk and DiBenedetto, 2021). The internalization of ethical values occurs as employees cognitively process and adopt observed ethical behaviors (Bandura, 1991, 2001; Huang et al., 2021). Hence, the fabric of social cognitive processes, emphasizing the role of observation, reinforcement, and cognitive internalization in fostering an ethical organizational culture

is likely to predict a negative relationship between EL and employees' engagement in UPB.

Moreover, according to SET (Blau, 1964) social exchange relationships involve the expectation of rewards and reciprocal actions. Ethical leaders establish relationships with employees by promoting ethical conduct, providing support, and fostering a positive work environment (Ng et al., 2021). In return, employees reciprocate by engaging in behaviors aligned with the organization's ethical standards. When employees perceive EL, they form a psychological contract wherein they feel compelled to uphold ethical norms in exchange for the benefits provided by ethical leaders (Cropanzano and Mitchell, 2005; Gouldner, 1960; Hattie et al., 2020; Agarwal et al., 2022). Engaging in UPB would violate this implicit contract and disrupt the reciprocal exchange, leading to a negative relationship between EL and employees' engagement in UPB.

Therefore, utilizing the SCT (Bandura, 1986) and SET (Blau, 1964) frameworks, and substantiated by relevant literature, the researcher posits the following hypothesis:

Hypothesis 1a: EL is negatively related to employees' UPB within organizations.

2.13.2 Relationship between EL and Employees' PSRB

Leadership has been considered as a critical factor that impacts employees' behavior, particularly PSRB within organizational workplace settings (Khan et al., 2023; Tu and Luo, 2020; Wang et al., 2021). Various leadership styles have been identified as exerting an influence on employees' PSRB with diverse outcomes. Khan et al. (2023) findings underscore the positive influence of servant leadership on PSRB and psychological safety, emphasizing the need for leaders to cultivate a compassionate and psychologically safe work environment.

The recognition of compassion at work as a Mod highlights the importance of fostering empathy and understanding in leadership practices. Tu and Luo (2020) study on paternalistic leadership in China sheds light on the nuanced effects of different leadership dimensions on PSRB. The negative impact of the moral dimension suggests that while moral leadership is important, an excessively moralistic

approach may inadvertently inhibit the promotion of favorable employee behaviors. Wang et al. (2021) study on inclusive leadership emphasizes its critical and positive influence on PSRB. The mediating roles of psychological safety and leadership identification highlight the importance of creating an inclusive and psychologically safe workplace, ultimately contributing to the development of organizational rules.

Collectively, these studies advocate for a balanced and thoughtful approach to leadership, considering specific dimensions and fostering positive workplace environments that encourage pro-social behaviors among employees.

Although the servant leadership, inclusive leadership, and authoritarian leadership dimensions within paternalistic leadership have demonstrated positive associations with employees' PSRB, the moral leadership dimension of paternalistic leadership exhibits a negative relationship with employees' PSRB (Khan et al., 2023; Tu and Luo, 2020; Wang et al., 2021). The unique negative association between the moral leadership dimension of paternalistic leadership and employees' PSRB adds an element of complexity to the relationship. This highlights organizations should consider a balanced leadership approach that incorporates moral guidance alongside other positive and supportive leadership practices.

The study by Zhu et al. (2018) carries significant implications for understanding PSRB within the framework of Chinese cultural values. The emphasis on rules as a virtue in Chinese culture adds a nuanced perspective to our comprehension of PSRB. This research advances a more nuanced understanding of how EL, ethical idealism, and cultural values interact to influence employees' PSRB. Despite the universally acknowledged positive influence of EL on employee behavior, this study, conducted in the specific cultural context of East Asia (China), challenges the notion of a universally positive perception of EL, suggesting that cultural nuances may influence its impact.

While existing research has identified a negative association between the moral dimension of paternalistic leadership and employees' PSRB (Tu and Luo, 2020), Zhu et al. (2018) study deviates from the established role of EL. Notably, it stands as the sole research endeavor exploring the impact of EL on employees' engagement in PSRB in the context of China. This highlights the need for a more culturally sensitive approach when considering the influence of EL on employee

behavior, and recognizing the influence of cultural values on these dynamics. Consequently, a significant knowledge gap exists concerning the specific influence of EL on employees' PSRB, particularly in developing countries like Pakistan. Gaining a comprehensive understanding of how EL shapes employees' PSRB is essential for refining EL practices, uncovering potential unforeseen consequences, enriching our comprehension of cross-cultural management dynamics, and ultimately cultivating an ethical and successful organizational environment (Babalola et al., 2022; Bandura, 2002; Hofstede, 1984). Furthermore, this understanding holds particular importance on a global scale, advancing insights into cross-cultural management and providing valuable solutions for addressing ethical challenges across diverse regions (Böhm et al., 2022; Hofstede, 1980; Trevino and Nelson, 2021).

SCT (Bandura, 1986) posits that individuals learn by observing role models, and ethical leaders, acting as moral exemplars, provide a model for employees to emulate. Through consistent modeling, ethical leaders shape a normative environment where ethical behavior is not only encouraged but becomes an expectation (Hattie et al., 2020; Le and Nguyen, 2023). Reciprocal determinism suggests a continuous interaction between behavior, environment, and personal factors, and ethical leaders positively influence the organizational environment, shaping employees' behavior in return (Bandura, 1988; Schunk and DiBenedetto, 2020; Wood and Bandura, 1989).

Positive reinforcement of ethical conduct, provided by ethical leaders, motivates employees to align their actions with ethical standards. Vicarious learning involves observing consequences and influencing employees' moral reasoning. The cognitive processes of internalization lead employees to adopt ethical principles (Bandura, 1991, 2001; Dang et al., 2023; Schunk and DiBenedetto, 2021).

Therefore, EL, as guided by SCT (Bandura, 1986), establishes a culture that discourages PSRB by shaping behavior, setting ethical norms, and fostering positive reinforcement. SET (Blau, 1964) suggests that social exchanges are built on the expectation of rewards, with parties reciprocating based on each other's actions. Ethical leaders, functioning as moral managers, initiate exchange processes through rewards, ethical decision-making, and positive reinforcements. This establishes trust-based exchanges, crucial for maintaining voluntary and trust-oriented

interactions (Al Halbusi et al., 2021a; Blau, 1968; Emerson, 1976). Ethical leaders, through their moral personality and managerial practices, foster a reciprocal environment where employees are motivated to reciprocate positively toward the organization (Gouldner, 1960; Hoang et al., 2023; Homans, 1958).

This reciprocal response results in a diminished inclination toward PSRB, as employees value the trust and ethical principles promoted by EL (Hattie et al., 2020). Hence, SET (Blau, 1964) posits that the negative relationship between EL and employees' PSRB is rooted in the reciprocal nature of social exchanges and the trust forged between leaders and employees.

Therefore, leveraging the frameworks of SCT (Bandura, 1986) and SET (Blau, 1964), supported by pertinent literature, the researcher formulates the following hypothesis:

Hypothesis 1b: EL is negatively related to employees' PSRB within organizations.

2.13.3 Relationship between EL and Employees' OID

Leadership has been recognized as a positive influence on employees' OID within the organizational context. Various leadership styles have also demonstrated associations with employees' OID. Consequently, responsible leadership (Gomes et al., 2022), servant leadership (Lv et al., 2022), Leader – Member Exchange (Kelebek and Alniacik, 2022), distributed leadership (Barattucci et al., 2021), benevolent leadership (Shaw and Liao, 2021), authentic leadership (Fallatah et al., 2017), transformational leadership (Buil et al., 2019), and abusive supervision (Liu et al., 2016) have been identified as having connections with employees' OID.

Management scholars have consistently observed that EL exerts a positive influence on employees' OID across various organizational and cultural contexts. This positive relationship is evident in different settings, as evidenced by Costa et al. (2022) who, drawing on SIT (Tajfel and Turner, 1979), found that EL positively shapes employees' OID within the organization. Evans et al. (2016) discovered a similar positive association between EL and OID among working graduates in a U.S. university, aligning with SIT principles (Tajfel and Turner, 1979). Moreover, O'Fallon and Butterfield (2011) demonstrated in the military context that

a higher perceived level of EL strengthens employees' OID. The banking sector in Jordan (Suifan et al., 2020) and financial professionals in Taiwan (Tseng and Wu, 2017) also experienced positive correlations between EL and OID. Extending beyond direct effects, studies drawing on SET (Blau, 1964), SLT (Bandura, 1977), and SIT (Tajfel and Turner, 1979), such as that by Walumbwa et al. (2011) in China, indicate that EL predicts employees' OID.

Notably, EL's positive impact on OID is not only direct but also operates through various mechanisms. In the aviation industry in Turkey, Demirtas et al. (2017) found that EL predicts OID directly and through the lens of meaningfulness. Additionally, Qian and Jian (2020) discovered that EL predicts OID directly and through the mechanism of leader–member exchange across different sectors in the USA. These findings collectively underscore the consistent and diverse ways in which EL contributes positively to employees' OID, emphasizing its significance in organizational contexts worldwide.

Thus, it is evident that various leadership styles have predictive implications for employees' OID on a global scale. Notably, value-based leadership such as authentic leadership, transformational leadership, and servant leadership exert a particular influence on employees' OID in organizational settings. Additionally, EL demonstrates a predictive relationship with employees' OID across diverse organizations and sectors, including university students, military personnel, aviation, banking, and financial institutions, spanning different cultures globally (USA, Eastern Europe, Middle East, and Asia). The theoretical perspectives of SET (Blau, 1964), SLT (Bandura, 1977), and SIT (Tajfel and Turner, 1979) have predominantly been employed to elucidate the connection between EL and employees' OID in various studies.

Overall, the extensive body of literature highlights the critical role of leadership in shaping employees' OID. The diverse array of leadership styles, including benevolent leadership, distributed leadership, authentic leadership, transformational leadership, servant leadership, responsible leadership, leader–member exchange, and even abusive supervision, has been linked to employees' OID. This not only highlights the multifaceted nature of leadership's impact on OID but also provides valuable insights for organizations seeking to foster strong connections between

employees and the organizational context. Moreover, EL emerges as a prominent and positively influential factor across diverse organizational and cultural settings.

Drawing from SCT (Bandura, 1986), ethical leaders act as role models, influencing employees through observational learning. This involves employees paying attention to ethical behavior, retaining ethical norms, reproducing ethical actions, and being motivated to align with ethical standards (Hattie et al., 2020). EL also enhances employees' self-efficacy in adhering to ethical norms, as individuals are more prone for engagement in behaviors they believe they can successfully execute (Abu Bakar and Connaughton, 2022; Bandura, 1997; Bandura and Locke, 2003; Hattie et al., 2020; Schunk and DiBenedetto, 2021).

Additionally, ethical leaders promote personal agency, encouraging purposeful actions, foreseeing positive outcomes, and engaging in self-reflective processes aligned with organizational values (Bandura, 1989, 2018; Nguyen et al., 2021; Schunk and DiBenedetto, 2020). Therefore, SCT (Bandura, 1986) highlights EL positively influences OID through observational learning, enhanced self-efficacy, and the promotion of personal agency in ethical conduct.

SET (Blau, 1964) posits that social exchanges involve the expectation of rewards, and parties engage in reciprocal actions based on this expectation. Ethical leaders initiate exchange processes through rewards, positive reinforcements, and ethical decision-making. Ethical leaders also act as moral managers, establishing trust-based exchanges with employees (Kleshinski et al., 2021; Molm, 2003). This trust is crucial for maintaining voluntary, trust-based exchanges, even beyond explicit quid pro quo arrangements. The positive relationship between EL and OID, according to SET (Blau, 1964), is rooted in the reciprocal nature of social exchanges, where leaders provide positive contributions that lead employees to reciprocate positively toward the organization, fostering a sense of identification (Blau, 1968; Cropanzano et al., 2017; Hattie et al., 2020; Musenze and Mayende, 2023).

Therefore, drawing upon the frameworks of SCT (Bandura, 1986) and SET (Blau, 1964), supported by pertinent literature, the researcher formulates the following hypothesis:

Hypothesis 2a: EL is positively related to employees' OID within organizations.

2.13.4   Relationship between EL and Employees' PsyCap

Leadership has been identified as having a positive impact on employees' PsyCap within organizational contexts. Various leadership styles have also demonstrated associations with employees' PsyCap. Consequently, authentic leadership (Sri Ramalu and Janadari, 2022), transformational leadership (Karimi et al., 2023), servant leadership (Clarence et al., 2021), inclusive leadership (Fang et al., 2019), empowering leadership (Gyu Park et al., 2017), self-leadership (Maykrantz et al., 2021), coaching leadership (Wang et al., 2017), and abusive supervision (Seo and Chung, 2019) are associated with employees' PsyCap.

Management scholars have observed that EL has a positive influence on employees' PsyCap across various organizations and cultural contexts. The study by Yazdanshenas and Mirzaei (2023) underscores the importance of PsyCap as a Mod in the link between leadership integrity, EL, and employees' success. It highlights that high PsyCap enhances the positive effects of leader integrity and EL on employees' success.

Additionally, PsyCap plays a vital role in amplifying the influence of leaders' behavioral integrity on EL. In the context of knowledge sharing and creation, the study by Goswami and Agrawal (2023) emphasizes the explanatory role of PsyCap. It reveals that PsyCap explains the link between EL and both knowledge sharing and creation. The findings suggest that employees' PsyCap is a key factor in translating the positive influence of EL into knowledge-related processes.

EL has also been established as positively related to employees' PsyCap in diverse sectors and organizations in Pakistan. In the context of public sector employees in Pakistan, the study by Amber et al. (2022) reveals that EL positively influences knowledge-sharing behavior. Ethical values, OID, and altruism mediate this relationship, underlining the significant role of EL in shaping employees' PsyCap and encouraging knowledge-sharing. Examining EL, organizational citizenship behaviors, and PsyCap, the study by Jabeen and Munir (2018), based in Pakistan, finds that EL positively impacts organizational citizenship behaviors. The full mediation by PsyCap highlights its pivotal role in translating EL into positive organizational behavior. Focusing on EL and in-role job performance, the study

by Bouckenooghe et al. (2015) indicates that EL positively affects followers' job performance. The mediation of PsyCap and follower-leader goal congruence explains this relationship, emphasizing the intertwined dynamics that contribute to improved job performance.

Collectively, these studies underscore the critical role of PsyCap in organizational dynamics. Whether influencing employees' success, shaping knowledge-related processes, enhancing task performance, or fostering positive organizational behavior, PsyCap consistently emerges as a pivotal factor. Its mediation and moderation effects, particularly in the context of EL, highlight its versatility in translating leadership influences into tangible outcomes.

The existing literature presents empirical findings supporting the assertion that various leadership styles have predictive power regarding employees' PsyCap on a global scale. Notably, leadership styles rooted in values, such as authentic leadership, transformational leadership, and servant leadership, exhibit a particular influence on employees' PsyCap within organizational contexts. Additionally, EL emerges as a predictor of employees' PsyCap across diverse sectors, including manufacturing, services, hospitality, and public sector research organizations and universities, spanning different cultural landscapes in South and East Asia. The link between leadership styles and employees' PsyCap is commonly expounded through the theoretical lens of SLT (Bandura, 1977). While the existing body of literature comprehensively explores the interplay between various leadership styles and employees' PsyCap, studies specifically examining EL and its impact on employees' PsyCap remain limited. Moreover, the restricted focus on Asian countries in these studies raises concerns about the generalizability of their findings to a broader context.

Based on SCT (Bandura, 1986), EL acts as role models for ethical behavior, influencing employees through observational learning. This involves employees observing, internalizing, and reproducing ethical actions, fostering motivation to align with ethical standards (Hattie et al., 2020). Ethical leaders enhance employees' self-efficacy by consistently demonstrating ethical conduct, contributing to the development of PsyCap (Amber et al., 2022; Bandura, 1997; Schunk and DiBenedetto, 2021). The promotion of personal agency in ethical behavior by

ethical leaders further cultivates PsyCap among employees (Bandura, 1989, 2018; Jabeen and Munir, 2018; Schunk and DiBenedetto, 2020). Therefore, based on SCT (Bandura, 1986), the positive association between EL and employees' PsyCap is explained through observational learning, heightened self-efficacy, and the encouragement of personal agency in ethical conduct.

SET (Blau, 1964) elucidates the positive relationship between EL and employees' PsyCap through reciprocal exchanges and the principle of reciprocity. EL, acting as a moral manager, establishes trust-based relationships with employees through ethical decision-making and positive reinforcements (Cropanzano and Mitchell, 2005; Hoang et al., 2023). This trust leads to a positive response from employees, who reciprocate by enhancing their PsyCap in alignment with ethical principles (Schunk and DiBenedetto, 2020). SET (Blau, 1964) suggests that this positive association is grounded in the reciprocal nature of social exchanges and the trust fostered between leaders and employees (Emerson, 1976; Gouldner, 1960; Schunk and DiBenedetto, 2021).

Hence, utilizing the SCT (Bandura, 1986) and SET (Blau, 1964) frameworks, and substantiated by relevant literature, the researcher proposes the following hypothesis:

Hypothesis 2b: EL is positively related to employees' PsyCap within organizations.

2.13.5 Relationship between EL and Employees' PsyEmp

Leadership has been identified as a positive impact on employees' PsyEmp within organizational contexts. A comprehensive meta-analytic study indicates that leadership stands out as one of the most influential contextual factors predicting PsyEmp (Seibert et al., 2011). Various leadership styles have demonstrated their predictive capacities regarding employees' PsyEmp. Specifically, authentic leadership (Towsen et al., 2020), transformational leadership (Saira et al., 2021), leader-member exchange (Aggarwal et al., 2020), servant leadership (Tripathi et al., 2020), ambidextrous leadership (Wang et al., 2022), paternalistic leadership (Gyamerah et al., 2022), humble leadership (Ali et al., 2020), empowering leadership (Bharadwaja and Tripathi, 2020), inclusive leadership (Siyal et al.,

2023), and Machiavellianism (Frazier and Jacezko, 2021) have all demonstrated associations with employees' PsyEmp.

In the organizational landscape of China, EL has consistently demonstrated a favorable impact on the PsyEmp of employees. This positive correlation transcends various sectors and geographical regions. Notably, research highlights a positive link between EL and employees' PsyEmp in the telecommunications sector in China (Hu et al., 2018). Similarly, a positive link between ethical leaders and employees' PsyEmp has been identified in the public sector in China (Qing et al., 2020).

Shifting the focus to organizational settings in Pakistan, EL consistently engenders a positive impact on employees' PsyEmp. Sarwar et al. (2023) reveal that EL positively influences organizational citizenship behaviors both directly and indirectly through the mediating mechanism of PsyEmp, with High-Performance Managerial Practices (HPMPs) enhancing organizational citizenship behaviors by fortifying EL's impact on employees' PsyEmp. Additionally, Mubarak et al. (2022) find that EL positively influences project success directly and indirectly through PsyEmp, although the anticipated moderating role of Islamic work ethics is not supported. Furthermore, studies in the banking sector (Sattar et al., 2020) and the hospitality sector (Javed et al., 2017) consistently identify EL as a positive predictor of employees' PsyEmp in Pakistan.

Thus, leadership emerges as a potent influencer positively shaping employees' PsyEmp within organizational contexts. Various leadership styles, encompassing leader-member exchange, empowering leadership, inclusive leadership, ambidextrous leadership, paternalistic leadership, and Machiavellianism, demonstrate predictive capabilities concerning employees' PsyEmp. Moreover, value-based leadership styles like authentic, servant, and transformational leadership are also prominent positively influencing employees' PsyEmp.

Additionally, EL significantly contributes to employees' PsyEmp across diverse sectors and geographical regions. Specifically, EL is linked to elevated PsyEmp in the telecommunications sector in China, the public sector in China, and the hospitality sector in Pakistan. This positive association also extends to the banking sector in Pakistan. In Pakistan, EL's impact is evident in fostering organizational

citizenship behaviors and contributing to project success. The explanatory mechanism of PsyEmp and the augmenting effect of HPMPs on organizational citizenship behaviors underscore the profound influence of EL. Despite the absence of support for the moderating effect of Islamic work ethics in the EL-project success relationship, the overall pattern confirms EL as a robust predictor of employees' PsyEmp across varied organizational contexts. Overall, across organizational landscapes in both China and Pakistan, EL consistently and positively influences employees' PsyEmp.

Based on SCT (Bandura, 1986), EL serves as role models, engaging in ethical behaviors that employees observe and internalize. Through observational learning, employees pay attention to these ethical actions, retain ethical norms, and reproduce them in their behaviors (Bush et al., 2021; Hattie et al., 2020). This observational learning process enhances employees' self-efficacy, as individuals are more prone for engagement in behaviors they believe they can successfully execute (Bandura, 1977; Bandura and Locke, 2003; Schunk and DiBenedetto, 2020). Ethical leaders, by consistently modeling ethical behavior, contribute to employees' heightened self-efficacy, fostering a sense of empowerment (Brown and Treviño, 2014; Schunk and DiBenedetto, 2021; Yazdanshenas and Mirzaei, 2023). Therefore, SCT (Bandura, 1986) elucidates the positive link between EL and employees' PsyEmp through the cognitive processes of observational learning and enhanced self-efficacy.

SET (Blau, 1964) posits that social exchanges involve parties initiating relationships with expectations of rewards. Ethical leaders, acting as moral managers, establish a reciprocal relationship with employees through ethical decision-making, positive reinforcements, and role modeling (Homans, 1958; Kuenzi et al., 2020). This trust-based exchange, rooted in ethical behavior, fosters a positive response from employees. In return, employees reciprocate by developing and enhancing their PsyEmp, aligning with the principles upheld by EL (Gouldner, 1960; Hattie et al., 2020). Therefore, according to SET (Blau, 1964), the positive association between EL and PsyEmp is grounded in the reciprocal nature of social exchanges and the trust established between leaders and employees (Cropanzano et al., 2017; O'Fallon and Butterfield, 2011). Therefore, drawing upon the frameworks of SCT

(Bandura, 1986) and SET (Blau, 1964), and supported by pertinent literature, the researcher posits the following hypothesis:

Hypothesis 2c: EL is positively related to employees' PsyEmp within organizations.

2.13.6 Relationships between Employees' OID, UPB and PSRB

Employees' OID has emerged as a significant positive influence on various aspects of workplace dynamics and performance within organizational settings (Boroş, 2008; Edwards and Peccei, 2007; Greco et al., 2022; Lee et al., 2015; Li, 2024; Riketta, 2005; Sidorenkov et al., 2023). Firstly, OID has been identified as a predictive factor for employees' positive workplace behaviors (O'Fallon and Butterfield, 2011), cooperative behaviors (Dukerich et al., 2002), extra-role behaviors (Costa et al., 2022), creativity behaviors (Brammer et al., 2015), voice behaviors (Islam et al., 2018), and organizational citizenship behaviors (Barattucci et al., 2021).

Additionally, the positive link between OID and organizational citizenship behaviors has been established (Koopman et al., 2016), with organizational citizenship behaviors reciprocally influencing positive affect, job satisfaction, and affective commitment. Furthermore, the empirical evidence underscores the correlation between OID and duty orientation, revealing that OID positively relates to duty orientation, which, in turn, positively influences employees' ethical behaviors while concurrently mitigating deviant behaviors (Hannah et al., 2014). In contrast, OID has been found to negatively impact counterproductive work behaviors and unethical work behaviors (Ciampa et al., 2021; Naseer et al., 2020). Hence, the empirical findings affirm that employees' OID positively influences both positive and ethical behaviors while concurrently reducing deviant behaviors within organizational contexts. Moreover, these positive and ethical behaviors contribute positively to employees' overall positive attitudes in the workplace.

Secondly, employees' OID has also been discerned as a positive influence on employees' attitudes within organizational contexts. Specifically, employees' OID has

been positively linked to various positive workplace attitudes, including employees' organizational trust and commitment (Barattucci et al., 2021), loyalty toward the organization (Tseng and Wu, 2017), job satisfaction (Li et al., 2015), life satisfaction (Li et al., 2015), occupational coping self-efficacy (Fallatah et al., 2017), member adjustment (Carmeli et al., 2007), learning goal orientation (Chughtai and Buckley, 2010), moral decision making (Van Gils et al., 2017), and intention to remain in the organization (Wan-Huggins et al., 1998).

Moreover, OID has been recognized as a negative predictor of employees' turnover and turnover intentions, along with organizational cynicism (Bao and Zhong, 2021; Qian and Jian, 2020). Consequently, the empirical evidence accentuates that employees' OID serves as a positive predictor of their positive attitudes while concurrently mitigating negative attitudes within the organizational context.

Thirdly, employees' OID emerges as a positive catalyst for enhanced performance in organizational settings, as substantiated by empirical findings. Notably, employees' OID positively anticipates their job performance (Buil et al., 2019) and task performance (Peng and Kim, 2020). Moreover, OID positively influences specific dimensions of performance, including interpersonal helping, personal industry, and loyalty boosterism (Farooq et al., 2017).

Interpersonal helping signifies employees' behaviors reflecting genuine regard and respect for their colleagues. Personal industry illustrates employees surpassing standard duty requirements to achieve organizational goals. Loyalty boosterism indicates the active promotion of organizational reputation beyond its confines (Farooq et al., 2017). Hence, employees' OID not only serves as a positive predictor of performance but also fosters genuine regard and respect among colleagues, motivates employees to exceed standard duties for goal attainment, and contributes to the external promotion of organizational reputation.

Fourthly, despite the positive associations between employees' OID and ethical behaviors, positive attitudes, and workplace performance, there exists a darker side to high OID, leading to employees' engagement in unethical behaviors within organizations (Conroy et al., 2017). Likewise, over-identification has been theorized to positively influence pro-organizational workplace crime (Vadera and Pratt, 2013). Employees' OID has also been identified as a positive predictor of UPB

(Kalshoven et al., 2016; Shaw and Liao, 2021; Wang and Li, 2019). Additionally, the identification with the supervisor, as an aspect of OID, is positively linked to UPB in the organizational context (Johnson and Umphress, 2019). Moreover, a recent study has indicated that EL can foster employees' constructive deviant behavior, encompassing UPB and PSRB, by enhancing their constructive intention through OID (Niu et al., 2022). Hence, employees, motivated by EL practices and identifying strongly with the organization, may reciprocate by engaging in UPB.

Lastly, employees' OID has been established as a positive influencer of PSRB in the workplace within organizations (Irshad and Bashir, 2020). Both leadership and OID exhibit a positive association with employees' PSRB (Wang et al., 2021). In contrast, employees' OID has a negative association with counterproductive work behaviors (Ciampa et al., 2021; Pagliaro et al., 2018; Peng and Kim, 2020) and unethical work behaviors (Naseer et al., 2020).

It is noteworthy, however, that counterproductive work behaviors have been identified as positively influencing PSRB (Dahling et al., 2012). Leadership and organizational PSRB also display a positive linkage to employees' PSRB, with empowering leadership and courage serving to strengthen this relationship (Chen et al., 2019). Similarly, the perceived coworker behavior of rule-breaking is supportive of employees' PSRB (Fleming, 2020; Shum et al., 2019).

Hence, the following conclusions can be drawn from the ensuing discourse: Firstly, employees deeply rooted in OID exhibit a range of positive workplace behaviors, driven by their strong connection to the organization. This predisposes them to engage in UPB and PSRB. Secondly, there is compelling empirical evidence supporting the close association between OID and positive attitudes toward the organization. High OID correlates with increased job satisfaction, organizational commitment, loyalty, trust, and overall life satisfaction, reducing turnover intentions and organizational cynicism. This contributes to employees' inclination towards participating in UPB and PSRB.

Thirdly, employees with strong OID demonstrate occupational coping self-efficacy, effective member adjustment, and a learning goal orientation, emphasizing the importance of their job/task performance. This alignment with organizational goals makes them more susceptible to engaging in UPB and PSRB, especially under

work performance pressures. Fourthly, OID is linked to dissociation from organizational cynicism, counterproductive work behaviors, and unethical conduct. However, it's noteworthy that high OID may still make employees susceptible to pro-organizational workplace misconduct, identifying them as potential participants in UPB and PSRB.

Finally, employees deeply embedded in OID exhibit interpersonal support, personal diligence, and loyalty boosterism, reflecting genuine regard and respect for colleagues. Their willingness to go beyond standard duties for goal accomplishment and organizational reputation enhancement positions them as likely contributors to UPB and PSRB, driven by organizational goals and its reputation.

Drawing from SCT (Bandura, 1986), employees' strong OID triggers observational learning, where observed behaviors, including UPB/PSRB, are internalized and normalized if seemingly tolerated within the organizational context (Hattie et al., 2020; Wood and Bandura, 1989). Simultaneously, OID elevates self-efficacy, empowering employees to believe in their capacity to align with perceived organizational norms, potentially increasing the likelihood of engaging in UPB/PSRB (Bandura, 1997; Schunk and DiBenedetto, 2020).

Moreover, the OID process influences self-regulation, shaping behavior following perceived organizational values and norms (Bandura, 1991, 2001; Schunk and DiBenedetto, 2021). Consequently, a strong sense of OID influences employees to engage in behaviors deemed acceptable or rewarded in the organizational context, establishing a framework wherein UPB/PSRB may occur through learned behaviors, heightened self-efficacy, and alignment with organizational standards.

Besides, aligning with the SET (Blau, 1964), social exchanges involve parties initiating relationships with expectations of rewards. When employees strongly identify with the organization, they may perceive engaging in UPB/PSRB as a form of reciprocal exchange (Emerson, 1976; Gouldner, 1960). In this context, the organization is seen as providing certain benefits or rewards for UPB and PSRB, creating a perceived obligation for employees to reciprocate (Cropanzano and Mitchell, 2005; Hattie et al., 2020). This reciprocal relationship is rooted in the principle of reciprocity, where employees engage in UPB/PSRB as a way to fulfill perceived obligations and maintain a positive exchange with the organization (Gouldner,

1960; Homans, 1958; Molm, 2003). Thus, SET (Blau, 1964) suggests that OID is positively related to UPB/PSRB as a result of these reciprocal social exchanges.

Thus, utilizing the frameworks of SCT (Bandura, 1986) and SET (Blau, 1964) and substantiated by relevant literature, the researcher formulates the following hypotheses:

Hypothesis 3a: Employees' OID is positively related to UPB within organizations.

Hypothesis 3b: Employees' OID is positively related to PSRB within organizations.

2.13.7 Relationships between Employees' PsyCap, UPB, and PSRB

Meta-analytic studies and review papers have consistently demonstrated a significant influence of employees' PsyCap on their attitudes, behaviors, and performance in the workplace (Avey et al., 2011; Loghman et al., 2023; Newman et al., 2014; Nolzen, 2018; Vilarino del Castillo and Lopez-Zafra, 2022; Wu and Nguyen, 2019; Yuan et al., 2023).

PsyCap has been identified as positively influencing employees' behaviors within organizations. It plays a constructive role in impacting various organizational outcomes (Newman et al., 2014), innovative work behaviors (Fang et al., 2019), organizational citizenship behaviors (Newman et al., 2014), pro-active behaviors (Hu et al., 2018), and creativity (Gonçalves and Brandão, 2017). Moreover, PsyCap exhibits a positive association with employees' job performance (Bouckenooghe et al., 2015) and readiness for organizational change (Kirrane et al., 2017).

Furthermore, PsyCap is positively linked to employees' attitudes within organizations. It exerts a positive influence on job embeddedness (Nolzen, 2018), work engagement (Grover et al., 2018), job satisfaction (Kim et al., 2019), workplace happiness (Wen and Liu-Lastres, 2021), life satisfaction (Bockorny and Youssef-Morgan, 2019), organizational commitment and psychological well-being (Clarence et al., 2021), vocational well-being (Zhao and You, 2021), career commitment, and subjective well-being (Singhal and Rastogi, 2018).

Additionally, PsyCap is negatively related to organizational cynicism and turnover intentions (Avey et al., 2010), absenteeism (Nolzen, 2018), withdrawal behavior (Qian and Jian, 2020), and job stress (Abbas and Raja, 2015).

The substantial body of evidence presented underscores the transformative impact of PsyCap on the fabric of organizational life. From shaping positive behaviors and bolstering performance to nurturing a spectrum of favorable attitudes and well-being, PsyCap emerges as a linchpin for fostering a thriving workplace ecosystem. Therefore, the following conclusions can be drawn from the ensuing discourse:

Firstly, the empirical evidence underscores that individuals with high PsyCap exhibit a range of positive behaviors, such as innovative work practices, organizational citizenship, proactive initiatives, and creative problem-solving. This heightened positive behavioral orientation creates a foundation for a predisposition towards engaging in UPB/PSRB at the workplace. The stronger relationship with organizational outcomes and positive work behaviors implies that employees with elevated PsyCap may perceive UPB/PSRB as a strategic means to contribute to organizational success.

Secondly, the positive impact of PsyCap on employees' attitudes, including job embeddedness, work engagement, job satisfaction, and overall well-being, establishes a conducive environment for the manifestation of UPB/PSRB. Satisfied, committed, and happy employees, enjoying personal, psychological, and subjective well-being, are positioned to go beyond their standard duties. This heightened commitment, coupled with the assurance of job security and professional advancement, suggests that employees with high PsyCap may be more inclined for engagement in UPB/PSRB as a way to accomplish organizational goals and further contribute to their positive attitudes and satisfaction.

Lastly, individuals with elevated PsyCap are portrayed as less likely to succumb to negative organizational behaviors such as cynicism, absenteeism, and turnover intentions. This resilience, driven by self-efficacy, hope, and optimism, indicates a proactive approach to overcoming challenges and improving organizational efficiency. The willingness to utilize all available resources, even if it involves demonstrating UPB/PSRB, underscores the notion that employees with high PsyCap may resort to unconventional means to enhance organizational effectiveness.

Therefore, the collective arguments suggest that employees' PsyCap, by fostering positive behaviors and attitudes and mitigating negative tendencies, creates an environment conducive to the manifestation of UPB/PSRB as a strategic or adaptive response to organizational demands and challenges.

SCT's (Bandura, 1986) emphasis on observational learning suggests that high PsyCap serves as a model for employees, leading to the internalization and potential emulation of UPB/PSRB (Hattie et al., 2020; Wood and Bandura, 1989). Enhanced self-efficacy, a component of PsyCap, contributes to employees feeling more capable of engaging in such behaviors (Bandura, 1997; Bandura and Locke, 2003; Schunk and DiBenedetto, 2020).

Moreover, positive psychological states associated with PsyCap create an environment conducive to self-regulation, aligning behavior with positive organizational goals (Bandura, 1991, 2001; Schunk and DiBenedetto, 2021). Therefore, employees' PsyCap, as per SCT (Bandura, 1986, 2018), acts as a driver for UPB/PSRB through observational learning, heightened self-efficacy, and positive psychological states.

Drawing from SET (Blau, 1964), high PsyCap, marked by positive states like self-efficacy and optimism, may lead employees to view UPB/PSRB as an investment in their relationship with the organization (Cropanzano and Mitchell, 2005; Homans, 1958; Molm, 2003).

Anticipating rewards such as recognition or career advancement, employees with elevated PsyCap are more prone for engagement in UPB/PSRB, as the potential benefits outweigh perceived costs in the social exchange, aligning with SET principles (Blau, 1964; Emerson, 1976; Gouldner, 1960; Hattie et al., 2020).

Thus, utilizing the frameworks of SCT (Bandura, 1986) and SET (Blau, 1964), and substantiated by relevant literature, the researcher formulates the following hypothesis:

Hypothesis 4a: Employees' PsyCap is positively related to UPB within organizations.

Hypothesis 4b: Employees' PsyCap is positively related to PSRB within organizations.

2.13.8   Relationships between Employees' PsyEmp, UPB and PSRB

Employees' PsyEmp has been substantiated as a significant influencer of behaviors, attitudes, and performance within organizational contexts (Llorente-Alonso et al., 2024; Mathew and Nair, 2022; Schermuly et al., 2022; Şenol Çelik et al., 2024). Specifically, the empirical evidence underscores the positive influence of PsyEmp on employees' behaviors in the workplace. This positive influence extends to discretionary behaviors (Pigeon et al., 2017), pro-active behaviors (Chen et al., 2018), positive voice behaviors (Hu et al., 2018), organizational citizenship behaviors (Ghalavi and Nastiezaie, 2020), and innovative work behaviors (Echebiri et al., 2020).

Furthermore, PsyEmp has been linked to influencing constructive deviance behaviors (Ahmer et al., 2021). Additionally, PsyEmp has a positive association with employees' participation in decision-making (Pigeon et al., 2017), personal initiative (Wikhamn and Selart, 2019), and taking charge (Li et al., 2017). Conversely, PsyEmp demonstrates a negative influence on employees' organizational deviance behaviors (Ahmad et al., 2019), interpersonal deviance behaviors (Ahmad et al., 2019), and psychological withdrawal behaviors (Aggarwal et al., 2020). Hence, employees' PsyEmp is a consistent positive influencer of positive behaviors, constructive deviant behaviors, and PSRB, while concurrently exerting a negative influence on deviant behaviors.

Moreover, the positive impact of employees' PsyEmp extends to various dimensions of job performance, as evidenced by empirical studies. Specifically, PsyEmp has been reported to positively impact employees' overall job performance (Kundu et al., 2019), task performance (Seibert et al., 2011), extra role/in-role performance (Cho and Faerman, 2010), work role performance (Tripathi et al., 2020), and ultimately contribute to project success (Ali et al., 2020).

Furthermore, PsyEmp plays a positive role in shaping employees' job crafting behaviors (Kim and Beehr, 2021) and promotability (Dust et al., 2018). These results highlight the comprehensive influence of PsyEmp on diverse facets of employee performance and workplace dynamics.

Furthermore, employees' PsyEmp has demonstrated a positive association with employees' attitudes in organizational contexts. Specifically, PsyEmp contributes positively to employees' motivational mechanisms (Schermuly and Meyer, 2020), intrinsic motivation (Zhang and Bartol, 2010), inspiration (Spreitzer et al., 1999), MID (Zhu, 2008), core self-evaluation (Zhang et al., 2018), work engagement (Alotaibi et al., 2020), job satisfaction (Bharadwaja and Tripathi, 2020), felt obligation (Wikhamn and Selart, 2019), organizational commitment (Aggarwal et al., 2018), and retention in the organization (Jha, 2019).

Notably, employees' PsyEmp has been recognized as a positive impact on OID (Suifan et al., 2020), and OID has been linked to UPB (Chen et al., 2016; Irshad and Bashir, 2020; Kalshoven et al., 2016). Additionally, PsyEmp is negatively associated with employees' job stress, strain, and burnout (Ayala Calvo and García, 2018). This implies that PsyEmp fosters positive attitudes and OID among employees, leading to UPB, while also mitigating negative attitudes.

The existing literature consistently establishes a positive correlation between employees' PsyEmp and UPB as well as PSRB. Studies by Llorente-Alonso et al. (2024), Mathew and Nair (2022), Schermuly et al. (2022), and Şenol Çelik et al. (2024) collectively affirm that PsyEmp significantly influences positive workplace behaviors.

Firstly, PsyEmp is associated with a discretionary, proactive, positive voice, organizational citizenship, and innovative work behaviors. Employees with high PsyEmp demonstrate a strong commitment to organizational outcomes, engaging in behaviors that positively contribute to the organizational environment. This positive disposition may extend to UPB/PSRB, where empowered employees may justify unethical actions for the perceived greater good of the organization.

Secondly, PsyEmp is linked to constructive deviance and PSRB, with empowered employees more likely to deviate constructively from norms. This may manifest as PSRB, where employees break rules in a manner perceived as positive for the organization, believing these actions align with organizational goals. Thirdly, PsyEmp positively influences decision-making participation, personal initiative, and taking charge. Empowered employees, feeling a sense of ownership and responsibility, may engage in UPB/PSRB, especially if they believe these actions contribute

positively to organizational goals. Additionally, the positive association between PsyEmp and OID is crucial, as OID has been linked to UPB, suggesting that employees with high PsyEmp and a strong sense of OID may be more prone for engagement in unethical behaviors if they perceive them as serving the greater good of the organization.

Drawing from SCT (Bandura, 1986), observational learning is essential, as empowered employees observe and internalize the behaviors exhibited by their peers or leaders. If instances of UPB/PSRB are perceived as acceptable or rewarded within the organizational context, individuals are likely to emulate these actions (Hattie et al., 2020; Wood and Bandura, 1989). Moreover, PsyEmp enhances self-efficacy, fostering a belief in employees that they can positively influence their work environment (Bandura, 1997; Schunk and DiBenedetto, 2020). The principle of self-regulation suggests that empowered employees align their behavior with perceived organizational values, extending to UPB/PSRB if deemed beneficial (Bandura, 1991, 2001; Schunk and DiBenedetto, 2021). Therefore, employees' PsyEmp, grounded in SCT (Bandura, 1986) principles, acts as a catalyst to engage in UPB/PSRB through observational learning, increased self-efficacy, self-regulation, and a shared belief in achieving organizational goals.

SET (Blau, 1964) asserts that social interactions operate on the principle of reciprocity, wherein individuals aim to optimize rewards and minimize costs in their relationships. When employees perceive themselves as psychologically empowered, they may view engaging in UPB/PSRB as actions that bring personal benefits, such as job security, professional advancement, or enhanced recognition within the organization (Cropanzano and Mitchell, 2005; Gouldner, 1960; Hattie et al., 2020). In this social exchange, the perceived rewards associated with UPB/PSRB may outweigh any potential costs, leading to a positive relationship between PsyEmp and these behaviors (Emerson, 1976; Gouldner, 1960). The empowered employees may anticipate favorable outcomes within the organizational exchange, aligning with the core principles of SET (Blau, 1964; Cropanzano et al., 2017; Homans, 1958; Molm, 2003).

Therefore, employing the frameworks of SCT (Bandura, 1986) and SET (Blau, 1964) and supported by pertinent literature, the researcher posits the following

hypotheses:

Hypothesis 5a: Employees' PsyEmp is positively related to UPB wihtin organizations.

Hypothesis 5b: Employees' PsyEmp is positively related to PSRB within organizations.

2.14 Mediating Role of Employees' OID

The employees' OID is regarded as a crucial psychological resource and asset for any organization. Empirical studies have shown that employees' OID functions as a Med in the relationship between leadership and employees' attitudes, behaviors, and performance (Boroş, 2008; Edwards, 2005; Greco et al., 2022; Lee et al., 2015; Li, 2024; Riketta, 2005; Sidorenkov et al., 2023).

The employees' OID is recognized as a vital cognitive mechanism that serves as a Med between leadership and employees' behaviors. Specifically, OID acts as an explanatory mechanism in the link between various leadership styles and their respective outcomes. For instance, OID explains the connection between benevolent leadership and employees' UPB (Shaw and Liao, 2021), distributed leadership and work outcomes (Barattucci et al., 2021), responsible leadership and organizational commitment and work engagement (Gomes et al., 2022), leader–member exchange and UPB (Kelebek and Alniacik, 2022), and abusive supervision and employee creativity (Liu et al., 2016).

Secondly, OID acts as a Med between value-based leaderships, such as authentic leadership and nurses turnover intentions (Fallatah et al., 2017), transformational leadership and employee performance (Buil et al., 2019) and servant leadership and turnover intention (Omanwar and Agrawal, 2022).

Thirdly, employees' OID serves as an explanatory mechanism in the link between EL and its various outcomes. This mediation is evident in the link between EL and extra-role performance (Costa et al., 2022), workplace behavior (O'Keefe et al., 2019), performance (Walumbwa et al., 2011), extra role performance (Costa et al., 2022), employee loyalty (Tseng and Wu, 2017), turnover intention (Suifan et al.,

2020), bullying and voice behavior (Islam et al., 2018), and organizational cynicism (Qian and Jian, 2020). This underscores the significant role of OID as a Med in elucidating the relationship between EL and its multifaceted outcomes, reflecting the comprehensive influence of EL on various aspects of employee behavior and attitudes.

The scholarly discourse highlights the pivotal role of OID as a critical social and psychological resource within organizations. Its mediation in the intricate relationships of leadership and employees' attitudes, behaviors, and performance underscores its multifaceted impact. OID not only acts as a Med in the context of various leadership styles, including benevolent, distributed, responsible, leader-member, and abusive leadership, and value-based leadership styles like authentic, transformational, and servant leadership but also serves as a crucial link between EL and diverse outcomes. This comprehensive mediation by OID reflects its nuanced influence on both positive and negative aspects of employee behavior and attitudes, emphasizing its significance in organizational dynamics.

2.14.1 Mediating Role of Employees' OID between EL and, UPB and PSRB

Various leadership styles, including those identified by Barattucci et al. (2021), Liu et al. (2016), and Shaw and Liao (2021) have been observed to impact employees' attitudes, behaviors, and performance, as well as psychological processes such as OID within organizational contexts. Moreover, value-based leadership, exemplified by authentic leadership, transformational leadership, and servant leadership, also exerts influence on employees' attitudes, behaviors, performance, and psychological processes like OID (Buil et al., 2019; Fallatah et al., 2017).

Similarly, EL has been reported to shape employees' attitudes, behaviors, and performance, along with impacting psychological processes such as OID, according to research by Costa et al. (2022), Demirtas et al. (2017), Evans et al. (2016), O'Keefe et al. (2019), Qian and Jian (2020), Suifan et al. (2020), Tseng and Wu (2017), and Walumbwa et al. (2011). Therefore, Hypothesis 2a posits that EL positively influences employees' OID within the organization.

Moreover, the positive link between employees' OID and their positive workplace behaviors has been evidenced in various studies within organizational settings (Barattucci et al., 2021; Buil et al., 2019; Costa et al., 2022; Islam et al., 2018; O'Keefe et al., 2019; Peng and Kim, 2020). Additionally, OID has been identified as a predictor of UPB, as suggested by the findings of Kalshoven et al. (2016). Furthermore, OID is linked to a decrease in employees' negative workplace behaviors within organizational context (Ciampa et al., 2021; Naseer et al., 2020; Pagliaro et al., 2018; Peng and Kim, 2020). Hence, Hypothesis 3a posits that employees' OID positively influences UPB.

Furthermore, employees' OID has been established as a positive influencer of PSRB within organizational contexts (Irshad and Bashir, 2020; Wang et al., 2021). The PSRB exhibited by leadership and the organization also demonstrates a positive correlation with employees' PSRB. Notably, the link between leadership/organizational PSRB and employees' PSRB is reinforced by empowering leadership and courage (Chen et al., 2019). Similarly, the perceived rule-breaking behavior of coworkers has been identified as a supportive factor for employees' PSRB (Fleming, 2020; Shum et al., 2019).

However, it is essential to acknowledge that, while employees' OID is negatively linked with counterproductive behaviors (Ciampa et al., 2021; Pagliaro et al., 2018; Peng and Kim, 2020) and unethical work behaviors (Naseer et al., 2020), it is noteworthy that counterproductive work behaviors have been found to positively influence PSRB (Dahling et al., 2012). Consequently, Hypothesis 3b posits that employees' OID also positively influences PSRB within organizational settings.

Finally, it has been empirically evidenced that employees' OID acts as a mediating mechanism in the link between various leadership styles and their associated outcomes (Barattucci et al., 2021; Buil et al., 2019; Fallatah et al., 2017; Gomes et al., 2022; Kelebek and Alniacik, 2022; Liu et al., 2016; Shaw and Liao, 2021). Similarly, OID serves as an explanatory mechanism in the connection between EL and its outcomes (Costa et al., 2022; Demirtas et al., 2017; O'Keefe et al., 2019; Qian and Jian, 2020; Suifan et al., 2020; Walumbwa et al., 2011).

Therefore, the discourse underscores that diverse leadership styles exert an impact on employees' OID within organizations. Moreover, the value-based leadership

styles similarly shape employees' OID. Additionally, EL has a positive impact on employees' OID. The resulting OID, in turn, positively affects employees' constructive behaviors and mitigates negative behaviors in organizational settings. Furthermore, the explanatory role of employees' OID is evident in the link between various leadership styles and their corresponding outcomes.

This mediating function extends to the connection between the value-based leadership styles and their outcomes, as well as the relationship between EL and its outcomes. The literature reviewed demonstrates the significant impact of various leadership styles, value-based leadership, and EL on employees' attitudes, behaviors, and performance, mediated by OID. The positive link between OID and positive workplace behaviors, along with its predictive power for UPB and PSRB suggests that OID explains the link between EL, UPB, and PSRB.

Drawing on the SCT (Bandura, 1986), EL influences OID through observational learning. Employees, observing ethical behavior in leaders, develop OID and a positive organizational connection (Wood and Bandura, 1989; Hattie et al., 2020). OID, stemming from observational learning, enhances employees' self-efficacy and self-regulation, making them feel capable. This heightened self-efficacy and self-regulation create a positive cycle (Bandura, 1991, 1977; Schunk and DiBenedetto, 2020). The belief in their ability to contribute positively to the organization and society motivates them to engage in actions that align with organizational objectives (Bandura, 1988; Bandura and Locke, 2003; Schunk and DiBenedetto, 2021).

In this context, OID serves as a Med, in the link between EL and employees' engagement in UPB and PSRB (Costa et al., 2022). The robust identification with the organization, along with confidence in their abilities and a sense of self-regulation, positively influences employees to participate in behaviors that might traditionally be considered unethical (Bandura, 2018; Hattie et al., 2020; Schunk and DiBenedetto, 2021). However, employees perceive UPB and PSRB as actions aligned with the greater organizational good, believing these behaviors contribute positively to the organization and its stakeholders. This perception justifies their engagement as a means to benefit the organization to which they strongly identify, making them more prone for engagement in UPB and PSRB.

Additionally, according to SET (Blau, 1964), EL, by embodying fairness and ethical standards, fosters a positive exchange dynamic, cultivating OID as employees reciprocate such positive treatment. As OID strengthens, employees are more inclined to engage in UPB and PSRB as reciprocal actions (Gouldner, 1960; Homans, 1958). Therefore, the positive influence of EL on OID is expected to create a reciprocal relationship, where employees, identifying strongly with the organization, are motivated to participate in UPB and PSRB for the greater good of the organization and the society (Hattie et al., 2020; Molm, 2003). This reciprocal relationship, grounded in fair and ethical exchanges, underscores the explanatory role of OID in the link between EL and employees' engagement in both UPB and PSRB within the organizational context (Blau, 1968; Cropanzano et al., 2017; Emerson, 1976).

Therefore, drawing from SCT (Bandura, 1986) and SET (Blau, 1964) and seeking support from relevant literature, the researcher formulates the following hypotheses:

Hypothesis 6a: Employees' OID positively mediates the relationship between EL and employees' UPB within organizations.

Hypothesis 6b: Employees' OID positively mediates the relationship between EL and employees' PSRB within organizations.

2.15 Mediating Role of Employees' PsyCap

The PsyCap of employees stands as a pivotal psychological resource and asset within organizational contexts. It serves as a Med in the relationship between employees' attitudes, behaviors, and performance (Avey et al., 2011; Loghman et al., 2023; Newman et al., 2014; Nolzen, 2018; Vilarino del Castillo and Lopez-Zafra, 2022; Wu and Nguyen, 2019; Yuan et al., 2023). The PsyCap of employees serves as a crucial cognitive mechanism that acts as a Med in the link between leadership and employees' behaviors. Specifically, employees' PsyCap acts as a Med between various leadership styles and their associated outcomes. This mediation is evident in the link between authentic leadership and organizational citizenship behaviors (Sri Ramalu and Janadari, 2022), transformational leadership and innovative work behaviors (Karimi et al., 2023), servant leadership and affective

commitment (Clarence et al., 2021), inclusive leadership and innovative work behavior (Fang et al., 2019), self-leadership and protective behaviors (Maykrantz et al., 2021), humble leader behaviors and follower creativity (Wang et al., 2018), coaching leadership and voice behavior (Wang et al., 2017), and abusive supervision and turnover intention (Seo and Chung, 2019).

Moreover, the PsyCap of employees acts as a Med in the link between EL and its associated outcomes. Consequently, employees' PsyCap functions as a mediating process in the connection between EL and knowledge sharing and knowledge creation (Goswami and Agrawal, 2023), knowledge sharing (Amber et al., 2022), organizational citizenship behaviors (Jabeen and Munir, 2018), as well as in-role job performance (Bouckenooghe et al., 2015).

The scholarly discourse underscores the central importance of PsyCap as a vital psychological asset within organizational contexts. Its mediation in the intricate dynamics of leadership and the attitudes, behaviors, and performance of employees highlights its diverse impact. PsyCap not only functions as a Med across different leadership styles, such as transactional leadership, inclusive leadership, self-leadership, humble leader behaviors, coaching leadership, and abusive supervision, but also plays a crucial role as a connecting link between value-based leadership approaches like authentic leadership, transformational leadership, and servant leadership. Additionally, it acts as a crucial explanatory mechanism in the link between EL and a host of outcomes.

This comprehensive mediation by PsyCap underscores its nuanced influence on both positive and negative aspects of employee behavior and attitudes, underscoring its significance in the complex dynamics of organizational functioning.

2.15.1 Mediating Role of Employees' PsyCap between EL and, UPB and PSRB

Different leadership styles have been observed to impact employees' attitudes, behaviors, performance, and psychological processes, such as PsyCap, within organizational contexts (Maykrantz et al., 2021; Gyu Park et al., 2017; Qian and Jian, 2020; Seo and Chung, 2019; Wang et al., 2017).

Moreover, value-based leadership, including authentic leadership, transformational leadership, and servant leadership, has also demonstrated influence on employees' attitudes, behaviors, performance, and psychological processes like PsyCap within organizational settings (Clarence et al., 2021; Karimi et al., 2023; Sri Ramalu and Janadari, 2022).

Similarly, EL has been identified as a factor influencing employees' attitudes, behaviors, performance, and psychological processes such as PsyCap within organizations (Amber et al., 2022; Bouckenooghe et al., 2015; Goswami and Agrawal, 2023; Jabeen and Munir, 2018). Consequently, Hypothesis 2b posits that EL positively impacts employees' PsyCap in the organizational context.

Moreover, employees' PsyCap exhibits a positive link with positive workplace behaviors within organizational contexts (Bockorny and Youssef-Morgan, 2019; Clarence et al., 2021; Kim et al., 2019; Newman et al., 2018; Nolzen, 2018; Wen and Liu-Lastres, 2021; Zhao and You, 2021). Moreover, employees' PsyCap has a negative impact on negative workplace behaviors in organizational settings (Abbas and Raja, 2015; Avey et al., 2010; Nolzen, 2018; Qian and Jian, 2020).

Furthermore, the leadership/OID has been reported to positively impact employees' PSRB (Wang et al., 2021). Additionally, leadership/organizational PSRB has been identified as positively linked to employees' PSRB. Therefore, Hypothesis 4a posits that employees' PsyCap positively influences UPB. Similarly, Hypothesis 4b also suggests that employees' PsyCap positively influences PSRB.

Finally, employees' PsyCap serves as a Med in the link between various leadership styles and their associated consequences (Clarence et al., 2021; Karimi et al., 2023; Maykrantz et al., 2021; Qian and Jian, 2020; Sri Ramalu and Janadari, 2022) Additionally, employees' PsyCap acts as a Med in the link between EL and its consequences (Amber et al., 2022; Bouckenooghe et al., 2015; Goswami and Agrawal, 2023; Jabeen and Munir, 2018). The scholarly discourse highlights that various leadership styles have been identified as influential factors shaping employees' PsyCap within organizational contexts. Additionally, value-based leadership styles exert an impact on employees' PsyCap within organizations. Furthermore, EL demonstrates a positive influence on employees' PsyCap. Employees' PsyCap, in turn, positively affects their positive behaviors and negatively influences their

negative behaviors within organizational settings. Moreover, employees' PsyCap has been reported to explain the relationship between leadership and its consequences. Similarly, PsyCap serves as a Med in the connection between value-based leadership styles and their outcomes, as well as between EL and its outcomes.

Drawing from SCT (Bandura, 1986), EL impacts PsyCap through observational learning. Through the observation of ethical behavior in leaders, employees develop PsyCap, establishing a positive organizational connection (Wood and Bandura, 1989; Hattie et al., 2020). PsyCap, thriving from observational learning, enhances employees' self-efficacy and self-regulation, instilling a perception of capability and competence (Bandura, 1991, 1997; Bandura and Locke, 2003; Schunk and DiBenedetto, 2020).

This elevated self-efficacy and self-regulation initiate a positive and heightened psychological state. The belief in their ability to positively impact the organization and society motivates them to engage in activities aligned with organizational objectives (Bandura, 2018; Schunk and DiBenedetto, 2021). Consequently, this sense of resilience promotes a willingness to participate in strategic initiatives, such as UPB and PSRB, as a means of contributing to the greater good, thereby reflecting a strategic response that aligns with organizational objectives.

Aligned with SET (Blau, 1964), EL is characterized by a commitment to fairness and ethical standards, creating a positive exchange dynamic. EL's positive treatment fosters the development of PsyCap through reciprocity (Gouldner, 1960; Homans, 1958). As PsyCap strengthens, employees are more prone for engagement in UPB and PSRB as reciprocal actions, establishing a reciprocal relationship (Gouldner, 1960; Hattie et al., 2020). Strong OID motivates employees to participate in UPB and PSRB for the collective benefit of the organization and society (Blau, 1968; Emerson, 1976; Molm, 2003). This reciprocal connection, grounded in fair and ethical exchanges, highlights PsyCap's explanatory role in the association between EL and employees' engagement in both UPB and PSRB within the organizational context (Cropanzano et al., 2017; Homans, 1958).

Consequently, drawing from SCT (Bandura, 1986) and SET (Blau, 1964), and seeking support from relevant literature, the researcher formulates the following hypotheses:

Hypothesis 7a: Employees' PsyCap positively mediates the relationship between EL and employees' UPB within organizations.

Hypothesis 7b: Employees' PsyCap positively mediates the relationship between EL and employees' PSRB within organizations.

2.16 Mediating Role of Employees' PsyEmp

The PsyEmp of employees is recognized as a crucial psychological resource and asset within organizational contexts. It serves as a Med in the link between employees' attitudes, behaviors, and performance (Llorente-Alonso et al., 2024; Mathew and Nair, 2022; Schermuly et al., 2022; Şenol Çelik et al., 2024).

The PsyEmp of employees is acknowledged as a vital cognitive mechanism that explains the link between leadership and employees' behaviors. In particular, PsyEmp serves as a Med between various leadership styles and their outcomes. For instance, PsyEmp elucidates the relationship between authentic leadership and work engagement (Towsen et al., 2020), transformational leadership and employee outcomes (Saira et al., 2021), servant leadership and work role performance (Tripathi et al., 2020), leader-member exchange and work engagement (Aggarwal et al., 2020), empowering leadership and job attitudes (Bharadwaja and Tripathi, 2020), humble leadership and project success (Ali et al., 2020), inclusive leadership and task performance (Siyal et al., 2023), paternalistic leadership and employee creativity (Gyamerah et al., 2022), ambidextrous leadership and work behavior (Wang et al., 2022), and Machiavellianism and work outcomes (Frazier and Jaczko, 2021).

Secondly, employees' PsyEmp also acts as a Med process in the relationship between EL and its outcomes. PsyEmp serves as a Med in the relationship between EL and organizational citizenship behaviors (Sarwar et al., 2023), project success (Mubarak et al., 2022), MID (Zhu, 2008), innovative work behaviors, and organizational citizenship behaviors (Sattar et al., 2020), turnover intention (Suifan et al., 2020), in-role performance, and promotability (Dust et al., 2018), voice behaviors (Hu et al., 2018), and job satisfaction, and affective commitment (Qing et al., 2020).

The scholarly discourse emphasizes the pivotal role of PsyEmp as a crucial psychological asset within organizational contexts. Its mediation in the intricate dynamics of leadership and the attitudes, behaviors, and performance of employees highlights its diverse impact. PsyEmp serves not only as a Med across various leadership styles, including transactional leadership, leader-member exchange, empowering leadership, inclusive leadership, and humble leadership, but also plays a crucial role as a connecting link between value-based leadership approaches such as authentic leadership, transformational leadership, and servant leadership.

Moreover, it functions as a critical mediating process in the link between EL and a spectrum of outcomes. This comprehensive mediation by PsyEmp underscores its nuanced influence on both positive and negative aspects of employee behavior and attitudes, underscoring its significance in the complex dynamics of organizational functioning.

2.16.1 Mediating Role of Employees' PsyEmp between EL and, UPB and PSRB

Various leadership styles have been identified as significant influencers on employees' attitudes, behaviors, and performance within organizational contexts (Aggarwal et al., 2020; Ali et al., 2020; Bharadwaja and Tripathi, 2020; Frazier and Jacezko, 2021; Gyamerah et al., 2022; Siyal et al., 2023; Wang et al., 2021). Notably, value-based leadership approaches such as authentic leadership, transformational leadership, and servant leadership have also been associated with influencing employees' attitudes, behaviors, and performance in organizational settings (Saira et al., 2021; Towsen et al., 2020; Tripathi et al., 2020).

Similarly, EL has been documented as a significant factor impacting employees' attitudes, behaviors, and performance in organizations (Dust et al., 2018; Hu et al., 2018; Mubarak et al., 2022; Qing et al., 2020; Sarwar et al., 2023; Sattar et al., 2020; Suifan et al., 2020). Consequently, based on the existing literature, Hypothesis 2c posits that EL positively influences the PsyEmp of employees within the organization. Employees' PsyEmp demonstrates a positive correlation with favorable workplace behaviors within organizational contexts, as evidenced by research

undertaken by Ahmer et al. (2021), Echebiri et al. (2020), Ghalavi and Nastiezaie (2020), and Wikhamn and Selart (2019). Conversely, employees' PsyEmp has been found to have a negative impact on undesirable workplace behaviors, as indicated by research undertaken by Ahmad et al. (2019) and Aggarwal et al. (2020). Therefore, Hypothesis 5a posits that employees' PsyEmp exerts a positive influence on UPB within the organizational context.

Employees' PsyEmp has been established as having a positive link with employees' constructive behaviors in workplace settings within organizational contexts, as indicated by research undertaken by Ahmer et al. (2021), Chen et al. (2018), Pigeon et al. (2017), and Wikhamn and Selart (2019). Conversely, PsyEmp has been reported to be inversely related to employees' negative behaviors in the workplace within organizational contexts, as evidenced by research undertaken by Aggarwal et al. (2020) and Ahmad et al. (2019). Additionally, it has been observed that employees' PsyEmp positively influences PSRB, as suggested by Zeng (2018). Therefore, Hypothesis 5b posits that employees' PsyEmp exerts a positive influence on PSRB within the organizational context.

The connection between various leadership styles and their respective outcomes is mediated by employees' PsyEmp, as indicated by research undertaken by Ali et al. (2020), Bharadwaja and Tripathi (2020), Schermuly and Meyer (2020), Tripathi et al. (2020), and Towsen et al. (2020). Similarly, the linkage between EL and its outcomes is also mediated by employees' PsyEmp, as evidenced by studies conducted by Dust et al. (2018), Qing et al. (2020), Sattar et al. (2020), and Suifan et al. (2020).

The scholarly discourse underscores the influence of various leadership styles on employees' PsyEmp within organizational contexts. Additionally, value-based leadership styles have been shown to exert influence on employees' PsyEmp in organizational settings. Furthermore, EL has been identified as a positive influencer of employees' PsyEmp. The positive influence of employees' PsyEmp on their constructive behaviors and its negative impact on undesirable behaviors within organizations are well-documented.

Likewise, employees' PsyEmp has been observed to serve as an explanatory mechanism in the relationship between different leadership styles and their corresponding

outcomes. Furthermore, PsyEmp acts as a mediating mechanism in the link between value-based leadership styles and their outcomes. Similarly, the explanatory influence of PsyEmp of employees extends to the relationship between EL and its outcomes.

Drawing on SCT (Bandura, 1986), EL influences PsyEmp through observational learning. Employees cultivate PsyEmp by observing ethical behavior in leaders, fostering a positive organizational connection (Wood and Bandura, 1989; Hattie et al., 2020). PsyEmp development through observational learning enhances self-efficacy and self-regulation, instilling a perception of capability, competence, and resilience. This heightened state initiates a positive psychological outlook, motivating employees to align actions with organizational goals (Bandura, 1991, 2001, 1977; Schunk and DiBenedetto, 2020). Therefore, this resilience encourages engagement in strategic initiatives, including UPB and PSRB, contributing to the greater good and demonstrating alignment with organizational objectives.

Hence, the complex interaction among observational learning, self-efficacy, and self-regulation collectively serves as a guiding mechanism for PsyEmp (Bandura, 1991, 2001, 1977; Schunk and DiBenedetto, 2021). Within this framework, PsyEmp assumes a pivotal role as a positive Med in the relationship between EL and employees' engagement in UPB and PSRB, apparently unethical behaviors within the organizational context that employees consider in the greater good to undertake. Moreover, according to SET (Blau, 1964), EL establishes a positive exchange dynamic through a commitment to fairness and ethical standards.

This dynamic leads to the development of PsyEmp as employees reciprocate positive treatment from EL (Gouldner, 1960; Homans, 1958; Hattie et al., 2020). Strengthened PsyEmp increases the probability of employees reciprocally participating in UPB and PSRB. The expected positive influence of EL on PsyEmp forms a reciprocal relationship, motivating organizationally identified employees to engage in UPB and PSRB for the greater good (Gouldner, 1960; Schunk and DiBenedetto, 2020; Molm, 2003).

This reciprocal connection, rooted in fair and ethical exchanges, highlights the explanatory role of employees' PsyEmp in the association between EL and employees' likelihood to engage in UPB and PSRB within the organizational context

(Cropanzano et al., 2017; Schunk and DiBenedetto, 2021; Gouldner, 1960).

Therefore, drawing on both SCT (Bandura, 1986) and SET (Blau, 1964) and supported by relevant literature, the researcher proposes the following hypotheses.

Hypothesis 8a: Employees' PsyEmp positively mediates the relationship between EL and employees' UPB within organizations.

Hypothesis 8b: Employees' PsyEmp positively mediates the relationship between EL and employees' PSRB within organizations.

2.17 Moderating Role of MID

MID emerges as a crucial individual difference, personal characteristic, and individual trait that significantly influences the link between leadership and the employees' cognitive processes and behaviors (Aquino and Reed II, 2002; Hertz and Krettenauer, 2016; Krettenauer, 2022; Lefebvre and Krettenauer, 2019; Xu et al., 2023).

Moreover, the MID of employees has been identified as a significant factor affecting the relationship between contextual factors, employees' cognitive mechanisms, and behaviors. MID plays a vital role in modeling the connection between leadership and employee behaviors. Notably, Ismail and Hilal (2023) study demonstrates that green MID functions as a Mod, influencing the link between responsible leadership and environmentally friendly behaviors among employees. In a similar vein, Shaw and Liao (2021) investigation highlights the pivotal role of MID as a Mod, impacting both the association between benevolent leadership and UPB and the link between supervisor identification and UPB. Furthermore, the MID of employees plays a crucial role in influencing the link between ethical leaders and employees' cognitive mechanisms, and behaviors.

Al Halbusi et al. (2023) investigation emphasizes that EL has a stronger influence on ethical behavior when subordinates possess both MID and self-control. Specifically, the study highlights that the most substantial positive influence of EL on ethical conduct is observed in employees exhibiting higher levels of MID and self-control. Chuang and Chiu (2018) research indicates that moral personality acts as

a weakening factor in the relationship between EL and employee voluntary behaviors, with idealism serving as a boundary condition. Notably, relativism functions as a boundary condition specifically in predicting workplace deviant behavior. Gan (2018) study demonstrates that the negative indirect link between EL and unethical employee behavior, mediated by moral justification, is more pronounced when employee MID is strong.

Giessner et al. (2015) study establishes that leader MID significantly influences followers' perceptions of EL, particularly when followers exhibit high MID, impacting the perceived quality of the leader-follower relationship. Haller et al. (2018) study indicates that personal power serves as a Med in the positive association between EL and various employees' outcomes, with interactive effects observed between EL and follower MID.

Moore et al. (2019) investigations reveal that the influence of EL is moderated by employee MID, with variations across studies. In two studies, EL has the most significant positive impact on employees with a weak MID, while in another study, the most substantial positive impact is observed in individuals with a strong MID.

O'Keefe et al. (2019) research finds that individuals with a stronger MID and perceptions of higher EL are less inclined to engage in unethical behavior. Moreover, higher perceived EL leads to increased OID predicting positive outcomes.

Wang et al. (2021) study indicates that ethical leaders are perceived as role models primarily by followers with higher MID and leader identification. Interestingly, the study reveals that EL may evoke unethical behavior among followers with lower levels of both MID and leader identification, emphasizing the contingent nature of EL's effectiveness. This scholarly discourse underscores the significance of MID as a pivotal individual difference that profoundly impacts the intricate link between leadership and employees' cognitive processes and behaviors. This comprehensive exploration demonstrates that MID is not only a critical individual trait in the broader landscape of leadership but also a nuanced Mod that shapes the outcomes of specific leadership styles and behaviors. As organizations navigate the complexities of leadership and ethical conduct, an awareness of the intricate interplay with employees' MID emerges as a valuable consideration for fostering positive workplace dynamics and ethical behaviors.

2.17.1 Moderating Role of Employees' MID between EL and Employees' OID, PsyCap and PsyEmp

The scholarly discourse underscores the examination of the moderating effect of MID on the relationship between various leadership styles and employees' cognitive processes and behaviors, with noteworthy studies contributing to this exploration (Ismail and Hilal, 2023; Shaw and Liao, 2021). Additionally, a series of studies have delved into the moderating impact of MID on the connection between EL and employees' cognitive mechanisms and workplace behavior, providing comprehensive insights into the nuanced dynamics at play (Al Halbusi et al., 2023; Chuang and Chiu, 2018; Gan, 2018; Giessner et al., 2015; Haller et al., 2018; Moore et al., 2019; O'Keefe et al., 2019; Wang et al., 2021).

These investigations collectively emphasize the substantial influence of employees' MID on these relationships. Most prominently, the majority of the studies posit that MID serves to strengthen the positive impact of EL on employees' cognitive processes and behaviors (Al Halbusi et al., 2023; Gan, 2018; Giessner et al., 2015; Haller et al., 2018; O'Keefe et al., 2019; Wang et al., 2021). Empirical evidence corroborates the augmentation of the relationship between EL and cognitive mechanisms and behaviors for individuals possessing a robust MID. This body of research collectively suggests that individuals characterized by a higher MID tend to experience a more pronounced positive impact of EL on their psychological processes and behaviors.

However, Chuang and Chiu (2018) research introduces a nuanced perspective, indicating that moral personality, particularly idealism, acts as a weakening factor in the relationship between EL and employee voluntary behaviors, with idealism serving as a notable boundary condition. Furthermore, relativism emerges as a boundary condition, specifically in predicting workplace deviant behavior. These insights underscore the intricate nature of the relationship between EL and employee behaviors, necessitating a nuanced understanding of the role of moral characteristics.

Similarly, Moore et al. (2019) studies present mixed findings, revealing that the influence of EL is moderated by employee MID, with variations across studies.

Notably, in two studies, ethical leaders exert the most significant positive influence on individuals with a weak MID, while in another study, the most substantial positive impact is observed in individuals with a strong MID. These divergent outcomes highlight the complexity of the interplay between ethical leaders, MID, and personal traits.

Hence, this body of research offers valuable insights into the moderating role of MID in the relationship between leadership styles, particularly EL, and employees' cognitive processes and behaviors. The nuanced dynamics revealed by these studies underscore the significance of focusing on individual moral characteristics in understanding the influence of leadership styles on employee outcomes.

Hypothesis 2a posits that EL exerts a positive influence on employees' OID. This hypothesis aligns with prior research findings that consistently highlight the positive influence of EL on fostering a sense of identification and connection with the organization among employees (Costa et al., 2022; Qian and Jian, 2020; Suifan et al., 2020).

Similarly, Hypothesis 2b asserts that EL positively influences employees' PsyCap. The support for this hypothesis is grounded in studies that indicate the positive correlation between EL and employees' PsyCap, emphasizing the role of EL in enhancing employees' psychological resources (Bouckenooghe et al., 2015; Jabeen and Munir, 2018).

Building on this, Hypothesis 2c suggests that EL has a positive influence on employees' PsyEmp. This hypothesis draws on previous research that demonstrates the link between EL and employees' PsyEmp, emphasizing the role of EL in fostering a work environment that empowers and motivates employees (Qing et al., 2020; Sattar et al., 2020; Suifan et al., 2020).

Moreover, it is important to note the role of MID in the context of leadership styles and employees' cognitive processes and behaviors. Previous studies have established the influence of MID on various leadership styles (Ismail and Hilal, 2023; Shaw and Liao, 2021). This underscores the broader impact of individual MID on the perception and effectiveness of different leadership approaches. Furthermore, MID has been identified as a factor influencing EL and, consequently,

employees' psychological mechanisms and behaviors (Al Halbusi et al., 2023; Gan, 2018; Giessner et al., 2015; Haller et al., 2018; O'Keefe et al., 2019; Wang et al., 2021). These studies contribute to the understanding of the intricate link between individual MID, EL, and employee outcomes, highlighting the multifaceted impact of MID on leadership dynamics and organizational processes.

Therefore, the hypotheses put forward in this context provide a framework for exploring the positive influence of EL on various aspects of employees' cognitive experiences, while the inclusion of MID as a contextual factor adds depth to our understanding of the nuanced interplay between individual moral values, leadership styles, and employee outcomes.

Leveraging SCT (Bandura, 1986), individuals in the workplace learn behaviors and values through observational learning, particularly from ethical leaders who serve as role models. Higher MID enhances receptiveness to EL, facilitating effective value transfer and bolstering OID (Moore et al., 2019). SCT's (Bandura, 1986) self-efficacy concept emphasizes that individuals with higher MID are more confident aligning their values with EL, reinforcing OID (Bandura, 1997; Bandura and Locke, 2003). Additionally, SCT (Bandura, 1986) underscores the significance of self-regulation, with higher MID individuals adeptly managing behavior in line with internalized standards, positively impacting OID (Bandura, 1991).

Moreover, observational learning contributes to the development of PsyCap, with higher MID enhancing its effectiveness. Individuals with higher MID demonstrate improved self-efficacy, leveraging EL behaviors to boost PsyCap and instill a belief in cultivating positive psychological resources (Bandura, 1977; Gan, 2018). Higher MID individuals exhibit superior self-regulation, contributing to enhanced psychological processes of hope, efficacy, resilience, and optimism (Bandura, 1989, 1991; Giessner et al., 2015). Therefore, observational learning, self-efficacy, and self-regulation collectively elevate employees' PsyCap.

Furthermore, heightened observational learning for those with higher MID establishes a more impactful connection between EL and PsyEmp. Increased self-efficacy facilitates the application of EL principles to enhance PsyEmp (Bandura, 1997; Haller et al., 2018). Superior self-regulation skills enable seamless integration of EL values into behaviors, amplifying the positive impact on meaning,

self-determination, competence, and impact (Bandura, 1991; O'Keefe et al., 2019). The synergy of observational learning, self-efficacy, and self-regulation enhances employees' PsyEmp.

Lastly, integrating SCT (Bandura, 1986) principles into workplace dynamics, particularly regarding MID, EL, and employee outcomes, highlights the intertwined synergized roles of observational learning, self-efficacy, and self-regulation. These mechanisms collectively strengthen employees' OID, PsyCap, and PsyEmp, fostering a positive and empowered work environment (Al Halbusi et al., 2023; Bandura, 1991, 1977; Wang et al., 2021).

SET (Blau, 1964) posits that individuals engage in social exchanges with the anticipation of mutual benefits, leading to a sense of obligation and commitment (Gouldner, 1960; Molm, 2003; O'Keefe et al., 2019). In the context of ethical leaders, employees possessing a higher MID are inclined to perceive ethical leaders as trustworthy and fair, establishing a positive social exchange. EL, by promoting OID, PsyCap, and PsyEmp, creates a conducive environment for employees to reciprocate positively, contributing to the accomplishment of organizational goals (Emerson, 1976; Homans, 1958; Wang et al., 2021).

This alignment with SET (Blau, 1964) emphasizes that employees with a robust MID are more inclined to positive engagement in reciprocal relationships, thereby reaping greater psychological benefits from EL. The positive exchange within this framework underscores the mutually beneficial link between ethical leaders and employees with a strong MID (Al Halbusi et al., 2023; Blau, 1968; Cropanzano et al., 2017).

Therefore taking a cue from the SCT (Bandura, 1986) and SET (Blau, 1964) and the relevant literature, the researcher postulates the following hypotheses:

Hypothesis 9a: The employees' MID positively moderates the relationship between EL and employees' OID such that the relationship will be stronger for employees with higher MID than low.

Hypothesis 9b: Employees' MID positively moderates the relationship between EL and employees' PsyCap such that the relationship will be stronger for employees with higher MID than low.

Hypothesis 9c: Employees' MID positively moderates the relationship between EL and employees' PsyEmp such that the relationship will be stronger for employees with higher MID than low.

2.18 Moderating Role of Employees' Perception of EC

EC is an essential contextual factor that influences how employees interpret and react to EL. As a moderator, it enhances or weakens the influence of EL on employee cognitive mechanisms and behaviors. A supportive EC reinforces the leader's ethical cues, encouraging employees' cognitive processes to align their behaviors with organizational norms. Conversely, in a weak or unethical climate, even EL and positive psychological resources may fail to produce desired outcomes, as employees receive mixed signals about acceptable behaviors. Therefore, EC as a moderator offers a more nuanced understanding of the link between leadership, employees' psychological and cognitive processes, and behavior (Essex et al., 2023; Friend et al., 2020; Newman et al., 2014; Martin and Cullen, 2006; Parboteeah et al., 2024).

In Decoster et al. (2021) examination of self-serving leader behavior and employee retaliation, a strong positive EC emerges as a key factor influencing employee responses to self-serving leaders. Jiang and Lin (2021) investigation into the link between moral manager leadership and unethical behavior reveals that a positive EC not only moderates the relationship but also enhances the explanatory effect through moral supervisor leadership.

Similarly, Rui and Qi (2021) exploration of authoritarian leadership demonstrates the EC's negative moderating impact on the link between authoritarian supervisor leadership and unethical behavior, influencing the explanatory influence of authoritarian supervisor leadership. Rui and Xinqi (2020) study on benevolent leadership echoes this, showing that the EC positively moderates both the relationship and the explanatory influence of benevolent supervisor leadership on unethical behavior.

Furthermore, the influence of employees' perception of EC extends to the relationship between EL and its outcomes. Bai et al. (2019) research on EL's impact on employee voice, employing a multi-level social learning perspective, finds that EC positively moderates the link between perceived EL and leader ethical role modeling.

In the military context, Kim and Vandenberghe (2020) study reveals that EL indirectly relates to enhanced team ethical voice and organizational citizenship behaviors through team moral efficacy, with these effects being more pronounced in teams with a robust EC. Conversely, O'Keefe et al. (2020) exploration of the trickle-down effect of EL demonstrates that negative perceptions of organizational climate and justice increase the impact of EL.

Hence, the studies discussed exemplify the profound impact of a positive EC, showcasing its role in steering employee responses to leadership styles, moderating relationships, and enhancing mediating effects. Moreover, the far-reaching influence of employees' perceptions of EC extends beyond leadership dynamics to impact the relationship between EL and its outcomes.

2.18.1 The Moderating Role of Employees' Perception of EC between Employees' OID, PsyCap and PsyEmp, and UPB

The scholarly discourse underscores the investigation into the moderating role of EC in the relationship between various leadership styles and employees' cognitive processes and behaviors. This exploration has been significantly enriched by noteworthy studies, including those by Decoster et al. (2021), Jiang and Lin (2021), Rui and Qi (2021), and Rui and Xinqi (2020). Additionally, a host of studies have delved into the moderating impact of EC on the connection between EL and employees' cognitive processes and behaviors, offering comprehensive insights into the nuanced dynamics at play. Notable contributions in this regard come from Bai et al. (2019), Kim and Vandenberghe (2020), and O'Keefe et al. (2020).

Collectively, these investigations highlight the substantial influence of employees' perceptions of EC on these intricate relationships. While the findings of studies

by Bai et al. (2019) and Kim and Vandenberghe (2020) suggest that EC serves to bolster the positive impact of employees' psychological mechanisms and behaviors, the research by O'Keefe et al. (2020) exploring the trickle-down effect of EL indicates that negative perceptions of organizational climate and justice heighten the impact of EL. These studies collectively emphasize the intricate and influential role of EC in shaping relationships between leadership styles, employees' cognitive processes, and behaviors.

Moreover, the organizational context of EC significantly shapes the nexus between leadership styles and various dimensions of employee attitudes and behaviors. Employees' OID, a crucial psychological factor, has been identified as positively associated with positive workplace behaviors and negatively linked to negative behaviors (Barattucci et al., 2021; Ciampa et al., 2021; Naseer et al., 2020), leading to the formulation of Hypothesis 3a positing a positive influence of OID on UPB.

Furthermore, PsyCap has demonstrated a positive influence on positive workplace behaviors and a negative influence on negative behaviors (Avey et al., 2010; Fang et al., 2019; Gonçalves and Brandão, 2017; Hu et al., 2018), supporting Hypothesis 4a, which proposes a positive link between PsyCap and UPB.

Additionally, PsyEmp has exhibited positive associations with positive workplace behaviors and negative correlations with negative behaviors (Aggarwal et al., 2020; Ahmer et al., 2021; Echebiri et al., 2020), forming the basis for Hypothesis 5a, suggesting a positive impact of PsyEmp on UPB. Significantly, the organizational context of EC has been recognized as a noteworthy Mod in the intricate relationships among leadership, employees' psychological and cognitive mechanisms, and behaviors (Decoster et al., 2021; Haq et al., 2022; Jiang and Lin, 2021; Rui and Qi, 2021; Rui and Xinqi, 2020; Zhu et al., 2022). Moreover, the organizational context of EC has also been recognized as a crucial Mod in the complex interplay among EL, employees' psychological and cognitive mechanisms, and behaviors (Bai et al., 2019; Kim and Vandenberghe, 2020; O'Keefe et al., 2020). Consequently, it can be reasonably concluded that employees' perceptions of EC play a pivotal role in shaping the intricate connections between leadership and the psychological and behavioral dimensions of employees in the workplace. Drawing from SCT (Bandura, 1986), observational learning suggests that individuals acquire behaviors by

observing others in their environment (Hattie et al., 2020; Wood and Bandura, 1989). In the organizational context, the EC plays a pivotal role in this process. A positive EC serves as a model for employees, providing behaviors and norms that enhance ethical conduct and self-efficacy—the belief in one's ability to perform specific behaviors. Employees perceiving a positive EC are more likely to develop heightened self-efficacy in ethical decision-making and actions (Bandura, 1997; Schunk and DiBenedetto, 2020).

Additionally, self-regulation, another key SCT (Bandura, 1986) component, emphasizes an individual's ability to control behavior based on internal standards and values. A positive EC supports individuals in regulating their behavior in alignment with ethical principles (Bandura, 1991; Bandura and Locke, 2003). Thus, within the SCT (Bandura, 1986) framework, a positive EC reinforces employees' observational learning, self-efficacy, and self-regulation, contributing to a workplace conducive to ethical behavior (Bandura, 1991, 1997; Schunk and DiBenedetto, 2021). Hence, this theoretical framework provides insights into how a positive EC might mitigate the connection between employees' psychological processes and unethical behaviors, even when labeled as 'pro-organizational'.

Moreover, SET (Blau, 1964) posits that individuals engage in social exchanges driven by mutual obligations and benefits, forming the foundation of interpersonal relationships in workplaces (Emerson, 1976; Gouldner, 1960; Molm, 2003). Within this theoretical framework, the perception of the EC within an organization emerges as a pivotal factor influencing the social exchange between employees. A positive EC, characterized by shared values and norms, fosters an environment of reciprocity and mutual obligations. Employees are likely to perceive an implicit agreement to uphold ethical standards, creating a context in which engaging in UPB contradicts these shared norms (Cropanzano and Mitchell, 2005; Gouldner, 1960; Molm, 2003).

Consequently, individuals with a higher perception of EC are anticipated to exhibit weaker connections between OID, PsyCap, PsyEmp, and UPB. The essence lies in the reciprocity embedded in SET—individuals are inclined to reciprocate positive conditions with positive behavior and are less likely to engage in actions incongruent with the prevailing ethical norms within their organizational social

exchange (Bandura, 2018; Cropanzano et al., 2017; Gouldner, 1960; Hattie et al., 2020).

Therefore, building upon SCT (Bandura, 1986), SET (Blau, 1964), and existing literature, the researcher formulates the following hypotheses:

Hypothesis 10a: Employees' perception of EC within organizations negatively moderates the relationship between employees' OID and UPB such that the relationship will be weaker for employees with higher perception of EC than low.

Hypothesis 10b: Employees' perception of EC within organizations negatively moderates the relationship between employees' PsyCap and UPB such that the relationship will be weaker for employees with higher perception of EC than low.

Hypothesis 10c: Employees' perception of EC within organizations negatively moderates the relationship between employees' PsyEmp and UPB such that the relationship will be weaker for employees with higher perception of EC than low.

2.18.2 The Moderating Role of Employees' Perception of EC between Employees' OID, PsyCap, PsyEmp and PSRB

The academic discussion highlights the essential role of EC in shaping relationships between leadership styles, psychological processes (OID, PsyCap, PsyEmp), and employee behaviors such as PSRB. Empirical evidence is cited, showing positive correlations of OID, PsyCap, and PsyEmp with positive behaviors and negative associations with negative behaviors. The discourse underscores EC's crucial moderating function in navigating the complex interplay between leadership, psychological processes, and PSRB. Ultimately, it stresses the indispensable influence of EC on the dynamic connections within the organizational context.

Firstly, employees' OID exhibits a positive correlation with positive workplace behaviors and a negative association with negative behaviors (Costa et al., 2022; Peng and Kim, 2020; O'Keefe et al., 2019; Pagliaro et al., 2018). Consequently, Hypothesis 3b posits that OID positively influences PSRB. Secondly, employees' PsyCap has been identified as positively impacting positive workplace behaviors

and negatively affecting negative behaviors (Kirrane et al., 2017; Newman et al., 2014), supporting Hypothesis 4b suggesting a positive influence of PsyCap on PSRB.

Thirdly, employees' PsyEmp has demonstrated positive associations with positive workplace behaviors and negative correlations with negative behaviors (Aggarwal et al., 2020; Ghalavi and Nastiezaie, 2020; Wikhamn and Selart, 2019). Hence, Hypothesis 5b asserts that PsyEmp positively influences PSRB.

Finally, the perception of EC moderates the relationship between diverse leadership styles, employees' psychological and cognitive mechanisms, and behaviors (Bai et al., 2019; Decoster et al., 2021; Jiang and Lin, 2021; Kim and Vandenberghe, 2020; Rui and Qi, 2021; Rui and Xinqi, 2020).

Consequently, it is reasonable to conclude that employees' perception of EC serves as a crucial organizational context influencing the association between leadership and employees' cognitive processes, and behaviors within the workplace in organizations.

Drawing from SCT (Bandura, 1986), observational learning, a core SCT principle, asserts that individuals acquire behaviors through observing others in their environment (Wood and Bandura, 1989; Hattie et al., 2020). In the organizational setting, the EC is a critical determinant influencing this observational learning process. A positive EC serves as a model for ethical behavior, positively impacting self-efficacy—individuals' belief in their ability to perform specific behaviors. Employees perceiving a positive EC are more likely to develop heightened self-efficacy regarding ethical decision-making (Bandura, 1997; Bandura and Locke, 2003; Schunk and DiBenedetto, 2020). Additionally, self-regulation, a key SCT element (Bandura, 1986), emphasizes an individual's capacity to control behavior based on internal standards. A positive EC establishes a normative framework supporting individuals in regulating behavior in alignment with ethical principles (Bandura, 1991, 2001; Schunk and DiBenedetto, 2021). Within SCT (Bandura, 1986), a positive EC is expected to reinforce employees' observational learning, self-efficacy, and self-regulation, creating a workplace conducive to ethical behavior (Bandura, 1991, 1977, 2001; Hattie et al., 2020; Schunk and DiBenedetto, 2021). Therefore, this theoretical framework offers insights into how a positive EC

may attenuate the relationship between employees' psychological processes and unethical behaviors, even if they are characterized as 'pro-social'.

SET (Blau, 1964) proposes that social exchanges in workplaces are rooted in mutual obligations and benefits, shaping interpersonal relationships (Cropanzano and Mitchell, 2005; Gouldner, 1960; Molm, 2003). In this framework, the EC perception becomes crucial, influencing social exchanges among employees. A positive EC, marked by shared values, cultivates reciprocity and mutual obligations (Hattie et al., 2020). Employees perceive an implicit agreement to uphold ethical standards, making engagement in PSRB contrary to shared norms (Emerson, 1976; Gouldner, 1960; Homans, 1958).

Thus, individuals with a higher EC perception are expected to show weaker connections between OID, PsyCap, PsyEmp, and PSRB. The reciprocity in SET (Blau, 1964) suggests that individuals reciprocate positive conditions with positive behavior and are less likely to act against prevailing ethical norms in their organizational social exchange (Cropanzano et al., 2017; Emerson, 1976; Molm, 2003).

Therefore, building upon SCT (Bandura, 1986), SET (Blau, 1964), and existing literature, the researcher formulates the following hypotheses:

Hypothesis 11a: Employees' perception of EC within organizations negatively moderates the relationship between employees' OID and PSRB such that the relationship will be weaker for employees with higher perception of EC than low.

Hypothesis 11b: Employees' perception of EC within organizations negatively moderates the relationship between employees' PsyCap and PSRB such that the relationship will be weaker for employees with higher perception of EC than low.

Hypothesis 11c: Employees' perception of EC within organizations negatively moderates the relationship between employees' PsyEmp and PSRB such that the relationship will be weaker for employees with higher perception of EC than low.

2.19 Summary of Research Hypotheses

The summary of research hypotheses is shown in Table 2.1 below.

Table 2.1: Research Hypotheses

Hypotheses	Statements
Hypothesis 1a	EL is negatively related to employees' UPB within organizations.
Hypothesis 1b	EL is negatively related to employees' PSRB within organizations.
Hypothesis 2a	EL is positively related to employees' OID within organizations.
Hypothesis 2b	EL is positively related to employees' PsyCap within organizations.
Hypothesis 2c	EL is positively related to employees' PsyEmp within organizations.
Hypothesis 3a	Employees' OID is positively related to UPB within organizations.
Hypothesis 3b	Employees' OID is positively related to PSRB within organizations.
Hypothesis 4a	Employees' PsyCap is positively related to UPB within organizations.
Hypothesis 4b	Employees' PsyCap is positively related to PSRB within organizations.
Hypothesis 5a	Employees' PsyEmp is positively related to UPB within organizations.
Hypothesis 5b	Employees' PsyEmp is positively related to PSRB within organizations.
Hypothesis 6a	Employees' OID positively mediates the relationship between EL and employees' UPB within organizations.
Hypothesis 6b	Employees' OID positively mediates the relationship between EL and employees' PSRB within organizations.
Hypothesis 7a	Employees' PsyCap positively mediates the relationship between EL and employees' UPB within organizations.
Hypothesis 7b	Employees' PsyCap positively mediates the relationship between EL and employees' PSRB within organizations.

Hypotheses	Statements
Hypothesis 8a	Employees' PsyEmp positively mediates the relationship between EL and employees' UPB within organizations.
Hypothesis 8b	Employees' PsyEmp positively mediates the relationship between EL and employees' PSRB within organizations.
Hypothesis 9a	Employees' MID positively moderates the relationship between EL and employees' OID such that the relationship will be stronger for employees with higher MID than low.
Hypothesis 9b	Employees' MID positively moderates the relationship between EL and employees' PsyCap such that the relationship will be stronger for employees with higher MID than low.
Hypothesis 9c	Employees' MID positively moderates the relationship between EL and employees' PsyEmp such that the relationship will be stronger for employees with higher MID than low.
Hypothesis 10a	Employees' perception of EC within organizations negatively moderates the relationship between employees' OID and UPB such that the relationship will be weaker for employees with higher perception of EC than low.
Hypothesis 10b	Employees' perception of EC within organizations negatively moderates the relationship between employees' PsyCap and UPB such that the relationship will be weaker for employees with higher perception of EC than low.
Hypothesis 10c	Employees' perception of EC within organizations negatively moderates the relationship between employees' PsyEmp and UPB such that the relationship will be weaker for employees with higher perception of EC than low.
Hypothesis 11a	Employees' perception of EC within organizations negatively moderates the relationship between employees' OID and PSRB such that the relationship will be weaker for employees with higher perception of EC than low.

Hypotheses	Statements
Hypothesis 11b	Employees' perception of EC within organizations negatively moderates the relationship between employees' PsyCap and PSRB such that the relationship will be weaker for employees with higher perception of EC than low.
Hypothesis 11c	Employees' perception of EC within organizations negatively moderates the relationship between employees' PsyEmp and PSRB such that the relationship will be weaker for employees with higher perception of EC than low.

2.20 Theoretical Model

The theoretical model of the study is depicted at Figure 1 below.
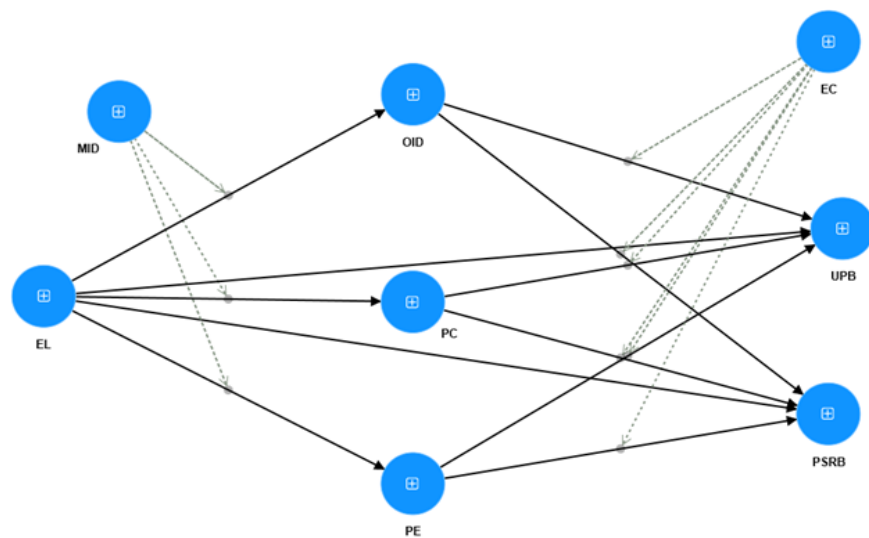
FIGURE 1: Theoretical Model

2.21 Chapter Summary

The chapter meticulously explored the literature, examining connections among study constructs. It covered leadership theories, focused on EL as an IV, and included variables like UPB, PSRB as DVs, OID, PsyCap, and PsyEmp as mediating mechanisms, and MID, and EC as Mods. A bibliometric analysis provided

a macro perspective of study constructs. The discussion outlined direct, mediating, and moderating relationships, supporting hypotheses with SCT (Bandura, 1986) and SET (Blau, 1964). The chapter concluded with a succinct summary of research hypotheses, setting the stage for empirical exploration.

Chapter 3

Research Methodology

3.1 Introduction

The chapter discusses the research methodology as a vital bridge between theory and empirical findings. It covers research design to include philosophy, approach, strategy, and methodological choices, laying the groundwork for discussions on study purpose, type, setting, interference extent, unit of analysis, and time horizon. The chapter explores population, sampling, and sample size considerations for study generalizability and result reliability. It delves into measurement scales, reliability assessments, control variables, pre-tests, and pilot studies. The comprehensive data collection process is addressed, including methods, instruments, and potential challenges. The SEM approach, specifically PLS-SEM, is detailed, covering measurement and structural models, including higher-level analyses of mediation and moderation. The chapter concludes by emphasizing ethical considerations and the researcher's commitment to ethical standards and participant rights, ensuring a robust foundation for result presentation and interpretation.

3.2 Research Design

The research design serves as a foundational framework that guides the investigation process by defining parameters for data collection, measurement, and analysis.

A well-defined research design is crucial for producing reliable findings, enhancing their comprehension, and facilitating their interpretation, thereby optimizing research efficiency while minimizing resource expenditure (Saunders et al., 2009; Sekaran and Bougie, 2016). Key steps in developing a research design include determining the research philosophy, approach, methodological choices, strategies, time horizon, and data collection techniques and procedures (Saunders et al., 2009; Sekaran and Bougie, 2016).

The concept of the 'Research Onion' has been recognized for its clarity and user-friendliness in depicting the layers of research design (Saunders et al., 2009). However, influential management scholars emphasize components such as the purpose of the study, type of investigation, extent of researcher interference, time horizon, and unit of analysis as fundamental elements of a research design (Sekaran and Bougie, 2016). These components collectively shape the framework within which research inquiries are structured, ensuring the systematic and rigorous exploration of research questions and hypotheses.

The current study adopted a positivist research philosophy, utilizing a quantitative research approach and employing a correlational research strategy. A time-lagged cross-sectional design was chosen as the methodological approach, allowing data collection at multiple points over time to examine relationships between variables such as EL, constructive deviance behaviors (UPB and PSRB), psychological processes (OID, PsyCap and PsyEmp), personal differences (MID) and organizational context (EC). This design facilitated the exploration of causal relationships and minimized common method biases. A summary of the research design discussed in subsequent sections is presented in Table 3.1.

3.3 Research Philosophy

Scholars define research philosophy as a "system of beliefs and assumptions about the development of knowledge," and a researcher's worldview significantly influences the selection of research approaches and processes. Justifications for methodological choices, study plans, data collection methods, and analytic procedures stem from the underlying research philosophy. Research questions play a pivotal

role in identifying the philosophical orientation. Ontologically, reality is considered absolute and independent, while epistemologically, knowledge is constructed through the investigation of observable facts. Axiology involves ensuring objectivity and minimizing researcher bias through standardized and replicable methods (Park et al., 2020; Saunders et al., 2009; Sekaran and Bougie, 2016).

Ontology concerns the nature of reality and what constitutes knowledge in the field of study. This study operates under the assumption that organizational behaviors and leadership styles have objective and observable impacts on employee actions. It posits that EL is a tangible and measurable construct with real-world implications on employee behaviors. The study recognizes the existence of specific behaviors, such as UPB and PSRB, as distinct phenomena influenced by EL. These behaviors are seen as integral parts of organizational dynamics that can be empirically studied and understood. The ontological stance is thus rooted in a realist perspective, acknowledging that these constructs exist independently and can be systematically observed and analyzed within organizational settings (Park et al., 2020).

Epistemology deals with the nature and scope of knowledge and how it can be acquired. The epistemological stance of this study is positivist, focusing on objective measurement and statistical analysis to understand the relationships between EL and employee behaviors. This study relies on empirical data collected through structured surveys from 515 nursing staff registered in both public and private hospitals across Pakistan. The data analysis was conducted utilizing PLS-SEM, reflecting a belief in obtaining knowledge through empirical observation and quantifiable evidence. The use of PLS-SEM allows for the investigation of complex links between multiple variables, providing robust insights into the mediating mechanisms (OID, PsyCap, PsyEmp) and moderating effects (MID, EC). This approach emphasizes the importance of rigorous, systematic data collection and analysis to uncover patterns, relationships, and causal mechanisms, aiming for objectivity and replicability in the findings (Saunders et al., 2009).

Axiology concerns the role of values and ethics in the research process. This study inherently values EL and seeks to understand its impacts, highlighting both its positive and paradoxical consequences. EL is assumed to generally foster positive

behaviors, but this study reveals its potential to also lead to unintended deviant behaviors like UPB and PSRB. By examining these paradoxical impacts, the study emphasizes the ethical considerations of leadership practices. The research aims to inform and improve organizational practices and leadership styles, stressing the importance of ethical implications on employee behavior. The study's focus on the mediating mechanisms and moderating effects underscores the significance of psychological process (OID, PsyCap, PsyEmp), personal values (MID) and organizational context (EC) in shaping employee behaviors. The commitment to exploring these dimensions reflects a dedication to enhancing the ethical standards and practical applications of leadership within organizations. The study's goal of contributing to theoretical and practical advancements in leadership and organizational behavior highlights its alignment with ethical considerations in both research and application (Sekaran and Bougie, 2016).

In the field of management sciences, research philosophy is broadly categorized into three major approaches: positivism, interpretivism, and pragmatism. Positivism perceives social reality as external, objective, and independent, with knowledge creation based on observable phenomena and reliable data. The researcher is viewed as independent, minimizing interference, and quantitative techniques are predominantly used for data collection (Park et al., 2020; Sekaran and Bougie, 2016).

In contrast, interpretivism considers social reality as subjective and multiple, emphasizing a thorough understanding of reality, requiring the researcher's active involvement, and employing qualitative techniques for data collection. Pragmatism acts as a bridge between positivism and interpretivism, acknowledging that the research question guides the choice of ontology, epistemology, and axiology, but a clear philosophical choice may not always emerge (Park et al., 2020; Saunders et al., 2009). The current study, exploring the paradoxical impact of EL on employees' constructive deviance behaviors, adopted a positivist research philosophy aligning with the study's nature and objectives of testing a model based on SCT and SET. This philosophy facilitated predictions based on observed and established realities, with no researcher interference required. Data collection occurred in a non-contrived natural environment, where employees expressed their

perceptions of study variables. The positivist research philosophy emphasized knowledge derived from quantified facts, leading the study to employ a quantitative questionnaire-based data collection method.

Overall, the study combines a realist ontological perspective with a positivist epistemological approach and a value-laden axiological stance to explore the complex dynamics of EL and employee behavior in organizational settings. The study's ontological, epistemological, and axiological components collectively support its rigorous and ethically grounded approach to exploring these dynamics, offering valuable insights for both theoretical advancement and practical application in the field of leadership and organizational behavior.

3.4 Research Approach

The management literature identifies three primary research approaches—deductive, inductive, and abductive—differ in their processes and objectives. The deductive approach starts with a theory or hypothesis, which is tested through data collection and analysis to confirm or refute existing theories. The inductive approach begins with observations or data collection, leading to the development of new theories based on identified patterns and generalizations. The abductive approach combines elements of both, starting with incomplete observations and seeking the most likely explanation, often involving creative thinking to generate and test new hypotheses. Each approach is chosen based on the research question and study goals (Saunders et al., 2009; Sekaran and Bougie, 2016).

Consequently, the current study adopts a deductive approach by starting with established theories— SCT (Bandura, 1986) and SET (Blau, 1964) and formulating specific hypotheses about the relationship between EL and employees' behaviors, such as UPB and PSRB. The study empirically tests these hypotheses using data collected from 515 nursing staff in Pakistan. By analyzing the data with PLS SEM, the research aims to confirm or refute the initial hypotheses. This deductive method ensures that the research is grounded in existing theoretical frameworks, and the findings either support or challenge these frameworks, contributing to the broader understanding of EL and its impacts.

3.5   Research Strategy

Various research strategies are available for data collection, encompassing surveys, observations, interviews, and focus groups. Surveys, a common method, utilize different instruments such as self-administered questionnaires, phone interviews, emails, and various social platforms. Each strategy presents advantages and disadvantages concerning factors like cost, time, reach, and response rate.

In the realm of management sciences, the survey method stands out as one of the most prevalent strategies. This quantitative approach was employed to investigate the characteristics and interrelationships of sociological and psychological variables, empirically measuring respondents' perceptions, opinions, attitudes, and behaviors. Known for its efficiency and cost-effectiveness, the survey method was particularly adept at addressing 'how and why' questions in a study. Additionally, it served as a suitable means for collecting demographic data. Questionnaires were commonly used to gather data from respondents, with perceptions being effectively measured through this method (Creswell and Creswell, 2017; Saunders et al., 2009; Sekaran and Bougie, 2016).

Previous studies on EL, UPB, and PSRB had also utilized survey questionnaires for data collection (Hsieh et al., 2020; Kalshoven et al., 2016; Miao et al., 2020, 2013; Park et al., 2023; Tang and Li, 2022; Zhu et al., 2018). Consequently, the present study also employed a survey strategy collecting time-lagged data through self-administered questionnaires.

This approach allowed for systematic data collection over different time points, providing a robust dataset to investigate the links between EL, UPB, and PSRB while controlling for potential biases associated with cross-sectional data.

3.6   Methodological Choice

Research methodology is broadly categorized into qualitative, quantitative, and mixed research methods. These diverse methods serve distinct purposes in investigating phenomena, yielding varied types of data. No single methodology is superior to the others; rather, the choice depends on selecting the most appropriate

approach for a given research context (Creswell and Creswell, 2017). Quantitative research has historically dominated the social sciences since the nineteenth century. This design utilizes standardized procedures and instruments to generate validated and reliable data, expressing observable facts numerically.

Rooted in the positivist research paradigm, quantitative research maintains objectivity by minimizing the influence of the researcher's values. Survey research methods are commonly employed in quantitative analysis. The positivist paradigm, which underpins quantitative research, posits that reality is stable and can be observed and described from an objective viewpoint without interfering with the phenomena being studied.

This paradigm supports the idea that research should be empirical, systematic, and replicable. Given the research objectives of this study, the positivist approach is particularly suitable because it allows for the examination of links between variables through statistical methods, thereby providing generalizable and objective insights (Saunders et al., 2009).

Guided by the positivist research paradigm, the objectives of the current study were to investigate direct relationships (EL and UPB and PSRB; EL and OID, PsyCap, and PsyEmp; OID, PsyCap, and PsyEmp, and UPB and PSRB), the mediating relationships (OID, PsyCap, and PsyEmp), and the boundary conditions (MID and EC). Consequently, a quantitative research approach based on the survey method was chosen for data collection and examination of the proposed theoretical framework (Sekaran and Bougie, 2016).

The selection of a quantitative approach is justified because it ensures objectivity and replicability, minimizing researcher bias and enhancing reliability and validity. It is suitable for testing specific hypotheses and validating theoretical constructs through surveys. Quantitative research allows for data collection from large samples, facilitating generalizable findings, particularly relevant to the health sector in Pakistan. It also accommodates complex relationships and mediating effects through sophisticated statistical analyses, such as regression and structural equation modeling. The survey method is efficient and cost-effective for gathering data on perceptions, attitudes, and behaviors (Saunders et al., 2009; Sekaran and Bougie, 2016).

3.7 Purpose of the Study

The purpose of the current study was to investigate the paradoxical impact of EL on employees' constructive deviance behaviors, specifically focusing on their UPB and PSRB within the organizational context. By exploring these dynamics, the study aimed to shed light on how EL practices may influence employees' tendencies towards constructive deviance, thereby contributing to a deeper understanding of EL's complexities and its implications for organizational behavior.

3.8 Type of Research

This study employed a quantitative research approach, selected for its capacity to rigorously quantify and analyze the relationships posited in the theoretical framework.

By utilizing statistical methods to measure variables and establish correlations, this approach aimed to provide empirical evidence and numerical insights into the proposed relationships between variables.

This methodological choice facilitated a systematic examination of the phenomena under investigation, offering a structured and objective means to explore the intricate dynamics within the research context.

3.9 Type of the Study

This research was inherently explanatory, aiming to illuminate the interconnectedness among the study variables. Employing a comprehensive approach, it systematically examined both the direct relationships between variables as well as the potential mediating and moderating influences within the study framework. By elucidating these connections, the study sought to provide a nuanced understanding of how various factors interacted to influence the outcomes of interest. This methodological approach facilitated a detailed exploration of the underlying mechanisms and dynamics at play, contributing to a deeper comprehension of the phenomena under investigation.

3.10   Study Setting

The study was conducted in a non-contrived natural environment, reflecting real-world workplace settings. Respondents were approached at their workplaces to gather their perceptions and insights regarding the study variables. Importantly, the IV, EL, was not manipulated during the research process. This non-manipulative approach was chosen because the study's scope and objectives did not require experimental manipulation to assess its relationship with the DVs, UPB and PSRB. By observing participants in their natural work environments, the study aimed to capture authentic responses and behaviors related to EL and constructive deviance, thereby enhancing the ecological validity of the findings.

3.11   Extent of Researcher's Interference

The research was conducted in a non-contrived natural environment, where participants were engaged to capture their perceptions of the study constructs within their workplace settings. This approach ensured minimal researcher interference during the conduct of the research. By observing participants in their natural environments, the study aimed to maintain the authenticity of responses and behaviors related to the study variables. The absence of researcher interference facilitated a more organic exploration of how EL influences employees' behaviors, specifically UPB and PSRB. This methodological choice aimed to uphold the integrity of the data collected and enhance the validity of the study's findings within real-world organizational contexts.

3.12   Unit of Analysis

The unit of analysis in research can vary and may encompass individuals, dyads, groups, or organizations. In the current study, the unit of analysis was at the individual level, specifically focusing on nursing personnel. Individual perceptions of the study variables were captured through time-lagged self-administered questionnaires. The IV, EL, and DVs including UPB and PSRB, alongside other variables

such as OID, PsyCap, PsyEmp (mediators), and MID and EC (moderators), were assessed at the individual level.

While EL and EC can also be studied at the group or organizational levels, for this particular study, they were examined at the individual level to capture the unique perspectives and perceptions of employees within the organization. This approach facilitated a detailed exploration of how individual perceptions of EL and EC influence behaviors and outcomes within the nursing context, providing insights that are specific to individual employees' experiences and perceptions.

3.13   Time Horizon

The current study employed a time-lagged cross-sectional design for data collection, which is recognized for its ability to minimize common method variance (Aguinis et al., 2021; Falkenström et al., 2020; Memon et al., 2023; Podsakoff et al., 2024). Data were collected at three different time points spaced six to eight weeks apart, spanning from April to September 2022. This approach aligns with contemporary practices in the literature (Dey et al., 2022; Hsieh et al., 2020; Miao et al., 2020; Park et al., 2023; Tang and Li, 2022), allowing for the examination of relationships over time and reducing the potential biases associated with simultaneous data collection. By gathering data at multiple points, the study aimed to capture the dynamics and changes in variables such as EL, UPB, PSRB, OID, PsyCap, PsyEmp, MID, and EC, providing a more robust understanding of their relationships and interactions within the organizational context.

TABLE 3.1: Research Design

Parameters	Design
Research Philosophy	Positivism
Research Approach	Deductive
Research Strategy	Survey
Methodological Choice	Quantitative
Type of Study	Explanatory
Type of Research	Basic
Study Setting	Non-Contrived
Researcher's Interference	Minimal
Unit of Analysis	Individual
Time Horizon	Time Lagged
Data Source	Primary

3.14 Population and Sampling

3.14.1 Population

The population is the unit of the universe of the researcher's interest from which a sample is to be drawn. However, investigating the whole population is considered neither prudent nor practically possible due to time and cost effects. Moreover, an investigation based on a sample proves sometimes more reliable having fewer chances of errors as compared to larger data of a particular population. The sample is a true representative of the population and reflects its characteristics. Therefore the sample is drawn for a survey and results are generalized to an overall population (Creswell and Creswell, 2017; Saunders et al., 2009; Sekaran and Bougie, 2016).

The data collection from different sectors is also in practice (Bouckenooghe et al., 2015; Kalshoven et al., 2016; Zhu et al., 2018). However, focusing on a single sector is considered more appropriate for several reasons. This approach ensures homogeneity of context, enhancing internal validity by minimizing confounding factors related to sector-specific differences.

Additionally, it allows better control over extraneous variables, such as leadership styles and organizational culture, which may vary across sectors. A single-sector study enables a more comprehensive sampling of nursing staff, increasing the generalizability of findings. It is also more resource-efficient, facilitating a deeper understanding of the sector's dynamics. This focused approach minimizes bias and allows for an in-depth analysis of the unique challenges within the chosen sector, contributing to contextually relevant findings.

Lastly, practical constraints were addressed to ensure methodological rigor and efficiency in examining the influence of EL on employee behaviors. To align with contemporary management science practices, data for this research were collected from the health sector in Pakistan. This approach not only provided relevant insights but also ensured the applicability and relevance of the findings within the specific context of the healthcare industry (Al Halbusi et al., 2023; Musenze and Mayende, 2023; Sarwar et al., 2023). Pakistan, characterized by a substantial population of 241 million (Pakistan Bureau of Statistics, 2023), offers a nuanced

and compelling context for delving into the paradoxical impact of EL on employees' UPB and PSRB within organizational settings. The economic landscape introduces intricacies, with challenges such as high inflation, fiscal deficits, and macroeconomic imbalances.

In tandem, the healthcare system faces significant hurdles, marked by an overburdened infrastructure, resource constraints, and a dual reliance on both public and private sectors (Faisal et al., 2023). This complex environment particularly affects health sector employees, including nursing staff, making their work conditions demanding and challenging (Pasha et al., 2023).

Culturally, Pakistan is defined as a high-powered, collectivist society, demonstrating a high level of uncertainty avoidance, masculinity, and a short-term orientation (Hofstede, 1984). These cultural dimensions contribute to the motivations and behaviors of employees, especially in resource-starved conditions (Bandura, 2002; Hofstede, 1980). With the scarcity of resources and the unique cultural landscape, the study of EL's impact gains heightened significance in understanding the dynamics of employee behavior in the dominantly corrupt environment (CPI/2022), positioning Pakistan as a fitting and illuminating setting for such an investigation (Ahmad et al., 2020; Wen and Chi, 2023).

The current study focused on investigating the paradoxical influence of EL on employees' UPB and PSRB within the health sector of Pakistan, specifically targeting the registered nursing staff of both public and private hospitals. Several key reasons informed the selection of this population.

First, the health sector in Pakistan encompasses various professions, including doctors, dentists, nurses, midwives, and lady health workers (Pakistan Economic Survey, 2022/23; PNC, 2023). Despite this diversity, the critical role of nursing staff as front-line employees operating around the clock, interacting with patients, peers, management, and other stakeholders, underscored their significance in capturing perceptions of leadership dynamics. Second, the hierarchical structure of hospitals positioned nursing staff under direct supervision, making them well-placed to provide insights into their organizational leadership. Third, the nursing staff, operating under work and performance pressures, was deemed more inclined to engage in UPB and PSRB, driven by the unintended consequences of pressure

on performance goals (Fantus et al., 2022; Pasha et al., 2023). Fourth, the nursing staff faced significant stress and burnout, potentially leading to frustration and contributing to unethical behaviors (Abbas et al., 2022; Webb et al., 2024).

Fifth, the corrupt environment prevalent in the health sector of Pakistan, as highlighted by reports ranking Pakistan as the 27th most corrupt country globally CPI/2022 (Faisal et al., 2023; Pasha et al., 2023), provided a context where nursing staff might be inclined toward UPB and PSRB.

Sixth, scholars identified governance weaknesses and resource shortages as prevalent issues in the health sector (Abbas et al., 2022; Faisal et al., 2023; Pasha et al., 2023), further suggesting a potential association between resource-starved mal-governance and unethical behavior.

Finally, the unique challenges faced by nursing staff, coupled with the research questions and objectives of the study, guided the selection of this population as appropriate respondents to capture their perceptions of EL, UPB, and PSRB, as well as their psychological and cognitive processes related to OID, PsyCap, PsyEmp, individual difference about MID, and EC within the organizational context.

Hence, the registered nursing staff of public and private hospitals in Pakistan emerged as a strategically chosen and relevant population for this study. The population, sampling technique, and sampling size are summarized in Table 3.2

3.14.2 Sampling

Sampling entails the meticulous selection of an appropriate number of population elements that accurately mirror the broader population, facilitating the generalization of research findings. It is imperative to secure a representative sample to ensure the findings effectively encapsulate the characteristics of the entire population. The choice of sampling method is intricately linked to the research objectives, design, available time, and the overall cost of the research project. Probability sampling emerges as the widely employed technique, affording an equal opportunity for the inclusion of all population elements. However, it is crucial to note that the viability of probability sampling hinges on the availability of a sampling

frame, i.e., a comprehensive list detailing the population under scrutiny. Utilizing probability sampling without a known sampling frame would pose considerable challenges (Memon et al., 2023; Saunders et al., 2009; Sekaran and Bougie, 2016).

The current study adopted a hybrid approach, combining both probability and non-probability sampling techniques. In the initial stage, a probability sampling method was implemented by randomly selecting hospitals from federal and provincial capital cities across Pakistan, chosen through a random selection process. However, the selection of nursing staff within these hospitals employed a non-probability purposive sampling technique, given the absence of a comprehensive sampling frame for nursing staff across all hospitals of targeted cities.

Moreover, the practical constraints made it unfeasible to collect data from every nursing staff in every hospital in the selected cities in Pakistan. Additionally, participation in the survey was restricted to nursing staff who held at least a bachelor's degree from a university with at least one year of experience. The utilization of probability sampling guaranteed an unbiased and representative selection of hospitals, while purposive sampling facilitated the inclusion of nursing closely aligned with the research objectives.

This hybrid approach, integrating both probability and non-probability sampling, was strategically employed to balance the benefits of random sampling, ensuring representativeness, with the advantages of purposive sampling tailored to the specific goals of the study. It is essential to note that the choice of a non-probability sampling technique has no bearing on the overall quality of the research (Mumtaz et al., 2017; Memon et al., 2023). Additionally, in management research, the emphasis is often placed on comprehending behaviors and theory generalizability rather than sample generalizability (Highhouse and Gillespie, 2010). Hence, the specific sampling technique employed holds less significance as long as the selected sample accurately represents the population (Lance and Vandenberg, 2009). Consequently, while previous studies on EL and employees' UPB and PSRB predominantly utilized the convenience sampling technique (Hsieh et al., 2020; Kalshoven et al., 2016; Miao et al., 2020, 2013; Park et al., 2023; Tang and Li, 2022; Zhu et al., 2018), the researcher opted for a combined approach involving probability (random sampling for hospital selection) and non-probability (purposive sampling

for nursing staff) sampling for this study. This strategy was implemented to strike a balance between the necessity for representativeness and alignment with the research objectives.

Therefore, the targeted population for the current study was the registered nursing staff working in the public and private hospitals of Islamabad, Rawalpindi, Lahore, Peshawar, Karachi, and Quetta. These cities were shortlisted due to their status as federal and provincial capitals, making them home to the most advanced health facilities in the country. Their prominence in healthcare services ensured that the nursing staff working in these hospitals encounters diverse healthcare environments, ethical challenges, and organizational structures, contributing to the richness of the study's data.

Furthermore, these cities were among the most populous in Pakistan and attracted both rural and urban populations. The high literacy rates in these urban centers indicated a greater reliance on public and private hospitals for healthcare needs. By focusing on these cities, the study aimed to capture a representative sample of the nursing staff, allowing for the generalization of findings to broader contexts within the country.

While Rawalpindi is not a federal or provincial capital, its inclusion was justified by its status as a twin city with Islamabad. Therefore, the selection of these cities ensured a comprehensive and diverse representation of healthcare environments, populations, and healthcare professionals, making the findings of the study applicable and generalizable to a broader context within Pakistan.

Hence, a single public and private hospital was randomly selected from each of the federal and provincial cities, namely Islamabad, Rawalpindi, Lahore, Peshawar, Karachi, and Quetta. This deliberate choice was made to enhance the generalizability of the study's findings not only across Pakistan but also to other countries globally that share similar cultural nuances and management practices (Bandura, 2002; Hofstede, 1980, 1984).

This broader generalizability follows the established cross-cultural research methodologies, as highlighted by (Bandura, 2002; Hofstede, 1984), which highlights the significance of considering local cultural nuances in global research.

3.14.3   Sample Size

The sample size represents the count of individuals or units from whom data must be gathered to ensure the reliability of study findings. Determining the appropriate sample size involves considerations such as research objectives, desired precision level (confidence interval), acceptable risk associated with predicting that precision (confidence level), inherent variability within the population, cost and time constraints, and, in some instances, the overall size of the population under study. Likewise, factors like the research approach, number of variables, complexity of the model, completion rate, sample size utilized in analogous studies, and data analysis techniques also play pivotal roles in the decision-making process for establishing the sample size in a study (Memon et al., 2020, 2023; Sekaran and Bougie, 2016).

Various recommended sample sizes were available in the literature (Tabachnick et al., 2013). For exploratory factor analysis, a general suggestion was a sample-to-item ratio ranging from 5 to 1 (Suhr, 2006), although some proposed a 20 to 1 ratio (Costello and Osborne, 2005). Additionally, a sample-to-variable ratio of 5 to 1 was commonly mentioned, with a preference for ratios of 15 to 1 or 20 to 1 (Tabachnick et al., 2013). Krejcie and Morgan (Krejcie and Morgan, 1970) recommended a table later known as KMT, with a sample size of 384 for populations of 1,000,000 or more, but it was specifically applicable to probability sampling. Sekaran and Bougie (2016) provided a similar table to the KMT.

Kline (2023) categorized a sample size of 100 as small, 100 to 200 as medium, and over 200 as large for analyzing structural equation models; however, later acknowledged that a sample of 200 may be insufficient for complex models with non-normal distributions. Comrey and Lee (2013) suggested comprehensive guidelines for sample sizes of 50 as very poor, 100 as poor, 200 as fair, 300 as good, 500 as very good, and 1000 as excellent.

However, a contemporary consensus among researchers recommended determining sample size through power analysis. Power analysis identifies the minimum sample size necessary, and this calculation focuses on the part of a model with the highest number of predictors. To compute the minimum sample size, factors such as

power, effect size, and significance level are essential considerations (Hair Jr, 2021; Memon et al., 2020; Tabachnick et al., 2013).

The sample size for the current study was determined using the G power formula, with calculations performed through the G*Power calculator, considering a 0.05 effect size, 0.90 power requirement, and a maximum of three arrows pointing towards the endogenous construct. According to the G power formula, a minimum sample size of 288 was deemed necessary. However, in the context of multivariate statistical analysis techniques, including PLS-SEM, Memon et al. (2021) suggested sample sizes ranging from 160 to 300. Additionally, Comrey and Lee (2013) regarded a sample size of 500 as 'very good'. Hence, drawing insights from SEM literature, a sample size of 515 was considered appropriate for the SEM analysis of the intricate model in this study (Comrey and Lee, 2013; Jobst et al., 2023; Lakens, 2022; Memon et al., 2023).

TABLE 3.2: Population and Sampling

Parameters	Design
Population	Registered Nursing Staff of Public and Private Hospitals of Pakistan
Targeted Population	Registered Nursing Staff of One Public and One Private Hospital of Islamabad, Rawalpindi, Lahore, Peshawar, Karachi, Quetta
Sampling Technique	Combination of Probability (Random Sampling for Hospitals) and Non Probability (Purposive Sampling for Nurses)
Sample Size	515

3.15 Measurements

The research model incorporated eight constructs, with EL serving as the IV; UPB and PSRB as the DVs; OID, PsyCap, PsyEmp as the Meds, and MID, and EC as the Mods (Memon et al., 2023). Participants rated all constructs on a five-point Likert scale, ranging from 1 ('strongly disagree') to 5 ('strongly agree'). Respondents self-reported their perceptions of the study variables, following the approach outlined by Kreitchmann et al. (2019). To mitigate potential CMB, data collection occurred across three distinct periods, adhering to the recommendations of

the scholars in the field (Aguinis et al., 2021; Falkenström et al., 2020; Memon et al., 2023; Podsakoff et al., 2024). Additionally, measures were implemented to minimize social desirability bias during the data collection process, as suggested by Larson (2019). Some items across all measurements were adapted from 'organization' and 'company' to 'hospital' to suit the study's context, aligning with established practices (Heggestad et al., 2019; Kalkbrenner, 2021; Lambert and Newman, 2023).

The reliability of the measurement scale is presented in Table 3.3, and the measurement scales are provided in Appendix 9.

3.15.1 Ethical Leadership (EL)

The conceptualization and measurement of EL were introduced by Brown et al. (2005), who developed the widely utilized Ethical Leadership Scale (ELS) consisting of 10 items. The scale devised by Brown et al. (2005) remains prevalent and has been consistently employed in recent studies (Kuenzi et al., 2020; Lee et al., 2022; Miao et al., 2020; Moore et al., 2019; O'Keefe et al., 2020). Given the study's objectives and the constructs under investigation, the ELS by Brown et al. (2005) was chosen for its comprehensive coverage of EL, encompassing both the "moral person" and "moral manager" aspects simultaneously, as highlighted by Treviño et al. (2000).

Therefore, this study utilized the 10-item EL scale developed by Brown et al. (2005), with a sample item being: "My supervisor has the best interests of employees in mind". The Cronbach's alpha (α) reliability coefficient for EL in this study was .919.

3.15.2 Unethical Pro-Organization Behavior (UPB)

The UPB scale, devised by Umphress et al. (2010), has gained widespread recognition in the literature (Mishra et al., 2021).

Recent scholars have consistently employed this scale in their studies, highlighting its continued relevance (Chen et al., 2016; Lee et al., 2022; Shaw and Liao, 2021).

In alignment with the study's objectives, the UPB scale by Umphress et al. (2010) was selected for its applicability. The measurement employed the 6-item UPB scale by Umphress et al. (2010), with a sample item being: "If it would help my organization, I would misrepresent the truth to make my organization look good". The Cronbach's alpha (α) reliability coefficient for UPB in this study was .883.

3.15.3   Pro-Social Rule Breaking (PSRB)

The PSRB scale, crafted by Dahling et al. (2012), enjoys widespread utilization in the extant literature (Mo et al., 2023). Recent scholars have consistently incorporated this scale into their investigations, underscoring its continued relevance and applicability (Chen et al., 2019; Tu and Luo, 2020; Wang et al., 2021; Zhu et al., 2018).

In alignment with the study's objectives, the PSRB scale by Dahling et al. (2012) was chosen for its established utility. The measurement employed the 13-item PSRB scale by Dahling et al. (2012), with a representative item being: "I break organizational rules or policies to do my job more efficiently". The Cronbach's alpha (α) reliability coefficient for PSRB in this study was .937.

3.15.4   Organizational Identification (OID)

The OID scale, originated by Mael and Ashforth (1992), is widely recognized and applied in contemporary scholarly discourse (Greco et al., 2022; Li, 2024; Sidorenkov et al., 2023).

Recent researchers have consistently employed this scale in their investigations, attesting to its continued relevance (Costa et al., 2022; Niu et al., 2022; Wu et al., 2023). In alignment with the study's objectives, the OID scale by Mael and Ashforth (1992) was chosen for its established utility. The measurement utilized the 6-item OID scale developed by Mael and Ashforth (1992), with a representative item being: "When someone criticizes my organization, it feels like a personal insult". The Cronbach's alpha (α) reliability coefficient for OID in this study was .894. This highlights high internal consistency and reliability for measuring OID within the given sample.

3.15.5 Psychological Capital (PsyCap)

The PsyCap scale, initially introduced as the PCQ – 24 by Luthans et al. (2007) and subsequently condensed into a shorter version as the PCQ – 12 by Martínez et al. (2021), holds widespread recognition in academic literature (Loghman et al., 2023; Vilarino del Castillo and Lopez-Zafra, 2022; Yuan et al., 2023). Recent scholars have consistently applied this scale in their investigations (Amber et al., 2022; Goswami and Agrawal, 2023; Yazdanshenas and Mirzaei, 2023).

In alignment with the study's objectives, the condensed version of the scale, PCQ – 12, developed by Martínez et al. (2021), was selected, retaining the four dimensions of efficacy, resilience, hope, and optimism. A sample item illustrating PsyCap includes (a) efficacy: "I feel confident in analyzing a long-term problem to find a solution"; (b) resilience: "I usually manage difficulties one way or another at work"; (c) hope: "I have several ways to accomplish the work goal"; and (d) optimism: "At work, I always find that every problem has a solution". The Cronbach's alpha (α) reliability coefficient for PsyCap in this study was .937.

3.15.6 Psychological Empowerment (PsyEmp)

The PsyEmp scale, originally formulated by Spreitzer (1995), holds widespread application in academic research (Llorente-Alonso et al., 2024; Schermuly et al., 2022; Şenol Çelik et al., 2024). Recent scholars have consistently utilized this scale in their respective studies (Frazier and Jacezko, 2021; Qing et al., 2020; Suifan et al., 2020). In alignment with the study's objectives, the scale developed by Spreitzer (1995) was selected.

The measurement involved the 12-item PsyEmp scale developed by Spreitzer (1995), encompassing dimensions such as meaning, competence, self-determination, and impact. A sample item illustrating PsyEmp includes (a) meaning: "The work I do is very important to me"; (b) competence: "I am confident about my ability to do my job"; (c) self-determination: "I have significant autonomy in determining how I do my job"; and (d) impact: "My impact on what happens in my department is large." The Cronbach's alpha (α) reliability coefficient for PsyEmp in this study was .919.

3.15.7 Moral Identity (MID)

The MID scale, introduced by Aquino and Reed II (2002), has gained substantial prominence in scholarly literature (Krettenauer, 2022; Lefebvre and Krettenauer, 2019; Xu et al., 2023) and continues to be employed by contemporary researchers in their studies (Al Halbusi et al., 2023; Moore et al., 2019; Shaw and Liao, 2021). In alignment with the study's objectives, the 5-item MID scale (Internalization) developed by Aquino and Reed II (2002) was selected for use. A sample item exemplifying MID is: "It would make me feel good to be a person who has these characteristics". The Cronbach's alpha (α) reliability coefficient for MID in this study was .915.

3.15.8 Ethical Climate (EC)

The EC scale, originating from the work of Victor et al. (1987), holds significant prevalence in scholarly discourse (Essex et al., 2023; Newman et al., 2017; Parboteeah et al., 2024). Recent researchers have continued to adopt this scale in their investigations (Haq et al., 2022; Kim and Vandenberghe, 2020; O'Keefe et al., 2020). Aligning with the study's objectives, and the recommendations by Kuenzi et al. (2020), the 6-item ECQ scale developed by Victor et al. (1987) was chosen for utilization. A representative item for EC reads: "People are expected to comply with the law and professional standards.". The Cronbach's alpha (α) reliability coefficient for EC in this study was .922.

TABLE 3.3: Reliability of Measurement Scales

Constructs	Authors of Measurements	No. of Items	Reliability (α)
EL	Brown et al. (2005)	10	.919
UPB	Umphress et al. (2010)	6	.883
PSRB	Dahling et al. (2012)	13	.937
OID	Mael and Ashforth (1992)	6	.894
PsyCap	Martínez et al. (2021)	12	.937
PsyEmp	Spreitzer (1995)	12	.919
MID	Aquino and Reed II (2002)	5	.915
EC	Victor et al. (1987)	6	.922

EL: Ethical Leadership; UPB: Unethical Pro-Organizational Behavior; PSRB: Pro-Social Rule- Breaking: OID: Organizational Identification; PsyCap: Psychological Capital: PsyEmp: Psychological Empowerment; MID: Moral Identity EC: Ethical Climate

3.16 Control Variables

Building upon prior research that indicated the impact of demographics on individuals' unethical behaviors and highlighted the existence of socially desirable bias (Bernerth and Aguinis, 2016; Shiau et al., 2024), this study incorporated demographic variables as potential influences.

Aligning with recent research practices, participants were specifically queried about their gender, age, marital status, education, and organizational tenure to include them as control variables (Kalshoven et al., 2016; Miao et al., 2013, 2020). Subsequent analysis, however, revealed the non-significance of these demographic factors. Consequently, they were not included as controlled variables during hypotheses testing.

A one-way ANOVA was performed to assess the impact of demographics (gender, marital status, age, education and experience) on UPB and PSRB (DVs) and OID, PsyCap and PsyEmp (Meds). The results indicated no significant effect of gender on UPB (F = 1, .769; p = .381), PSRB (F = 1, .778; p = .378), OID (F = 1, .524; p = .470), PsyCap (F = 1, .235; p = .628), and PsyEmp (F = 1, .257; p = .612). Therefore, gender was not included as a control variable.

Similarly, marital status had no significant effect on UPB (F = 1, .611; p = .435), PSRB (F = 1, .234; p = .628), OID (F = 1, .008; p = .928), PsyCap (F = 1, .254; p = .614), and PsyEmp (F = 1, .257; p = .612), and was therefore excluded as a control.

Moreover, age had also no significant effect on UPB (F = 3, 3.109; p = .226), PSRB (F = 3, .798; p = .495), OID (F = 3, .054; p = .983), PsyCap (F = 3, .337; p = .799), and PsyEmp (F = 3, .151; p = .929). Therefore, age was not controlled in the analysis.

Additionally, education did not significantly influence UPB (F = 2, .854; p = .426), PSRB (F = 2, 142; p = .868), OID (F = 2, 1.056; p = .348), PsyCap (F = 2, .686; p = .504), and PsyEmp (F = 2, 3.248; p = .440), leading to its exclusion as a control.

Lastly, experience had no significant effect on UPB (F = 4, .732; p = .570), PSRB (F = 4, .552; p = .697), OID (F = 4, .470; p = .758), PsyCap (F = 4, .703; p = .590), and PsyEmp (F = 4, 1.436; p = .221), and was also not included as a control variable.

Hence, gender, marital status, age, education, and experience were not controlled in the final analysis as they were found to be insignificant across the variables of interest.

3.17   Pre-Testing

The pre-testing of the questionnaire aimed to ensure the appropriateness of the measurement items in terms of phrasing, comprehension, and respondent aptitude (Creswell and Creswell, 2017; Saunders et al., 2009; Sekaran and Bougie, 2016). This process served to establish face and content validity, mitigating the risk of measurement errors in subsequent stages (Ruel et al., 2016). The significance of pre-testing lies in its role of identifying and rectifying inadequacies within survey questionnaires, with the ultimate aim of minimizing biases during respondent administration (Sekaran and Bougie, 2016).

Unlike a pilot study, pre-testing did not necessitate statistical analysis and involved actual respondents, typically representing the population targeted for the main study (Creswell and Creswell, 2017). It is crucial to note that the objectives of the pre-test study differed from those of a pilot study (Memon et al., 2023).

Various recommended sample sizes for pre-testing ranged from 12 (Ferber and Verdoorn, 1962), 5 to 15 (Willis, 2004), 30 (Perneger et al., 2015), to 50 (Kumar et al., 2013). However, the practical determination of sample size depends on the length and complexity of the questionnaire, with a larger sample size deemed necessary for longer and more intricate questionnaires (Hunt et al., 1982).

In the context of the current study, which was grounded in a research model consisting of eight variables and seventy items, pre-testing of the English-language questionnaires was conducted among 30 nursing staff from public and private hospitals in Rawalpindi and Islamabad. Notably, no major amendments to the questionnaires were required, as these scales have previously demonstrated reliability and validity in various studies.

Nevertheless, based on respondent feedback, minor adjustments were made, such as replacing the terms 'organization' and 'company' with 'hospital' to enhance clarity and understanding for participants in both the pilot and main studies (Heggestad et al., 2019).

3.18   The Pilot Study

A pilot study, often referred to as a dress rehearsal for a comprehensive investigation (Van Teijlingen and Hundley, 2002), is a small-scale trial that serves multiple purposes in research methodology. It aims to assess the adequacy of research instruments, evaluate the feasibility of the study, collect preliminary data, scrutinize the sampling frame and technique, determine appropriate sample size, and assess the research protocol (Hulland et al., 2018; Van Teijlingen and Hundley, 2002).

Additionally, the pilot study identifies design weaknesses in the instrument, recognizes shortcomings in the data collection procedure, and addresses deficiencies to enhance the prospects of success in the main study (Mumtaz et al., 2017).

Various scholars have suggested diverse sample sizes for pilot studies, ranging from 10 (Connelly, 2008), 10 to 30 (Hill, 1998), 30 (derived from the Central Limit Theorem), to 25 to 100 (Cooper and Schindler, 2014). It is essential to note that the pilot study sample is distinct from the main study sample. Statistically, the coefficient alpha (α) is calculated to assess the internal consistency reliability of the study's measurement scales. Therefore, a pilot study was undertaken before main data collection, serving the purposes highlighted in the literature (Van Teijlingen and Hundley, 2002). In the current pilot study, 100 questionnaires were distributed among nursing staff in public and private hospitals in Rawalpindi and Islamabad,

with 87 questionnaires returned, of which 73 were deemed valid. The response rate of 73% was considered sufficient for the pilot study (Hair Jr, 2021). Descriptive statistics and the reliability of the measurement scales were analyzed using SPSS. The majority of respondents were female nursing staff(57.3%), primarily aged between 31 and 40 years (42.5%), holding BS/Masters degrees (53.4%), and having tenure of 1 to 5 years (50.7%). The sample characteristics of the pilot study are presented in Table 3.4 below.

TABLE 3.4: Sample characteristics of the Pilot Study

Demographics	Percentage
Gender	
Male	42.7
Female	57.3
Age	
21 - 30	38.4
31 - 40	42.5
41 – 50	11.0
51 - 60	8.2
Education	
BA	30.1
BS/Masters	53.4
MS/M.Phil	16.4
Tenure	
Upto 1	9.6
1 - 5	50.7
6 - 10	16.4
11 - 15	13.7
16 - 20	9.6

The data were screened using descriptive statistics, and the analysis of these statistics for the pilot study was performed using SPSS (Jaccard and Becker, 2021; Mvududu and Shannon, 2023; Tabachnick et al., 2013). The dataset exhibited no missing values, with a minimum value ranging from 1 to 3, a maximum value ranging from 3.92 to 5, a mean ranging from 2.1675 to 4.0603, an SD ranging from .35671 to .83471, skewness ranging from .174 to -.869, and kurtosis ranging from .037 to .953. The detailed descriptive statistics for the pilot study are presented in Table 3.5 below.

TABLE 3.5: Descriptive Statistics of the Pilot Study

Constructs	N	Missing	Min	Max	Mean	SD	Skewness	Kurtosis
EL	73	0	2.40	4.60	3.7918	.47310	-.535	.242
UPB	73	0	1.00	4.50	2.8288	.83471	-.566	.358
PSRB	73	0	1.00	3.92	2.1675	.67711	.419	.131
OID	73	0	2.33	5.00	3.9658	.57397	-.582	.622
PsyCap	73	0	2.33	5.00	4.0479	.44681	-.869	2.717
PsyEmp	73	0	3.00	5.00	3.9680	.35671	-.255	.953
MID	73	0	2.20	5.00	4.0603	.69337	-.568	.037
EC	73	0	2.50	5.00	3.7352	.55614	.174	-.359

EL: Ethical Leadership; UPB: Unethical Pro-Organizational Behavior; PSRB: Pro-Social Rule Breaking; OID: Organizational Identification; PsyCap: Psychological Capital; PsyEmp: Psychological Empowerment; MID: Moral Identity; EC: Ethical Climate.

The alpha values for all measurement scales fell within the designated threshold limits. Consequently, the reliability of all measurement scales was confirmed, indicating their reliability and consistency. The internal consistency reliability of the measurement scales in the pilot study is presented in Table 3.6 below.

TABLE 3.6: Reliability of Measurements Scales of Pilot Study

Measurement Scales	Reliability (α)
EL	.852
UPB	.891
PSRB	.956
OID	.849
PsyCap	.904
PsyEmp	.804
MID	.933
EC	.851

EL: Ethical Leadership; UPB: Unethical Pro-Organizational Behavior; PSRB: Pro-Social Rule Breaking; OID: Organizational Identification; PsyCap: Psychological Capital; PsyEmp: Psychological Empowerment; MID: Moral Identity; EC: Ethical Climate

3.19 Data Collection

The data were collected in light of contemporary management guidelines (Agui-nis et al., 2021; Falkenström et al., 2020; Memon et al., 2023; Podsakoff et al., 2024). Self-administered questionnaires are preferred due to their high response rates, convenience for respondents, and their comparatively lower time and cost requirements. Consequently, data for the current study were collected through the distribution of survey-based self-administered questionnaires among registered nursing staff in public and private hospitals across federal and provincial cities in Pakistan.

The researcher approached hospital management through personal and profes-sional networks, providing an overview of the study's objectives and furnishing a university authority letter for data collection (refer to Appendix 10). As a result, support from top management was promptly obtained. From the lists provided by focal persons in each hospital, registered nursing staff holding at least a bach-elor's degree and one year of experience were randomly selected to participate in the current study. These focal persons were entrusted with the responsibility of administering questionnaires from the willing nursing staff in the subsequent time-lagged exercise.

The medium of instruction in colleges and universities, as well as the official lan-guage of public and private departments/organizations in Pakistan, is English. Therefore, the questionnaires were distributed in English, aligning with prevalent research practices in management sciences in Pakistan (Amber et al., 2022; Abbas and Raja, 2015; Haq et al., 2022).

Accompanying the questionnaires was a letter addressed to the respondents, ex-plaining the study's purpose and assuring the confidentiality of their responses. It emphasized that individual responses would be aggregated and used solely for re-search purposes. Participation in the survey was voluntary, with respondents hav-ing the option to withdraw at any stage of the study. To maintain confidentiality, respondents were not required to provide their names or sign the questionnaire.

The operational definition of all study constructs was provided in each question-naire related to the respective construct, enhancing respondents' understanding.

Additionally, the letter included the researcher's email address and contact number for any clarification regarding the questionnaire (see Appendix 11).

The questionnaires were designed to be completed within a six to eight-week time frame, providing respondents sufficient time to record their responses at their convenience without any pressure. The questionnaires were dispatched and returned in sealed envelopes under the overall coordination of designated focal persons. Data collection occurred in three waves from April 2022 to September 2022, with intervals of six to eight weeks between each wave, aiming to mitigate CMB (Memon et al., 2023; Podsakoff et al., 2024). Each questionnaire was assigned a unique three-digit code for every respondent, ensuring anonymity across surveys administered at T1, T2, and T3.

A total of 900 questionnaires were distributed during T1 to collect employees' demographic information and capture their perceptions of EL and MID. Out of these, 751 questionnaires were returned duly filled. At T2, 751 questionnaires were administered to the same respondents after a six to eight-week interval, focusing on perceptions of OID, PsyCap, PsyEmp, and EC. Subsequently, 649 questionnaires were received back duly filled. For T3, 649 questionnaires were administered to T2 respondents after another six to eight weeks, capturing perceptions of UPB and PSRB in the organization. Finally, 591 questionnaires were received back duly filled.

3.19.1 Data Editing, Coding and Entry

The collected raw data from survey participants were punched into the SPSS. A comprehensive data validation process ensued, involving a thorough examination of missing values, consistency, legibility, omissions, double entries, outliers, and overall accuracy. This verification process was conducted through both visual inspection and the utilization of descriptive statistics (Jaccard and Becker, 2021; Mvududu and Shannon, 2023; Tabachnick et al., 2013).

Demographic information of the respondents was coded for subsequent analysis. Gender was represented as 1 for male and 2 for female, while marital status was coded as 1 for single and 2 for married. Age categories were coded as follows: 1 for

21 – 30 years, 2 for 31 – 40 years, 3 for 41 – 50 years, 4 for 51 – 60 years, and 5 for individuals over 60 years. Educational attainment was coded as 1 for bachelor's, 2 for master's, 3 for MS/M. Phil, and 4 for Ph.D. Furthermore, participants' experience in the hospital setting was coded as 1 for 1 – 5 years, 2 for 6 – 10 years, 3 for 11 – 15 years, 4 for 16 – 20 years, and 5 for over 20 years. Responses to survey items were captured on a 5-point Likert scale: 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree.

The study variables were abbreviated and coded for the data set as follows: ethical leadership: EL; unethical pro-organizational behavior: UPB; pro-social behavior: PSRB; organizational identification: OID; psychological capital: PC; psychological empowerment: PE; moral identity: MID; and ethical climate: EC.

3.19.2   Survey Response

A total of 900 questionnaires were administered to participants at T1 from April – May 2022, to gather demographic information and capture their perceptions of EL and MID. Of these, 751 questionnaires were received, resulting in a response rate of 83.44%. At T2 from June – July 2022, 751 questionnaires were again administered to the same respondents after a six to eight weeks interval. These questionnaires focused on capturing perceptions related to OID, PsyCap, PsyEmp, and EC. The response rate for T2 was 86.41%, with 649 questionnaires received. Subsequently, at T3 from August - September 2022, 649 questionnaires were distributed to the T2 respondents after another six to eight weeks interval, targeting their perceptions of UPB and PSRB within the organization. A total of 591 duly filled questionnaires were received at T3, resulting in a response rate of 91.06%.

All questionnaires received in the three waves underwent careful examination for matching codes. Out of these, 47 questionnaires were excluded due to incomplete information, and 27 were dismissed for containing invalid responses. As a result, 515 questionnaires were considered valid for the subsequent data analysis in our study.

The overall response rate for all three waves of data collection was 65.66%. However, considering only the valid responses, the valid response rate stood at 57.22%,

a level deemed appropriate for a time-lagged study according to established standards (Holtom et al., 2022). The data statistics are reflected as hospital-wise response rate in Table 3.7, total response rate in Table 3.8, and valid response rate in Table 3.9 below.

TABLE 3.7: Hospital Wise Response Rate

Cities	Hospitals	Questionnaires Distributed	Questionnaires Received	Response Rate
Islamabad	Public	75	53	70.67
	Private	75	52	69.33
Rawalpindi	Public	75	51	68
	Private	75	50	66.67
Lahore	Public	75	51	68
	Private	75	50	66.67
Karachi	Public	75	49	65.33
	Private	75	50	66.67
Peshawar	Public	75	46	61.33
	Private	75	48	64
Quetta	Public	75	45	60
	Private	75	46	61.33
Total		900	591	65.66

TABLE 3.8: Total Response Rate

Time Lags	Constructs Measured	Questionnaires Distributed	Responses Received	Percentage of Responses
T1 (April to May, 2022)	EL, MID, Demographics	900	751	83.44%
T2 (June to July, 2022)	OID, PsyCap, PsyEmp, EC	751	649	86.41%
T3 (August to September, 2022)	UPB, PSRB	649	591	91.06%

EL: Ethical Leadership; UPB: Unethical Pro-Organizational Behavior; PSRB: Pro-Social Rule Breaking; OID: Organizational Identification; PsyCap: Psychological Capital; PsyEmp: Psychological Empowerment; MID: Moral Identity; EC: Ethical Climate

TABLE 3.9: Valid Response Rate

No. of Questionnaires	Valid Response Rate
Total Questionnaires Distributed	900
Total Questionnaires Received	591
Response Rate of Total Questionnaires Received	65.66%
Questionnaires Rejected Due to Incomplete Information	47
Questionnaires Rejected Due to Invalid Response	29
Total No. of Valid Questionnaires	515
Valid Response Rate	57.22%

3.19.3 Sample Characteristics

The demographic analysis of the study provides insight into the characteristics of the respondents, aligning with broader trends in the nursing profession and the socio-cultural context of Pakistan. The PNC data indicates that out of 108,396 registered nursing staff, 20,413 hold a Bachelor's in Nursing, 574 have a Master's in Public Health, 722 possess an MS in Nursing, and 11 have a Ph.D. in Nursing. Notably, two-thirds of registered nursing staff are female.

In the study sample of 515 respondents, gender distribution revealed that the majority were female nursing staff (57.5%). This proportion is consistent with the overall gender distribution in Pakistan and is in line with global trends, as reported by the World Health Organization and the PNC (Survey of Pakistan, 2022/23; PNC, 2023).

Regarding marital status, 68.3% of respondents were married. This finding resonates with the cultural norms in Pakistan, characterized by a collectivist and

uncertainty-avoidant society, where individuals often pursue marriage after securing employment.

Age distribution among respondents showed that 50.1% fell within the 31–40 age bracket, while a significant proportion (73.98%) were aged between 21 and 40 years.

This demographic pattern aligns with the youth bulge highlighted in the Economic Survey 2021/22, reflecting the prevalence of a younger workforce in Pakistan.

TABLE 3.10: Sample Characteristics

Demographics	Frequency (n = 515)	Percentage
Gender		
Male	219	42.5
Female	296	57.5
Marital Status		
Single	163	31.7
Married	352	68.3
Age		
21-30 years	123	23.9
31-40 years	258	50.1
41-50 years	110	21.4
51-60 years	24	4.7
Education		
Bachelors	214	41.6
Masters	221	42.9
MS/MPhil	80	15.5
Ph.D.	-	-
Experience		
1-5 years	230	44.7
6-10 years	162	31.5
11-15 years	78	15.1
16-20 years	37	7.2
>20 years	8	1.6

Educational attainment indicated that a substantial majority of respondents held either bachelor's (41.6%) or master's (42.9%) degrees. Thus, 84.5% of respondents were educated at the bachelor's or master's level, reflecting a well-educated cohort as participation was limited to nursing professionals with a minimum of a bachelor's degree. This also corresponds with the literacy rate in Pakistan, reported as 62.8% in the Economic Survey 2022/23.

In terms of professional experience, the majority of respondents (44.7%) had 1–5 years of experience. This aligns with the demographic profile, as 73.98% of respondents fell within the 21–40 age bracket. The findings also resonate with the Economic Survey 2021/22, which emphasized the prevalence of a youthful workforce in Pakistan.

Overall, the demographic analysis presents a detailed overview of the study sample, highlighting the alignment of respondent characteristics with broader trends in the nursing profession and the socio-cultural landscape of Pakistan. The sample characteristics are presented in Table 3.10.

3.19.4 Descriptive Statistics

The descriptive statistics provided a univariate statistical summary of the study variables, offering insights into the sample size, missing values, minimum and maximum values, mean, SD, skewness, and kurtosis (Jaccard and Becker, 2021; Mvududu and Shannon, 2023; Tabachnick et al., 2013). The sample size comprised 515 respondents, with seven missing values attributed to non-response to certain items which were imputed using the average imputation technique in SPSS. Based on the descriptive statistics, the following conclusions can be drawn:

The mean values for most constructs (EL, UPB, PSRB, PsyCap, PsyEmp) are high, ranging from 3.962 to 4.160 on a 5-point scale, indicating generally positive perceptions or high levels of these constructs among respondents.

The SD for most constructs (except for MID and EC) are relatively low, suggesting that respondents' perceptions are fairly consistent. The higher SD for MID and EC indicate more variability in responses for these constructs. Most constructs show negative skewness, with values ranging from -1.357 to -3.109. This suggests that

responses are generally skewed towards higher values, indicating that respondents tend to report higher levels of these constructs.

Some constructs, such as PSRB, PsyCap, PsyEmp, and others, exhibit high kurtosis values, indicating a leptokurtic distribution. This suggests that the data have heavier tails and a sharper peak around the mean compared to a normal distribution.

EL has a high mean (3.962) and a relatively low SD (.816), suggesting that most employees perceive their leaders as ethical. This high level of EL is likely related to the high levels of UPB and PSRB, as EL can influence employees' behavior positively.

High means and low SD of PsyCap (4.087) and PsyEmp (4.160) indicate that employees generally feel empowered and possess high PsyCap. These factors are crucial for fostering positive work behaviors and overall organizational effectiveness. The constructs of MID and EC show more variability, as indicated by their higher SD (1.411 and 1.448, respectively). This suggests that employees' perceptions of these constructs are more diverse.

Overall, the data suggests that employees perceive high levels of EL, PsyEmp, and PsyCap, which are associated with constructive deviance behaviors such as UPB and PSRB. However, there is more variability in how employees perceive MID and the EC of their organization. The detailed descriptive statistics are presented in Table 3.11 below.

Table 3.11: Descriptive Statistics

Constructs	N	Missing	Min	Max	Mean	SD	Skewness	Kurtosis
EL	515	0	1	5	3.962	.816	-2.024	4.196
UPB	515	0	1	5	4.039	.815	-1.561	2.935
PSRB	515	0	1	5	4.112	.731	-2.362	6.287
OID	515	0	1	5	3.734	1.023	-1.357	1.160
PsyCap	515	0	1	5	4.087	.789	-2.363	5.918
PsyEmp	515	0	1	5	4.160	.666	-3.109	11.262
MID	515	0	1	5	3.003	1.411	.405	-1.472
EC	515	0	1	5	3.675	1.448	-.941	-.826

EL: Ethical Leadership; UPB: Unethical Pro-Organizational Behavior; PSRB: Pro-Social Rule-Breaking; OID: Organizational Identification; PsyCap: Psychological Capital; PsyEmp: Psychological Empowerment; MID: Moral Identity; EC: Ethical Climate

3.20 Data Screening

The data were scrutinized using SPSS to identify and address various factors, including missing values, respondents' misconduct, outliers, normality, linearity, multicollinearity, homoscedasticity, and CMB (Aguinis et al., 2013, 2021; DeSimone et al., 2015).

3.20.1 Missing Values

The occurrence of missing values in the dataset can be attributed to respondents intentionally or unintentionally omitting responses to specific questions or the researcher's oversight during data entry. Recognizing the potential for bias and the consequential impact on drawing accurate conclusions, addressing missing values becomes imperative (Aguinis et al., 2013; DeSimone et al., 2015).

Seven missing responses, amounting to less than 5% for any individual variable, had a negligible effect on the study's outcomes. Nevertheless, to mitigate any potential impact, the missing entries were imputed using the average imputation technique in SPSS.

3.20.2 Respondents' Misconduct

Participants were provided with the questionnaires following their voluntary agreement to participate in the study. However, some of the respondents seemed to complete the questionnaires without reading, opting to mark a straight line or create a pattern in their responses, potentially influencing the study's outcomes. A total of twenty-seven responses exhibited this behavior, indicating a form of misconduct. Consequently, these twenty-seven invalid responses were excluded from

the analysis. Descriptive statistics were then examined to continue monitoring for any potential misconduct by the respondents (Jaccard and Becker, 2021; Mvududu and Shannon, 2023; Tabachnick et al., 2013). Notably, no item across any variable displayed an SD less than 0.25, affirming the absence of further misconduct among respondents.

3.20.3   Outliers

Outliers, defined as unusual observations in the data that deviate from the population norm, have the potential to distort study findings and are therefore incompatible with the assumption of normality. Outliers may arise due to careless data entry or extreme responses. In the context of a large data set, a few outliers are unlikely to significantly impact the study's results. Consequently, it is advisable to retain outliers unless they are exceptionally abnormal, fail to represent the population, and have a discernible effect on the outcomes. Examination of a Stem and Leaf Plot revealed no aberrant observations in the data, leading to the decision not to transform the data for this study (Aguinis et al., 2013; Jaccard and Becker, 2021; Memon et al., 2023).

3.21   Assumptions for Data Analysis

The assumptions for data analysis include data normality, data linearity, multicollinearity, homoscedasticity, and CMB. While PLS-SEM relaxes some of the traditional SEM assumptions, it is still crucial to evaluate the specific conditions of the data and research context. Therefore, checking for linearity, assessing multicollinearity, and addressing common method bias remain important steps in ensuring the validity and reliability of the PLS-SEM results. The summary of assumptions for data analysis is presented in Table 3.12 below.

3.21.1   Data Normality

Data normality, indicating how variable values distribute around means, was assessed through bell-shaped frequency patterns in plots. Study variables had SD

within -1 to +1, skewness ranged from -3.109 to 0.405, and kurtosis from -0.826 to 11.262. The data normality for each construct, as indicated by skewness and kurtosis values, reveals some deviations from the normal distribution (Table 3.11).

EL and PsyEmp exhibit significant negative skewness (-2.024 and -3.109, respectively) and high kurtosis (4.196 and 11.262, respectively), indicating left-skewed and leptokurtic distributions with sharp peaks and heavy tails. Similarly, PSRB and PsyCap also display notable negative skewness (-2.362 and -2.363) and high kurtosis (6.287 and 5.918), suggesting non-normal distributions. UPB and OID are within the acceptable range for skewness and kurtosis, indicating slight deviations from normality but generally acceptable distributions. MID and EC have skewness and kurtosis values well within the acceptable range, suggesting relatively normal distributions.

Overall, the data show some constructs with significant deviations from normality, particularly in skewness and kurtosis. However, for variance-based PLSSEM, strict normality is unnecessary, only extreme responses are considered. Moreover, Q-Q Plots confirmed overall data normality (Jaccard and Becker, 2021; Memon et al., 2023). Therefore, the data were considered normal for the current study.

3.21.2 Data Linearity

The data linearity is the degree to which the change in the DVs is caused due to the change in the IVs. To identify variables that deviate from the assumption of linearity and to pinpoint outliers affecting the linearity of the data, scatter plots are employed (Jaccard and Becker, 2021; Memon et al., 2023).

This study used scatter plots to visually assess the relationships between variables, and the observed patterns in these plots, as well as in the residuals, led to the conclusion that the data adheres to a linear structure. This suggests that the linear model assumptions are met, and the relationships between variables can be adequately captured using linear modeling techniques.

Hence, confirmation of data linearity strengthened the overall validity of the study's findings and ensured that the relationships between variables were correctly understood and applied.

3.21.3 Multicollinearity

Multicollinearity refers to the extent to which an IV is accounted for by other IVs within the hypothesized model. It is characterized by high interrelationships among IVs, obscuring the impact of any single IV on the DV. The presence of multicollinearity becomes apparent when the correlation among IVs exceeds 0.90.

An ideal scenario is achieved when the Variance Inflation Factor (VIF) is below 3.0, with a VIF below 5.0 considered acceptable. A VIF value of 3.0 corresponds to a multiple correlation of 0.82, while a VIF of 5.0 corresponds to a multiple correlation of 0.90 (Hair Jr, 2021). The study variables were assessed for VIF values, and all fell within the acceptable thresholds, indicating the absence of multicollinearity in the data.

3.21.4 Homoscedasticity

Homoscedasticity assumes equal variance of DVs to IVs, allowing for a comprehensive explanation of their relationships. Conversely, heteroscedasticity occurs when DV variance is not uniformly dispersed. Levene's Test identifies heteroscedasticity, with a significance level above 0.05 indicating homoscedasticity (Jaccard and Becker, 2021; Tabachnick et al., 2013).

In this study, the test yielded a significance level above 0.05, confirming homoscedasticity and implying consistent variance of residuals across IV levels, enhancing the reliability and validity of the regression model.

3.21.5 Common Method Bias

CMB arises when the same measurement method is used for both IV and DVs, potentially leading to inflated correlations (Kaltsonoudi et al., 2022; Kock et al., 2021; Memon et al., 2023; Podsakoff et al., 2024).

This study, conducted in Pakistan's nursing sector, addressed potential CMB through the Harman Single-Factor test. With a variance of 25.915 (below the 50% threshold), the test suggests that CMB is not significantly affecting the data.

This implies the study's observed relationships are likely unbiased, contributing to the validity and reliability of the findings.

TABLE 3.12: Assumptions for Data Analysis

Assumptions	Findings
Data Normality	Normal
Data Linearity	Linear
Multicollinearity	Non-Multicollinear
Homoscedasticity	Homoscedastic
Common Method Bias	No Common Method Bias

3.22 Data Analysis

The study employed both SPSS and PLS-SEM (Smart PLS 4) for a comprehensive analytical approach. SPSS handled initial tasks like data entry, coding, and screening, addressing missing values and outliers. Descriptive and frequency statistics provided an overview of data distribution. Smart PLS 4, specialized for SEM, enabled advanced analyses, including constructing and evaluating measurement and structural models. It validated hypotheses, ensured the reliability and validity of the measurement model, and assessed overall structural relationships in the conceptual framework (Becker et al., 2023; Hair Jr, 2021; Memon et al., 2021; Ringle et al., 2023). The integration of SPSS and Smart PLS strengthened the study's data analysis, leveraging the strengths of each tool for a nuanced understanding of research variables and their interconnections.

3.23 Structural Equation Modelling (SEM)

Structural Equation Modeling (SEM), a second-generation multivariate technique, departs from first-generation tools and integrates measurement theory, latent variable analysis, path analysis, and regression. Recognized for testing complex models and relationships, SEM excels in causal modeling, causal analysis, and simultaneous equation modeling. It offers a robust framework for examining intricate

relationships among multiple variables, including IVs, DVs, Med, and Mod. SEM comprises two major statistical approaches: Covariance-Based SEM (CB-SEM) and Variance-Based SEM (PLS-SEM). The choice between them depends on specific research objectives, emphasizing alignment with the study's goals (Becker et al., 2023; Hair Jr, 2021; Ringle et al., 2020).

3.24 Partial Least Squares - Structural Equation Modelling (PLS-SEM)

PLS-SEM has found extensive application across various business and management disciplines. It excels in the estimation of intricate models characterized by numerous constructs, indicators, and structural paths. Employing a causal predictive approach, PLS-SEM prioritizes prediction in statistical model estimation, effectively addressing the academic dichotomy between explanation and prediction and yielding valuable managerial insights.

As a variance-based method, PLS-SEM calculates parameters using the total variance of the model, allowing for the measurement and estimation of complex models without strict adherence to distributional assumptions. Additionally, PLS-SEM is employed for the simultaneous testing of multiple paths, augmenting statistical power in comparison to running separate equations (Becker et al., 2023; Hair and Alamer, 2022; Magno et al., 2022; Ringle et al., 2023; Sabol et al., 2023; Sharma et al., 2023).

3.24.1 The Conditions When to Use CB SEM and PLS SEM

CB-SEM and PLS-SEM are two distinct approaches with varying strengths and applicability. CB-SEM is apt when the focus is on covariance relationships, making it suitable for analyzing reflective constructs and large sample sizes. It assumes normal distribution and is commonly used to test established relationships or compare existing theories, emphasizing the explanation of the hypothesized model.

On the other hand, PLS-SEM prioritizes variance relationships and accommodates both reflective and formative constructs, making it versatile for analyses with small or large sample sizes. It operates without assuming data normality and is preferred when testing not well-established theoretical relationships, with a primary goal of predicting the hypothesized model. Researchers must consider the nature of their data, sample size, distribution assumptions, and the level of theory establishment to judiciously choose between CB-SEM and PLS-SEM in line with their research objectives (Cho and Choi, 2020; Hair et al., 2019; Reinartz et al., 2009; Rigdon et al., 2017; Sarstedt et al., 2016).

3.24.2   The Conditions When to Use PLS SEM

PLS-SEM is chosen under specific conditions that align with its unique strengths and capabilities. PLS-SEM becomes the method of choice when the research objectives prioritize prediction and the confirmation of theory using total variance. It excels in explaining relationships between exogenous and endogenous constructs while allowing for the subsequent use of latent construct scores in further analyses. The measurement philosophy of PLS-SEM involves estimation with the composite factor model based on total variance.

This approach is particularly well-suited for complex models, characterized by more than six constructs and over fifty indicators. PLS-SEM accommodates both formative and reflective constructs, as well as continuous Mods in the research model. It is versatile in handling ordinal or nominal measurement scales, making it applicable to a range of data types. PLS-SEM is adaptable to varying sample sizes, whether small or large and is not constrained by the assumption of data normality. Researchers employing PLS-SEM might also explore models with higher-order constructs and investigate unobserved heterogeneity. The cited literature attests to the diverse applications and robustness of PLS-SEM in addressing these nuanced research conditions (Becker et al., 2023; Hair Jr, 2021; Magno et al., 2022; Ringle et al., 2023; Sabol et al., 2023; Sharma et al., 2023). Overall, PLS-SEM continues to be a powerful tool for researchers seeking to navigate complex, real-world phenomena, providing both methodological rigor and flexibility.

3.24.3 The Choice of PLS-SEM for the Study

The choice of PLS-SEM for this study is justified by several factors. The study's primary focus on investigating the paradoxical influence of EL on employees' UPB and PSRB within organizational contexts aligns with PLS-SEM's strength in predictive modeling and handling complex relationships. The study's measurement philosophy, utilizing a composite factor model based on total variance, is well-suited for PLS-SEM and complements the nature of the constructs.

The study's complexity, involving eight constructs and seventy indicators, demonstrates PLS-SEM's versatility in handling intricate models. The use of an ordinal measurement scale (5-point Likert Scale), a substantial sample size (n = 515), and normally distributed data further support the appropriateness of PLS-SEM for this research. The inconsistent direct relationships observed in previous studies and the novel exploration of mediating and moderating relationships in this study highlight PLS-SEM's flexibility and exploratory power.

The incorporation of continuous moderating variables (MID and EC) aligns with PLS-SEM's capacity to handle diverse data types and relationships. Given the study's objectives, complex model structure, and the need for flexibility in handling moderating variables, PLS-SEM emerges as a robust and suitable approach for the data analysis in this investigation.

3.25 The PLS Path Modeling

PLS Path Modeling, an integral part of the SEM framework, proves essential for researchers aiming to comprehensively explore complex relationships within a research model. It encompasses two interconnected components—the measurement model and the structural model. In the measurement model phase, the method systematically evaluates links between latent constructs and their observed indicators, estimating loadings and cross-loadings to reveal the underlying structure of measured variables. Simultaneously, the structural model delves into causal links and interactions between latent constructs, exploring both direct and indirect effects. This dual-component methodology ensures the reliability and validity of

measurements while unraveling the dynamics and strength of relationships within the structural framework. PLS Path Modeling's flexibility, capacity to offer insights into the measurement and structural aspects, and the quantification of path coefficients make it a valuable tool for hypothesis testing and theory validation (Becker et al., 2023; Hair Jr, 2021; Ringle et al., 2023; Tenenhaus et al., 2005).

In the specific context of the current study, the research model was carefully organized, with EL as the exogenous construct and UPB and PSRB as the endogenous constructs. OID, PsyCap, and PsyEmp played dual roles, serving as both endogenous constructs in relation to EL and exogenous constructs concerning UPB and PSRB, indicating their mediation in the relationship between EL and the outcome variables. Additionally, MID and EC served as Mods in this framework. All constructs in the research model were treated as reflective, allowing for a comprehensive examination of relationships and exploration of mediating and moderating effects within a coherent theoretical framework.

3.26 Measurement Model

The measurement model in PLS-SEM establishes the connection between latent constructs and their observed indicators, serving as the outer model or factor model. Rooted in measurement theory, it forms the foundation for determining correlations between latent constructs and indicators. This model involves assigning indicators to study constructs and deciding on a factor or composite model. In the factor model, unobserved variables and individual random errors explain indicator variance, while the composite model attributes covariation in a set of indicators to a common factor.

Measurement theory broadly categorizes measurement models into reflective and formative types. Reflective measurement models capture causation from constructs to indicators, measuring changes in latent constructs leading to changes in indicators. In contrast, formative measurement models represent causation from indicators to constructs.

The current study adopted a reflective measurement model, aligning with the causation assumption that changes in constructs caused changes in indicators. This

choice was pertinent for capturing the relationship from constructs to indicators and ensuring a comprehensive understanding of how latent variables influence observed measures in the research context (Becker et al., 2023; Hair Jr, 2021; Magno et al., 2022; Ringle et al., 2023; Sabol et al., 2023).

3.27 Structural Model

The structural model in PLS-SEM is designed to address research questions and test hypotheses based on established theory. It specifies connections between latent constructs through paths, known as hypotheses, to capture direct, indirect (mediated), and interaction (moderated) effects. Arrows in the structural model represent the links between exogenous and endogenous constructs. Exogenous constructs, indicated by arrows pointing from them, are distinct variables not explained by others but contribute to explaining endogenous constructs, pointed towards by arrows.

Mediating constructs play a dual role, serving as endogenous constructs for the relationship between exogenous constructs and themselves, while also acting as exogenous constructs for the relationship between themselves and endogenous constructs. The structural model requires careful drawing based on theory and hypotheses to accurately represent these relationships and ensure a comprehensive understanding of the underlying mechanisms (Becker et al., 2023; Hair Jr, 2021; Magno et al., 2022; Ringle et al., 2023; Sabol et al., 2023; Sarstedt et al., 2020b). Following theoretical foundations, the structural model in the current study was conceived with EL serving as the exogenous construct influencing UPB and PSRB, as well as OID, PsyCap, and PsyEmp. UPB and PSRB were treated as endogenous constructs, while OID, PsyCap, and PsyEmp functioned as both endogenous constructs concerning EL and exogenous constructs influencing UPB and PSRB, thereby also serving as Meds. MID operated as a Mod between EL and OID, PsyCap, and PsyEmp, while EC functioned as a Mod between OID, PsyCap, and PsyEmp, and UPB and PSRB. Hence the proposed structural model addresses the nuanced interplay between leadership, employees' psychological processes, and behavioral outcomes, offering a deep insight to ethical dynamics in the workplace.

3.28 Measurement Model Evaluation

In PLS-SEM analysis, the first step involves evaluating the measurement model. This evaluation focuses on assessing how effectively the indicators load onto their designated latent constructs. The measurement model assessment ensures that the indicators accurately measure the intended constructs, establishing the validity and reliability of the measurement scales. Key aspects examined during the evaluation of the reflective measurement model included indicator loadings, internal consistency reliability, convergent validity, and discriminant validity.

Indicator loadings indicated the strength of the link between indicators and their corresponding constructs, internal consistency reliability assessed the reliability of the measurement, convergent validity confirmed the degree to which indicators of the same construct converged, and discriminant validity ensured that indicators were distinct from those of other constructs, collectively contributing to a robust assessment of the measurement model (Becker et al., 2023; Hair Jr, 2021; Magno et al., 2022; Ringle et al., 2023; Sabol et al., 2023).

3.28.1 Reliability of the Measurement

Reliability in measurement ensures consistent and stable results under similar conditions. Internal consistency, a key aspect of reliability assessment, was evaluated using metrics such as Cronbach's alpha (α), composite reliability (CR), and Rho_a. Cronbach's alpha (α) measured consistency in responses across items within the same scale, with a higher value indicating greater internal consistency.

CR assessed the reliability of the measurement instrument by considering shared variance among indicators. Rho_a, an alternative to Cronbach's alpha (α), provided a robust measure of internal consistency, particularly for reflective constructs. These metrics collectively ensured the reliability of measurement instruments, confirming consistent and dependable results across diverse conditions (Fornell and Larcker, 1981; Hair et al., 2019). Together, these metrics confirm that the measurements reliably capture the intended constructs, contributing to the overall validity of the research findings

3.28.2 Indicators/Factors/Outer Loadings

The evaluation of the reflective measurement model included a crucial first step to assess indicator loadings, also known as factor or outer loadings. These values played a vital role in understanding the connection between observed indicators and their underlying constructs. Indicator reliability was measured by the square of its loading, indicating its contribution to representing the underlying construct.

Recommendations suggested that indicator loadings exceeding 0.708 were acceptable, signifying satisfactory item reliability as more than 50% of an indicator's variance was explained by the construct. Indicators surpassing this threshold were retained, while those below 0.40 were considered for deletion. However, indicators within the 0.4 to 0.7 range could be retained if other reliability metrics exceeded 0.708. The deletion was only warranted if removal improved threshold values for reliability metrics like Cronbach's alpha (α), CR, and average variance extract (AVE) (Becker et al., 2023; Hair et al., 2019).

3.28.3 Internal Consistency/Indicator Reliability

The evaluation of internal consistency reliability, the second step in assessing the reflective measurement model, involved metrics such as Cronbach's alpha (α), CR (rhoc), and rho_a. Cronbach's alpha (α), a conservative measure based on unweighted items, is widely accepted despite its lower precision. In contrast, CR, calculated with weighted items, tends to be more liberal and generally demonstrates higher reliability than (α), reflecting the consistency of items in measuring the latent construct. rho_a, falling between the conservative Cronbach's alpha (α) and the more liberal CR (rhoc), represents construct reliability. Accepted reliability thresholds range from 0.70 to 0.90, indicating satisfactory to good reliability, while 0.60 to 0.70 is acceptable in exploratory research. Values exceeding 0.90 may be problematic, and those surpassing 0.95 suggest potential redundancy among indicators, leading to inflated correlations among error terms (Diamantopoulos et al., 2012; Drolet and Morrison, 2001; Hair et al., 2019). Hence, the multi-metric evaluation ensures that the reflective measurement model is reliable and valid.

3.28.4 Validity of the Measurement

The evaluation of measurement validity, a critical step in assessment of the reflective measurement model, involved ensuring that the instrument accurately measured the intended construct. Various validity forms contributed to this assessment: content validity covered the entire construct scope, criterion-related validity predicted or correlated with external criteria, construct validity confirmed effective measurement of the intended theoretical construct, convergent validity assessed correlation with measures of the same construct, and discriminant validity ensured distinctiveness from measures of unrelated constructs. These validity measures collectively contributed to establishing the reliability and accuracy of the measurement instrument (Hair Jr, 2021; Sekaran and Bougie, 2016).

3.28.5 Convergent Validity of the Measurement

Convergent validity, crucial in evaluating the reflective measurement model, assesses how well measurement items align in measuring the latent construct. It focuses on the need for indicators within a specific construct to converge and share a substantial variance. Factor loadings and AVE quantify convergent validity. Indicators with loadings above 0.708 were retained, those below 0.40 were eliminated, and those between 0.4 and 0.7 were retained if positively contributed to reliability metrics. AVE, indicating variance extracted by the latent construct, aimed for acceptability above 0.50 and an ideal threshold exceeding 0.70. Higher AVE values signified robustness and validity, while values below 0.50 indicated potential validity issues. Convergent validity is integral for ensuring a reliable and valid measurement model (Carlson and Herdman, 2012; Hair et al., 2019).

3.28.6 Discriminant Validity of the Measurement

The Discriminant Validity of the Measurement is crucial for assessing the reliability and validity of a reflective measurement model. This involves ensuring the distinctiveness of each construct, verified through Fornell & Larcker criterion and Heterotrait Monotrait ratio (HTMT) (Farrell, 2010; Franke and Sarstedt, 2019).

Fornell & Larcker criterion compares the AVE of each construct with squared inter-construct correlations, confirming discriminant validity when the square root of AVE is larger than correlations with other constructs (Fornell and Larcker, 1981).

HTMT ratio calculates the ratio of between-trait to within-trait correlations, confirming discriminant validity when below certain thresholds (e.g., < 0.85 for conceptually more distinct constructs) (Hair et al., 2019; Henseler et al., 2015; Voorhees et al., 2016). Both criteria ensure constructs are genuinely different and independent. The study used bootstrapping techniques to assess the significance of these values, ensuring the model demonstrated convergent and discriminant validity. The overall assessment, including factor loadings, internal consistency reliability, and convergent and discriminant validity, established the reliability and validity of the measurement model.

3.29 Structural Model Evaluation

The Structural Model Evaluation in PLS-SEM is a crucial phase, examining relationships between latent constructs for assessment of predictive power of the entire model. Components like Collinearity (VIF), Coefficient of Determination (R^2), Effect sizes (F^2), Cross-validated Redundancy (Q^2), and Out-of-Sample Predictive Power (using PLSpredict) are scrutinized.

Collinearity, assessed through the VIF, scrutinized the potential for high correlations among predictor variables, which could compromise the model's reliability. The Coefficient of Determination (R^2) quantified the proportion of variance in endogenous constructs explicated by exogenous constructs, providing insights into the model's predictive efficacy.

Effect sizes (F^2) shed light on the magnitude of effects within the model, aiding in gauging the practical significance of the findings. Cross-validated Redundancy (Q^2) assessed the model's ability to predict out-of-sample, contributing to a nuanced understanding of its predictive relevance. The Out-of-Sample Predictive Power, often assessed using PLSpredict, scrutinized the model's ability to predict outcomes in new or unseen data, thereby affirming its generalizability. Lastly, the

statistical significance and relevance of path coefficients were pivotal for deciphering the strength and direction of relationships between constructs.

This comprehensive evaluation ensured a holistic understanding of model quality, robustness, and practical significance, substantively contributing to the overall validity and reliability of PLS-SEM analysis in the study (Becker et al., 2023; Hair Jr et al., 2021; Magno et al., 2022; Ringle et al., 2023; Sabol et al., 2023; Sarstedt et al., 2020b).

3.29.1 Collinearity (VIF)

Collinearity, as assessed through the VIF, is the first step in evaluating the structural model in PLS-SEM. This examination safeguards against biases introduced by correlations among exogenous constructs to regression results. High collinearity, signifying strong correlations among predictor variables, poses a risk to the model's reliability and interpretability. The VIF, calculated as $1/(1 - R^2)$, quantifies collinearity, with a recommended threshold of VIF less than 3. Acceptance of VIF values between 3 and 5 is conditional, while values exceeding 5 indicate potential collinearity issues requiring attention.

This meticulous evaluation guaranteed the structural model's independence from undue influences, establishing a robust foundation for accurate and reliable regression outcomes in PLS-SEM analysis of this study (Becker et al., 2015; Hair et al., 2019; Mason and Perreault Jr, 1991; Sarstedt et al., 2020b).

3.29.2 The Coefficient of Determination (R^2)

The second step in evaluating the structural model focused on examining the coefficient of determination (R^2) for the model's endogenous constructs. R^2, representing the squared correlation, captured the statistical relationship between observed and expected values, incorporating the collective impact of exogenous constructs. This metric served a dual purpose by indicating both the explained variance within endogenous constructs and the in-sample predictive capability of the model. Acknowledging R^2's dependence on the number of exogenous constructs, higher values suggested enhanced capacity to clarify and predict variance,

ranging from 0 to 1. Interpretation varied contextually, with values exceeding 0.75 considered substantial, around 0.50 denoting moderate explanatory power, and approximately 0.25 indicating comparatively weaker explanatory ability. Discipline-specific benchmarks applied, with an R^2 as low as 0.10 deemed satisfactory in some fields, while values up to 0.90 were plausible for highly predictable concepts (Hair et al., 2019; Hair Jr, 2021; Sarstedt et al., 2020b; Shmueli, 2010).

3.29.3 The Effect Size (F^2)

The third step in structural model evaluation involved assessing the effect size (F^2) as a crucial metric for gauging the model's robustness. F^2 quantified the change in the R^2 value of an endogenous construct when a specific exogenous construct was removed, offering insights into each exogenous construct's contribution to overall model explanatory power.

Despite its redundancy with path coefficients, F^2 provided valuable information, ensuring consistency in the rank order of exogenous construct relevance. Benchmarks for F^2 interpretation included 0.35 as large, 0.15 as medium, and 0.02 as weak, aligning with established criteria (Cohen, 1988; Hair et al., 2019; Kenny and Judd, 2019; Sarstedt et al., 2020a).

3.29.4 Predictive Relevance (Q^2)

Predictive Relevance (Q^2) is a crucial metric used to evaluate a model's ability to predict outcomes beyond the data it was trained on. This assessment provides a nuanced understanding of the predictive relevance of each exogenous construct for a specific endogenous construct. Q^2 considers both in-sample prediction, which measures explanatory power, and out-of-sample prediction. In the context of in-sample prediction, R^2 and F^2 are utilized to gauge the variance explained and the impact of individual exogenous constructs on the endogenous construct. This part of the evaluation focuses on how well the model performs with the data on which it was trained (Geisser, 1974; Hair et al., 2019; Sharma et al., 2022).

For out-of-sample prediction for this study, the assessment involved blindfolding and the use of PLSpredict. Blindfolding assessed the model's performance on

unseen data by omitting individual data points rather than entire observations. However, blindfolding had limitations. PLSpredict, on the other hand, was considered a more comprehensive measure of out-of-sample prediction (Becker et al., 2023; Legate et al., 2023; Shmueli and Koppius, 2011).

Therefore, the PLSpredict method, grounded in established principles, contributed to a broader and more reliable understanding of predictive relevance within the context of PLS-SEM. It ensured that the model's performance was not limited to the data it was trained on and could generalize well to new, unseen data (Liengaard et al., 2021; Ringle et al., 2023; Shmueli et al., 2019).

3.29.5 Blindfolding (Q^2)

The fourth step in evaluating the structural model involved a detailed assessment of predictive relevance through the blindfolding process, quantified by the Q^2 value in the PLS path model. This approach provided a deep understanding of the model's predictive capabilities by combining in-sample explanatory power with out-of-sample prediction. The blindfolding process systematically removed individual data points, replaced them with the mean, and estimated model parameters to derive the Q^2 value (Hair et al., 2019; Sarstedt et al., 2020b; Shmueli et al., 2016).

The Q^2 metric represented the difference between predicted and observed values, with higher values indicating enhanced predictive accuracy. Contextually, Q^2 values exceeding zero highlighted the model's superior predictive capacity compared to a baseline, and the magnitude of Q^2 values delineated levels of predictive relevance for the overall structural model. In the study, Q^2 values greater than zero were considered meaningful for the endogenous constructs of UPB and PSRB, signifying predictive accuracy. Additionally, Q^2 values higher than 0 were categorized as small, 0.25 as a medium, and 0.50 as large predictive relevance for the structural model (Hair Jr et al., 2021; Sharma et al., 2021; Stone, 1974). Hence, the multi-metric evaluation ensures that the reflective measurement model is reliable and valid. This avoids redundancy issues and captures the intended construct effectively.

3.29.6 PLSpredict (Q^2)

The fifth step of structural model assessment focused on evaluating predictive relevance (Q^2) using the PLSpredict method, which parallels the blindfolding-based Q^2 but employs the training data mean as a benchmark. PLSpredict tested out-of-sample predictive capabilities by generating predictions with a holdout sample in PLS-SEM software, such as SmartPLS. The dataset was divided into training and testing/holdout data, with the former used for model estimation and the latter solely for predictions (Becker et al., 2023; Hair et al., 2019).

PLSpredict provided two benchmarks for assessing predictive quality: the Linear Model (LM) and the Mean Value (Q^2). LM used a multiple regression of endogenous construct indicators on exogenous construct indicators as a benchmark, while Q^2 utilized the mean value of the training sample to predict the test sample. Prediction comparisons employed root mean squared error (RMSE), mean absolute error (MAE) and mean absolute percentage error (MAPE). Q^2 values exceeding 0 were crucial, and prediction errors were calculated as the difference between test data and predicted values (Liengaard et al., 2021; Ringle et al., 2023).

For normally distributed errors, PLS RMSE and LM RMSE were used, and for non-normally distributed errors, PLS MAE and LM MAE were employed. High predictive power was indicated by a negative difference between PLS RMSE/LM RMSE or PLS MAE/LM MAE, medium predictive power when only one or two were positive, and no predictive power when the majority were positive. This analysis extended the assessment, providing insights into the model's potential for falsifiable predictions about new observations, contributing to theory evaluation and study significance (Sharma et al., 2022; Shmueli et al., 2019).

3.29.7 Goodness of Fit (GoF) in the PLS SEM

In contrast to CB SEM, PLS-SEM does not rely on the concept of model fit. Although some scholars have proposed model fit measures specific to PLS-SEM (Dijkstra and Henseler, 2015), however, out-of-sample prediction-oriented assessment criteria (Shmueli et al., 2016, 2019) and prediction-oriented model comparison metrics (Liengaard et al., 2021; Sharma et al., 2019) are deemed more relevant

for interpretation of PLS-SEM being uniquely designed to confirm the predictive power of models (Hair Jr, 2021).

Within PLS-SEM, three types of Goodness of Fit measures were identified. The first type compared observed and model-implied correlation/covariance matrices. The Standardized Root Mean Square Residual (SRMR) quantified the squared discrepancy between observed correlations and model-implied indicator correlations, with a recommended range of SRMR < 0.08 - 0.10. The Exact Model Fit Test (d_USL, d_G), a bootstrapping-based test, examined significant discrepancies between observed and model-implied indicator covariance matrices, with recommended values falling between 95% - 99%.

The second type evaluated the degree of outer model residual correlations, with the Root Mean Square Residual Covariance (RMS) suggesting that lower values, closer to zero, were desirable (recommended range RMS < 0.12 - 0.14).

The third type compared null model and model-implied correlation matrices, utilizing the Normed Fit Index (NFI)/Bentler-Bonett Index, where a recommended range for NFI/BBI was > 0.95 – 0.90 (Becker et al., 2023; Hair et al., 2019; Henseler and Sarstedt, 2013).

PLS-SEM aims to reconcile the perceived dichotomy between explanatory and predictive modeling, emphasizing the necessity for models to exhibit high predictive accuracy while being firmly grounded in robust theoretical frameworks. However, an exclusive focus on explanation was deemed problematic in the PLS-SEM context (Hair Jr, 2021; Legate et al., 2023; Ringle et al., 2023).

3.29.8 Statistical Significance and Relevance

Having established the model's explanatory and predictive capabilities, the final step in assessing the structural model involved scrutinizing the statistical significance and relevance of the path coefficients. This evaluation utilized percentile bootstrapped samples (10,000 subsamples). Path coefficients with t statistics (two-tailed) exceeding 1.96 at a significance level below 5%, along with percentile CIs at 95% excluding zero, were considered statistically significant and relevant. The significance of path coefficients was evaluated through bootstrapping, ensuring values

within the range of -1 to +1. Total effects of constructs were also considered for interpretation. This study conducted a comprehensive examination of the structural model, encompassing the significance and relevance of path coefficients, R^2, F^2, and Q^2 through blindfolding and PLSpredict. The model prioritized maximizing explained variance over minimizing differences between covariance matrices, emphasizing predictive skills rather than relying on Goodness of Fit (GoF) (Becker et al., 2023; Hair Jr, 2021; Ringle et al., 2023; Sarstedt et al., 2020b). As a result, the structural model was deemed suitable for hypothesis testing.

3.30 Mediation Analysis

The mediation analysis in this study aimed to investigate the relationships between the exogenous construct (EL) and the endogenous constructs (UPB and PSRB), mediated by intervening constructs (OID, PsyCap, and PsyEmp). The analysis focused on two components: direct effects (immediate connections) and indirect effects (impact through intervening constructs) (Nitzl et al., 2016; Sarstedt et al., 2020a).

Classification of mediation included mechanism paths (simple, serial, and parallel mediation) and effects (direct-only non-mediation, no-effect non-mediation, complementary mediation, competitive mediation, and indirect-only mediation). The analysis procedure involved assessing the significance of the indirect effect (a x b). A significant direct effect indicated partial mediation, with a positive sign implying complementary partial mediation and a negative sign suggesting competitive partial mediation. In cases of an insignificant direct effect, it denoted full mediation through the indirect effect (Hair Jr, 2021; Memon et al., 2018).

The study systematically categorized based on mechanism paths and effects, revealing that EL influenced UPB and PSRB through OID, PsyCap, and PsyEmp in parallel. A significant direct effect implied partial mediation, while a positive sign in the indirect effect suggested complementary partial mediation (Hair Jr, 2021; Wong, 2016).

The application of mediation analysis in this study provided a nuanced understanding of the relationships among exogenous and endogenous constructs, contributing

valuable insights to the field of PLS-SEM. The systematic categorization enhanced clarity, emphasizing the influence of the exogenous construct on the endogenous constructs through multiple parallel intervening constructs. This comprehensive approach made a substantial contribution to understanding the intricacies of mediation analysis in PLS-SEM.

3.31   Moderation Analysis

Moderation analysis in this study investigated how the link between the exogenous construct (EL) and the endogenous constructs (OID, PsyCap, and PsyEmp) was influenced by the moderating effects of employees' MID, applying the two-step approach in PLS-SEM. The study also explored the moderating effects of employees' perception of EC on the relationships between the exogenous constructs (OID, PsyCap, and PsyEmp) and subsequent endogenous constructs (UPB and PSRB). The analysis utilized standardized product terms in the two-step approach within Smart PLS.

The study utilized the two-step approach in PLS-SEM for moderation analysis, selected for its adaptability with reflective and formative constructs. This method involves separately standardizing exogenous and Mod constructs and calculating their product term, accommodating diverse measurement structures. Especially suitable for exploring the moderating effects of categorical Mods on continuous exogenous constructs, the two-step approach balances statistical power and simplicity. Despite potential lower predictive accuracy, it is a widely applied and practical method, offering dependable insights into how moderating variables influence relationships between constructs (Becker et al., 2018; Hair Jr, 2021; Memon et al., 2019; Rasoolimanesh et al., 2021).

The analysis focused on direct effects first, followed by examining these effects in the presence of interaction terms. Path coefficients and significance criteria, including $\beta = 10\%$, $t > 1.96$, $p < .05$, and a 95% CI without containing zero, were used for result assessment. Confirmation of significant interaction terms indicated the presence of moderating effects on relationships between exogenous and endogenous constructs.

3.32 Ethical Considerations

This study places a paramount emphasis on ethical considerations, upholding the highest standards in research conduct. Rigorous ethical principles have been diligently adhered to, manifesting a commitment to ethical integrity. Collaboration with both public and private hospitals was sought, demonstrating respect for institutional policies and a dedication to transparent research collaboration. The explicit support from top management further emphasizes institutional endorsement, contributing to resource access and ensuring the smooth progression of the research.

To safeguard the rights and well-being of participants, stringent ethical protocols have been implemented. These protocols include measures to ensure participant confidentiality, emphasizing the responsible handling of sensitive information. The study employs a systematic coding system across three phases, adding rigor to the research process and enhancing data analysis's reliability and consistency. Ethical considerations have been effectively communicated to participants through questionnaires accompanied by a cover letter, ensuring informed consent and confidentiality assurance, thereby underscoring the commitment to transparency and participant autonomy.

The voluntary nature of participation is communicated to participants, mitigating the risk of coercion or pressure. Importantly, the study does not mandate personal or institutional identification, providing an additional layer of protection for participant anonymity and reinforcing the commitment to confidentiality. Ethical approval from the university review board attests to the study's alignment with institutional ethical standards (Appendix 10).

Moreover, the researcher explicitly adheres to international ethical standards, emphasizing a global perspective on ethical research conduct. This comprehensive approach ensures the ethical integrity of the study at both institutional and international levels.'Hence, the study's comprehensive ethical framework reinforces the commitment to ethical research practices, ensuring the welfare of participants and promoting a culture of trust and respect within the academic community.

3.33   Chapter Summary

The chapter provided a detailed overview of the research methodology, covering key elements such as research design, philosophy, approach, strategy, and methodological choices. It addressed the study's purpose, type, setting, researcher's interference, unit of analysis, and time horizon. The chapter explored population considerations, sampling techniques, sample size determination, measurement scales, reliability, and control variables. Preliminary steps, including pre-tests and a pilot study, offered insights into sample characteristics. The data collection process, analysis methods, particularly PLS-SEM, measurement model, structural model and their evaluation, and ethical considerations were discussed. The chapter concluded with a concise summary, setting the stage for the presentation of study results in the subsequent chapter.

Chapter 4

Results and Analysis

4.1 Introduction

This chapter presents results derived from a meticulous analysis of collected data, involving thorough processing such as editing, coding, and SPSS entry, followed by robust analysis using PLS-SEM. The screening process within SPSS encompasses various checks, ensuring data integrity by assessing descriptive statistics, missing values, SD, respondents' misconduct, outliers, normality, and CMB. The measurement model is rigorously evaluated for internal consistency, convergent validity, and discriminant validity. Having established the measurement model, the structural model is examined through various parameters such as lateral collinearity, coefficient of determination, effect size, predictive relevance, PLSpredict, and model fit. The final step involves scrutinizing path coefficients for hypotheses testing, evaluating β values, t values, p values, and 95% CIs. This comprehensive approach guarantees the generation of robust and valid results, providing a solid foundation for meaningful interpretations.

4.2 Path Model Assessment

The present study utilized PLS-SEM with Smart PLS software to empirically examine the theoretical model. The PLS path model comprised a measurement model and a structural model. The measurement model established connections

between reflective constructs (EL, UPB, PSRB, OID, PsyCap, PsyEmp, MID, and EC) and their indicators. The structural model, aligned with theoretical foundations and the study's framework, delineated relationships between constructs, including the exogenous construct (EL), endogenous constructs (UPB and PSRB), mediating constructs (OID, PsyCap, and PsyEmp), and moderating constructs (MID and EC), arranged according to the hypothesized order. To ensure methodological rigor, the measurement model underwent reliability and validity assessments before proceeding to the structural model and hypothesis testing. Both models were rigorously evaluated, and the proposed hypotheses were empirically tested (Becker et al., 2023; Hair Jr, 2021; Ringle et al., 2020; Tenenhaus et al., 2005).

4.3   Measurement Model Evaluation

The measurement model assessment was the first step for data analysis through PLS-SEM. The assessment of the measurement model, also referred to as the outer model, preceded the evaluation of the structural model and hypothesis testing in the current study. The measurement model comprised eight constructs, each consisting of items ranging from five to thirteen indicators.

Reliability was gauged through the internal consistency of the measurement, while validity was assessed through convergent and discriminant validity. Utilizing the PLS-SEM approach with the PLS algorithm technique and a path weighting scheme, the measurement model was assessed, and the results were standardized. Figure 2 below illustrates the measurement model employed in this research (Becker et al., 2023; Hair Jr, 2021; Magno et al., 2022; Ringle et al., 2023; Sabol et al., 2023).

4.3.1   Internal Consistency Reliability

Reliability, denoting the consistency of measurement and the correlation among items within a construct and with other constructs, was assessed in this study through the internal consistency of constructs. The internal consistency of the
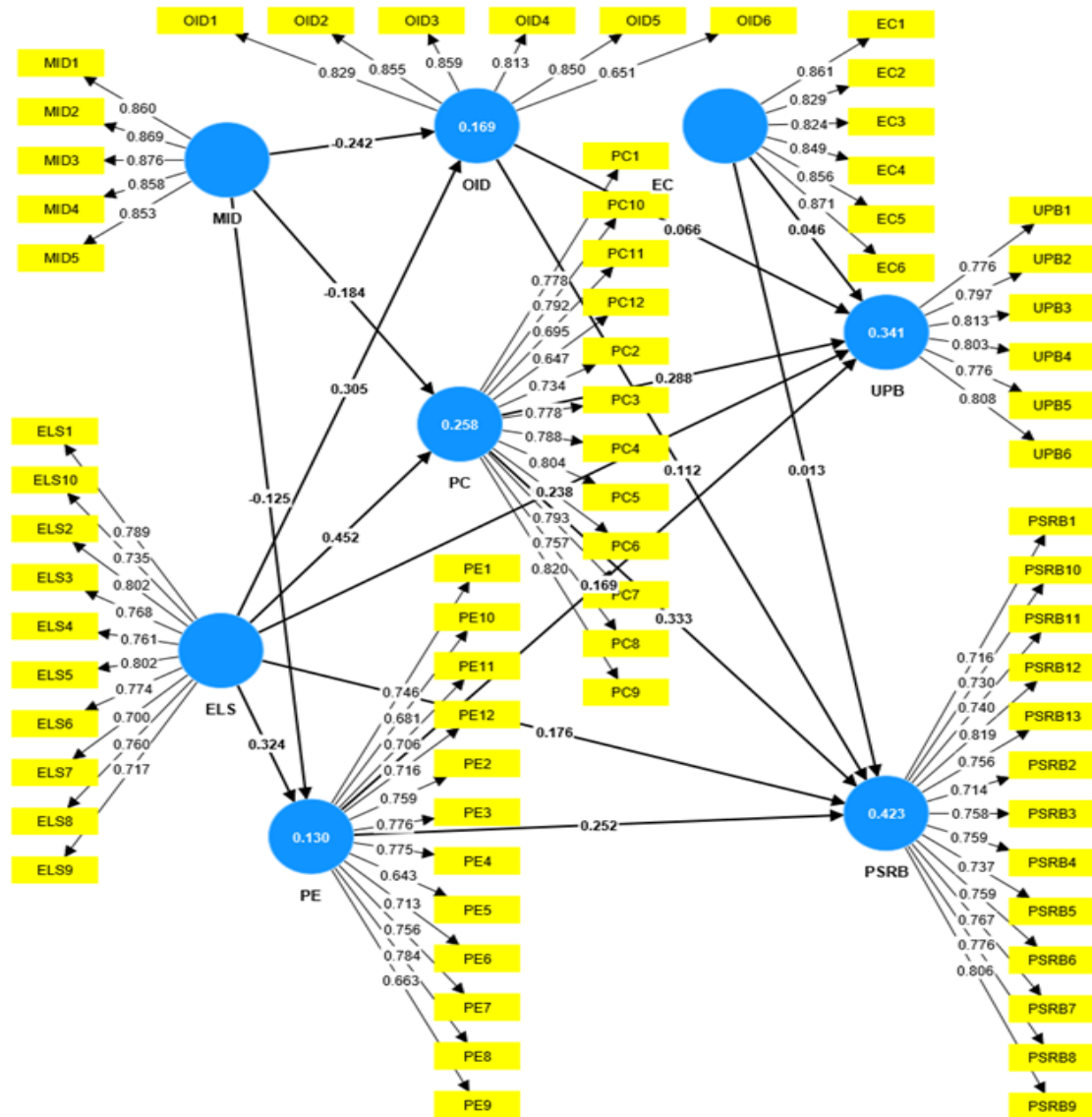
FIGURE 2: Measurement Model

measurement was ascertained by examining factor loadings, Cronbach's alpha (α), CR, and Rho_a (Becker et al., 2023; Diamantopoulos et al., 2012; Drolet and Morrison, 2001; Hair et al., 2019).

4.3.2 Factor Loadings

Factor loadings exceeding 0.708 were deemed essential for ensuring indicator consistency in this study. Loadings surpassing this threshold explained more than 50% of the variance of the respective indicators and were consequently accepted and retained. Conversely, indicators with loadings below 0.40 necessitated removal. For indicators with loadings between 0.4 and 0.7, retention was contingent

upon the values of Cronbach's alpha (α), CR, and the AVE exceeding 0.708. The decision to delete indicators within this range was considered only if their removal led to an increase in the threshold values of α, CR, and AVE.

The assessment of factor loadings in this study, conducted through SEM based on the PLS algorithm, revealed that the factor loadings for EL ranged from 0.70 to 0.802, UPB from 0.776 to 0.813, PSRB from 0.714 to 0.819, OID from 0.651 to 0.859, PsyCap from 0.647 to 0.826, PsyEmp from 0.643 to 0.784, MID from 0.860 to 0.876, and EC from 0.824 to 0.871. All items associated with the study variables fell within the acceptable limits (Becker et al., 2023; Diamantopoulos et al., 2012; Drolet and Morrison, 2001; Hair et al., 2019). Consequently, no item required removal from any study variable. Detailed factor loadings are presented in Table 4.1.

TABLE 4.1: Factor Loadings

Constructs	EL	UPB	PSRB	OID	PsyCap	PsyEmp	MID	EC
EL								
EL1	0.789							
EL2	0.802							
EL3	0.768							
EL4	0.761							
EL5	0.802							
EL6	0.774							
EL7	0.7							
EL8	0.76							
EL9	0.717							
EL10	0.735							
UPB								
UPB1		0.776						
UPB2		0.797						
UPB3		0.813						
UPB4		0.803						
UPB5		0.776						
UPB6		0.808						

Constructs	EL	UPB	PSRB	OID	PsyCap	PsyEmp	MID	EC
PSRB								
PSRB1			0.716					
PSRB2			0.714					
PSRB3			0.758					
PSRB4			0.759					
PSRB5			0.737					
PSRB6			0.759					
PSRB7			0.767					
PSRB8			0.776					
PSRB9			0.806					
PSRB10			0.73					
PSRB11			0.74					
PSRB12			0.819					
PSRB13			0.756					
OID								
OID1				0.829				
OID2				0.855				
OID3				0.859				
OID4				0.813				
OID5				0.85				
OID6				0.651				
PsyCap								
PsyCap1					0.778			
PsyCap2					0.734			
PsyCap3					0.778			
PsyCap4					0.788			
PsyCap5					0.804			
PsyCap6					0.826			
PsyCap7					0.793			
PsyCap8					0.757			
PsyCap9					0.82			

Constructs	EL	UPB	PSRB	OID	PsyCap	PsyEmp	MID	EC
PsyCap10					0.792			
PsyCap11					0.695			
PsyCap12					0.647			
PsyEmp								
PsyEmp1						0.746		
PsyEmp2						0.759		
PsyEmp3						0.776		
PsyEmp4						0.775		
PsyEmp5						0.643		
PsyEmp6						0.713		
PsyEmp7						0.756		
PsyEmp8						0.784		
PsyEmp9						0.663		
PsyEmp10						0.681		
PsyEmp11						0.706		
PsyEmp12						0.716		
MID								
MID1							0.86	
MID2							0.869	
MID3							0.876	
MID4							0.858	
MID5							0.853	
EC								
EC1								0.861
EC2								0.829
EC3								0.824
EC4								0.849
EC5								0.856
EC6								0.871

EL: Ethical Leadership; UPB: Unethical Pro-Organizational Behavior; PSRB: Pro-Social Rule Breaking; OID: Organizational Identification; PsyCap: Psychological Capital; PsyEmp: Psychological Empowerment; MID: Moral Identity; EC: Ethical Climate

4.3.3 Cronbach's Alpha (α)

Cronbach's alpha (α), assessing reliability estimates based on the inter-correlations of observed indicator constructs, is crucial for gauging internal consistency. Recommended thresholds for α typically fall between $> .708$ and $< .85$, with values up to .90 widely considered acceptable. Even values approaching .95 are often deemed admissible. In this study, the α values for all study constructs ranged from 0.884 to 0.938, affirming that the internal consistency reliability of the measurements fell within acceptable limits (Becker et al., 2023; Fornell and Larcker, 1981; Hair Jr, 2021). Detailed α values for all study variables are presented in Table 4.2.

4.3.4 Composite Reliability (CR: Rho_c)

The CR represents the extent to which a set of items consistently measures the latent construct. In evaluating the internal consistency reliability of the instruments, CR values falling within the range of $> .708$ to $< .85 < .90$ were recommended, with values up to .95 widely considered acceptable. In this study, CR values for all study constructs ranged from 0.912 to 0.946, affirming that the internal consistency reliability of measurements adhered to acceptable standards. Consequently, the reliability of measurements was substantiated through the application of CR (Becker et al., 2023; Diamantopoulos et al., 2012; Hair et al., 2019). The comprehensive CR values for all study variables are presented in Table 4.2.

4.3.5 Rho_a

The Rho_a serves as an intermediary criterion, positioned between the conservative standards of α and the more lenient standards of CR, for assessing the internal consistency reliability of constructs. Across all study constructs, Rho_a values fell

within the range of 0.887 to 0.939, indicating adherence to acceptable standards. Consequently, the internal consistency reliability of measurements was affirmed through the application of Rho_a (Becker et al., 2023; Diamantopoulos et al., 2012; Drolet and Morrison, 2001; Hair et al., 2019). The Rho_a of all study variables are shown in Table 4.2.

TABLE 4.2: Internal Consistency Reliability

Constructs	α	Rho_a	CR (rho_c)
EL	0.919	0.922	0.932
UPB	0.884	0.887	0.912
PSRB	0.938	0.939	0.946
OID	0.896	0.907	0.921
PsyCap	0.937	0.939	0.945
PsyEmp	0.919	0.923	0.931
MID	0.915	0.917	0.936
EC	0.923	0.938	0.939

EL: Ethical Leadership; UPB: Unethical Pro-Organizational Behavior; PSRB: Pro-Social Rule Breaking; OID: Organizational Identification; PsyCap: Psychological Capital; PsyEmp: Psychological Empowerment; MID: Moral Identity; EC: Ethical Climate; α: Chronbach's Alpha; CR; Composite Reliability (Rho_a; rho_c)

4.3.6 Convergent Validity

Convergent validity in this study, signifying that indicators accurately measure their corresponding constructs, was rigorously assessed through an examination of factor loadings and the Average Variance Extract (AVE). Factor loadings exceeding 0.708 and explaining more than 50% of the variance of indicators were considered acceptable and retained. Loadings below 0.40 necessitated deletion, while for loadings between 0.4 and 0.7, retention was contingent upon values of α, CR, and AVE exceeding 0.708.

The factor loadings for all study constructs, including EL, UPB, PSRB, OID, PsyCap, PsyEmp, MID, and EC, ranged within acceptable limits. The items associated with these constructs demonstrated convergent validity through their factor

loadings. Additionally, AVE values for all study constructs, ranging from 0.530 to 0.745, met the acceptable criteria, further confirming the convergent validity of measurements.

This comprehensive assessment, as detailed in Table 4.3, validates that the indicators accurately measure their intended constructs, providing confidence in the convergent validity of the study measurements. The rigorous examination of both factor loadings and AVE values contributes to the robustness of the convergent validity assessment (Becker et al., 2023; Carlson and Herdman, 2012; Hair et al., 2019).

TABLE 4.3: Convergent Validity

Constructs	Items	OL	AVE
EL			0.58
	EL1	0.789	
	EL2	0.802	
	EL3	0.768	
	EL4	0.761	
	EL5	0.802	
	EL6	0.774	
	EL7	0.7	
	EL8	0.76	
	EL9	0.717	
	EL10	0.735	
UPB			0.633
	UPB1	0.776	
	UPB2	0.797	
	UPB3	0.813	
	UPB4	0.803	
	UPB5	0.776	
	UPB6	0.808	
PSRB			0.573
	PSRB1	0.716	

Constructs	Items	OL	AVE
	PSRB2	0.714	
	PSRB3	0.758	
	PSRB4	0.759	
	PSRB5	0.737	
	PSRB6	0.759	
	PSRB7	0.767	
	PSRB8	0.776	
	PSRB9	0.806	
	PSRB10	0.73	
	PSRB11	0.74	
	PSRB12	0.819	
	PSRB13	0.756	
OID			0.661
	OID1	0.829	
	OID2	0.855	
	OID3	0.859	
	OID4	0.813	
	OID5	0.85	
	OID6	0.651	
PsyCap			0.592
	PsyCap1	0.778	
	PsyCap2	0.734	
	PsyCap3	0.778	
	PsyCap4	0.788	
	PsyCap5	0.804	
	PsyCap6	0.826	
	PsyCap7	0.793	
	PsyCap8	0.757	
	PsyCap9	0.82	
	PsyCap10	0.792	

Constructs	Items	OL	AVE
	PsyCap11	0.695	
	PsyCap12	0.647	
PsyEmp			0.53
	PsyEmp1	0.746	
	PsyEmp2	0.759	
	PsyEmp3	0.776	
	PsyEmp4	0.775	
	PsyEmp5	0.643	
	PsyEmp6	0.713	
	PsyEmp7	0.756	
	PsyEmp8	0.784	
	PsyEmp9	0.663	
	PsyEmp10	0.681	
	PsyEmp11	0.706	
	PsyEmp12	0.716	
MID			0.745
	MID1	0.86	
	MID2	0.869	
	MID3	0.876	
	MID4	0.858	
	MID5	0.853	
EC			0.72
	EC1	0.861	
	EC2	0.829	
	EC3	0.824	
	EC4	0.849	
	EC5	0.856	
	EC6	0.871	

EL: Ethical Leadership; UPB: Unethical Pro-Organizational Behavior; PSRB:

Pro-Social Rule Breaking; OID: Organizational Identification; PsyCap: Psychological Capital; PsyEmp: Psychological Empowerment; MID: Moral Identity; EC: Ethical Climate; OL: Outer Loadings; AVE: Average Variance Extracted

4.3.7 Discriminant Validity

Discriminant validity pertains to the degree to which a given construct is distinguishable from other constructs within the measurement model. The discriminant validity of the measurements was established with the help of cross-loadings, Fornell & Larcker criterion, and HTMT (Farrell, 2010; Franke and Sarstedt, 2019; Hair et al., 2019; Henseler et al., 2015; Voorhees et al., 2016).

4.3.8 Cross Loadings

Cross-loadings were employed as the initial method to assess the discriminant validity of measurements within the model. Ensuring that the outer loadings of a given construct surpassed the cross-loadings of all other constructs in the study was imperative for confirming discriminant validity. In this study, the cross-loadings for all study variables demonstrated robust associations with their designated constructs, validating the discriminant validity of the measurements.

The thorough examination of cross-loadings, as detailed in Table 4.4, supports the confidence in the distinctiveness of each construct within the model. This approach aligns with established guidelines and methodologies for evaluating discriminant validity (Becker et al., 2023; Farrell, 2010; Franke and Sarstedt, 2019; Hair et al., 2019; Henseler et al., 2015; Voorhees et al., 2016). The strong associations observed between variables and their designated constructs contribute to the overall rigor and validity of the discriminant validity assessment in this study. By ensuring adequate distinctiveness of each construct, the research not only establishes the credibility of its findings but also provides a strong foundation to further explore the links among the constructs in future research. This rigorous evaluation strengthens the overall methodological framework of the study and confirms the reliability of its conclusions.

TABLE 4.4: The Discriminant Validity (Cross Loadings)

Constructs	EL	UPB	PSRB	OID	PsyCap	PsyEmp	MID	EC
EL1	**0.789**	0.428	0.381	0.277	0.402	0.272	-0.132	0.105
EL2	**0.802**	0.369	0.38	0.237	0.419	0.278	-0.093	0.138
EL3	**0.768**	0.336	0.341	0.276	0.373	0.26	-0.089	0.149
EL4	**0.761**	0.289	0.32	0.246	0.369	0.23	-0.112	0.146
EL5	**0.802**	0.426	0.407	0.27	0.38	0.279	-0.117	0.159
EL6	**0.774**	0.389	0.321	0.252	0.347	0.255	-0.071	0.137
EL7	**0.7**	0.297	0.307	0.222	0.29	0.233	-0.068	0.102
EL8	**0.76**	0.341	0.376	0.289	0.369	0.293	-0.103	0.113
EL9	**0.717**	0.295	0.309	0.236	0.31	0.225	-0.064	0.054
EL10	**0.735**	0.308	0.327	0.23	0.329	0.247	-0.06	0.071
UPB1	0.276	**0.776**	0.377	0.235	0.358	0.268	-0.254	0.109
UPB2	0.389	**0.797**	0.454	0.206	0.435	0.315	-0.177	0.064
UPB3	0.388	**0.813**	0.415	0.245	0.385	0.262	-0.22	0.176
UPB4	0.361	**0.803**	0.491	0.241	0.342	0.298	-0.165	0.083
UPB5	0.362	**0.776**	0.397	0.247	0.404	0.288	-0.201	0.094
UPB6	0.41	**0.808**	0.47	0.273	0.432	0.329	-0.176	0.063
PSRB1	0.31	0.297	**0.716**	0.231	0.359	0.365	-0.105	0.001
PSRB2	0.322	0.382	**0.714**	0.201	0.416	0.295	-0.092	-0.026
PSRB3	0.35	0.433	**0.758**	0.206	0.419	0.368	-0.195	0.106
PSRB4	0.402	0.443	**0.759**	0.317	0.408	0.301	-0.216	0.124
PSRB5	0.286	0.374	**0.737**	0.332	0.41	0.346	-0.271	0.099
PSRB6	0.292	0.392	**0.759**	0.254	0.423	0.363	-0.168	0.064
PSRB7	0.317	0.407	**0.767**	0.267	0.481	0.337	-0.165	0.07
PSRB8	0.365	0.468	**0.776**	0.309	0.395	0.343	-0.176	0.059
PSRB9	0.401	0.452	**0.806**	0.322	0.51	0.384	-0.211	0.076
PSRB10	0.324	0.44	**0.73**	0.236	0.402	0.318	-0.182	0.094
PSRB11	0.349	0.448	**0.74**	0.261	0.379	0.329	-0.203	0.024
PSRB12	0.4	0.394	**0.819**	0.307	0.426	0.395	-0.225	0.089
PSRB13	0.38	0.448	**0.756**	0.348	0.433	0.347	-0.226	0.044
OID1	0.273	0.28	0.328	**0.829**	0.347	0.176	-0.253	-0.003

Constructs	EL	UPB	PSRB	OID	PsyCap	PsyEmp	MID	EC
OID2	0.351	0.312	0.347	**0.855**	0.349	0.24	-0.179	-0.041
OID3	0.237	0.236	0.3	**0.859**	0.325	0.164	-0.246	-0.073
OID4	0.221	0.174	0.219	**0.813**	0.336	0.134	-0.227	-0.043
OID5	0.291	0.277	0.347	**0.85**	0.401	0.198	-0.196	-0.044
OID6	0.229	0.159	0.21	**0.651**	0.309	0.126	-0.28	0.066
PsyCap1	0.355	0.338	0.41	0.345	**0.778**	0.249	-0.216	0.109
PsyCap2	0.29	0.311	0.38	0.295	**0.734**	0.208	-0.162	0.068
PsyCap3	0.368	0.422	0.445	0.344	**0.778**	0.238	-0.205	0.133
PsyCap4	0.363	0.396	0.422	0.347	**0.788**	0.248	-0.126	0.037
PsyCap5	0.368	0.431	0.493	0.356	**0.804**	0.315	-0.189	0.04
PsyCap6	0.444	0.437	0.447	0.37	**0.826**	0.29	-0.188	0.121
PsyCap7	0.359	0.396	0.41	0.379	**0.793**	0.265	-0.214	0.085
PsyCap8	0.323	0.43	0.457	0.314	**0.757**	0.256	-0.186	0.116
PsyCap9	0.418	0.406	0.436	0.299	**0.82**	0.267	-0.163	0.147
PsyCap10	0.433	0.344	0.442	0.337	**0.792**	0.253	-0.187	0.093
PsyCap11	0.294	0.34	0.405	0.266	**0.695**	0.354	-0.185	0.087
PsyCap12	0.334	0.297	0.376	0.254	**0.647**	0.437	-0.185	0.097
PsyEmp1	0.246	0.226	0.342	0.13	0.273	**0.746**	-0.107	0.038
PsyEmp2	0.19	0.261	0.316	0.14	0.24	**0.759**	-0.129	0.011
PsyEmp3	0.266	0.258	0.318	0.117	0.271	**0.776**	-0.133	0.018
PsyEmp4	0.23	0.289	0.36	0.166	0.313	**0.775**	-0.122	-0.004
PsyEmp5	0.196	0.221	0.29	0.146	0.216	**0.643**	-0.087	-0.027
PsyEmp6	0.204	0.248	0.305	0.149	0.232	**0.713**	-0.114	0.028
PsyEmp7	0.256	0.281	0.305	0.159	0.259	**0.756**	-0.086	0.011
PsyEmp8	0.223	0.292	0.362	0.157	0.268	**0.784**	-0.1	0.019
PsyEmp9	0.221	0.232	0.279	0.103	0.241	**0.663**	-0.077	0.02
PsyEmp10	0.202	0.234	0.255	0.106	0.213	**0.681**	-0.08	-0.002
PsyEmp11	0.323	0.308	0.401	0.222	0.289	**0.706**	-0.167	0.062
PsyEmp12	0.34	0.337	0.397	0.251	0.317	**0.716**	-0.185	0.052
MID1	-0.116	-0.23	-0.232	-0.225	-0.204	-0.147	**0.86**	-0.133
MID2	-0.103	-0.243	-0.192	-0.297	-0.192	-0.132	**0.869**	-0.076

Constructs	EL	UPB	PSRB	OID	PsyCap	PsyEmp	MID	EC
MID3	-0.128	-0.21	-0.187	-0.23	-0.194	-0.114	**0.876**	-0.158
MID4	-0.083	-0.211	-0.223	-0.19	-0.2	-0.165	**0.858**	-0.04
MID5	-0.094	-0.175	-0.24	-0.249	-0.237	-0.149	**0.853**	-0.013
EC1	0.166	0.118	0.099	-0.017	0.081	0.067	-0.012	**0.861**
EC2	0.131	0.074	0.056	-0.055	0.06	-0.032	-0.025	**0.829**
EC3	0.096	0.077	0.048	-0.002	0.123	0.013	-0.071	**0.824**
EC4	0.107	0.119	0.071	-0.003	0.16	0.026	-0.138	**0.849**
EC5	0.139	0.115	0.067	-0.04	0.105	0.022	-0.168	**0.856**
EC6	0.144	0.101	0.078	-0.046	0.094	0.025	-0.059	**0.871**

EL: Ethical Leadership; UPB: Unethical Pro-Organizational Behavior; PSRB: Pro-Social Rule Breaking; OID: Organizational Identification; PsyCap: Psychological Capital; PsyEmp: Psychological Empowerment; MID: Moral Identity; EC: Ethical Climate

4.3.9 Fornell & Larcker Criterion

The Fornell & Larcker criterion, serving as the second approach for evaluating the discriminant validity of measurements within the model, emphasizes that the square root of the AVE for a specific construct should exceed its highest correlation with all other constructs. This criterion ensures that items within a construct share more variance with each other than with items from other constructs. In the present study, the square root of the AVE for each corresponding construct consistently surpassed the correlations with all other study constructs.

Adherence to the Fornell & Larcker criterion, as detailed in Table 4.5, affirms the discriminant validity of the measurements. This criterion aligns with established guidelines and methodologies for robustly assessing discriminant validity, reinforcing the confidence in the distinctiveness of each construct within the model (Farrell, 2010; Fornell and Larcker, 1981; Franke and Sarstedt, 2019; Henseler et al., 2015; Voorhees et al., 2016). The consistent application of this criterion further contributes to the overall rigor and validity of the discriminant validity assessment in this study.

TABLE 4.5: The Discriminant Validity (Fornell & Larcker Criterion)

Constructs	EL	UPB	PSRB	OID	PsyCap	PsyEmp	MID	EC
EL	**0.849**							
UPB	0.156	**0.761**						
PSRB	-0.095	-0.121	**0.863**					
OID	-0.031	0.334	-0.278	**0.813**				
PsyCap	0.123	0.474	-0.239	0.425	**0.769**			
PsyEmp	0.029	0.339	-0.164	0.218	0.364	**0.728**		
MID	0.085	0.458	-0.249	0.367	0.557	0.457	**0.757**	
EC	0.122	0.461	-0.248	0.303	0.496	0.37	0.547	**0.796**

EL: Ethical Leadership; UPB: Unethical Pro-Organizational Behavior; PSRB: Pro-Social Rule Breaking; OID: Organizational Identification; PsyCap: Psychological Capital; PsyEmp: Psychological Empowerment; MID: Moral Identity; EC: Ethical Climate

4.3.10 Heterotrait-Monotrait Ratio (HTMT)

The HTMT was introduced as a third approach to evaluate the discriminant validity of measurements within the model, addressing potential weaknesses in the Fornell & Larcker criterion.

The HTMT ratio serves as a correlation between items within a construct and between different constructs, indicating the dis-attachment correlation between the constructs. Recommended HTMT values range up to 0.85, with values up to 0.90 considered acceptable. A value closer to 1 and exceeding 0.90 indicates a lack of discriminant validity.

In the current study, the HTMT values, ranging from 0.13 to 0.598 for the correlation between respective study constructs, affirm the establishment of discriminant validity through the HTMT criterion. These values, as detailed in Table 4.6, fall within the acceptable range, emphasizing that the constructs under consideration exhibit sufficient distinction from one another. The application of the HTMT criterion adds another layer of rigor to the assessment of discriminant validity, contributing to a comprehensive evaluation of the distinctiveness of each construct

within the model (Farrell, 2010; Franke and Sarstedt, 2019; Henseler et al., 2015; Voorhees et al., 2016).

TABLE 4.6: Discriminant Validity (HTMT Ratio)

Constructs	EL	UPB	PSRB	OID	PsyCap	PsyEmp	MID	EC
EC								
EL	0.165							
MID	0.116	0.13						
OID	0.068	0.362	0.311					
PC	0.132	0.506	0.258	0.463				
PE	0.052	0.36	0.173	0.228	0.39			
PSRB	0.098	0.49	0.267	0.39	0.592	0.484		
UPB	0.132	0.503	0.278	0.332	0.539	0.403	0.598	

EL: Ethical Leadership; UPB: Unethical Pro-Organizational Behavior; PSRB: Pro-Social Rule Breaking; OID: Organizational Identification; PsyCap: Psychological Capital; PsyEmp: Psychological Empowerment; MID: Moral Identity; EC: Ethical Climate.

The study conducted a rigorous evaluation of the measurement model, focusing on indicator consistency, internal consistency reliability, convergent validity, and discriminant validity. This comprehensive assessment aimed to establish the reliability and validity of measurements. The meticulous scrutiny of factor loadings, internal consistency measures, and interrelationships between constructs through convergent and discriminant validity checks resulted in a robust foundation for the measurement model's reliability and validity. This detailed evaluation enhances the overall methodological rigor of the study, ensuring the measurement model serves as a trustworthy basis for subsequent analyses and result interpretation.

4.4 Structural Model Evaluation

The evaluation of the structural model in this study, conducted through PLS-SEM, constituted a meticulous analysis of inner model indicators. This step involved assessing lateral collinearity, coefficient of determination (R^2), effect size (F^2), predictive relevance (Q^2), PLSpredict (Q^2), and model fit. Utilizing the Smart PLS

software and a robust bootstrapping technique with 10,000 subsamples, the analysis maintained a two-tailed significance level of < 0.05, a path weighting scheme, and the derivation of standardized results for methodological rigor. The visual representation in Figure 3 below, illustrated the complex relationships between identified constructs, contributing to a deeper understanding of the theoretical framework's intricacies. This holistic evaluation underscored the robustness of the analytical approach, ensuring comprehensive exploration and validation of structural relationships in the study (Becker et al., 2023; Hair Jr, 2021; Magno et al., 2022; Ringle et al., 2023; Sabol et al., 2023; Sarstedt et al., 2020b).
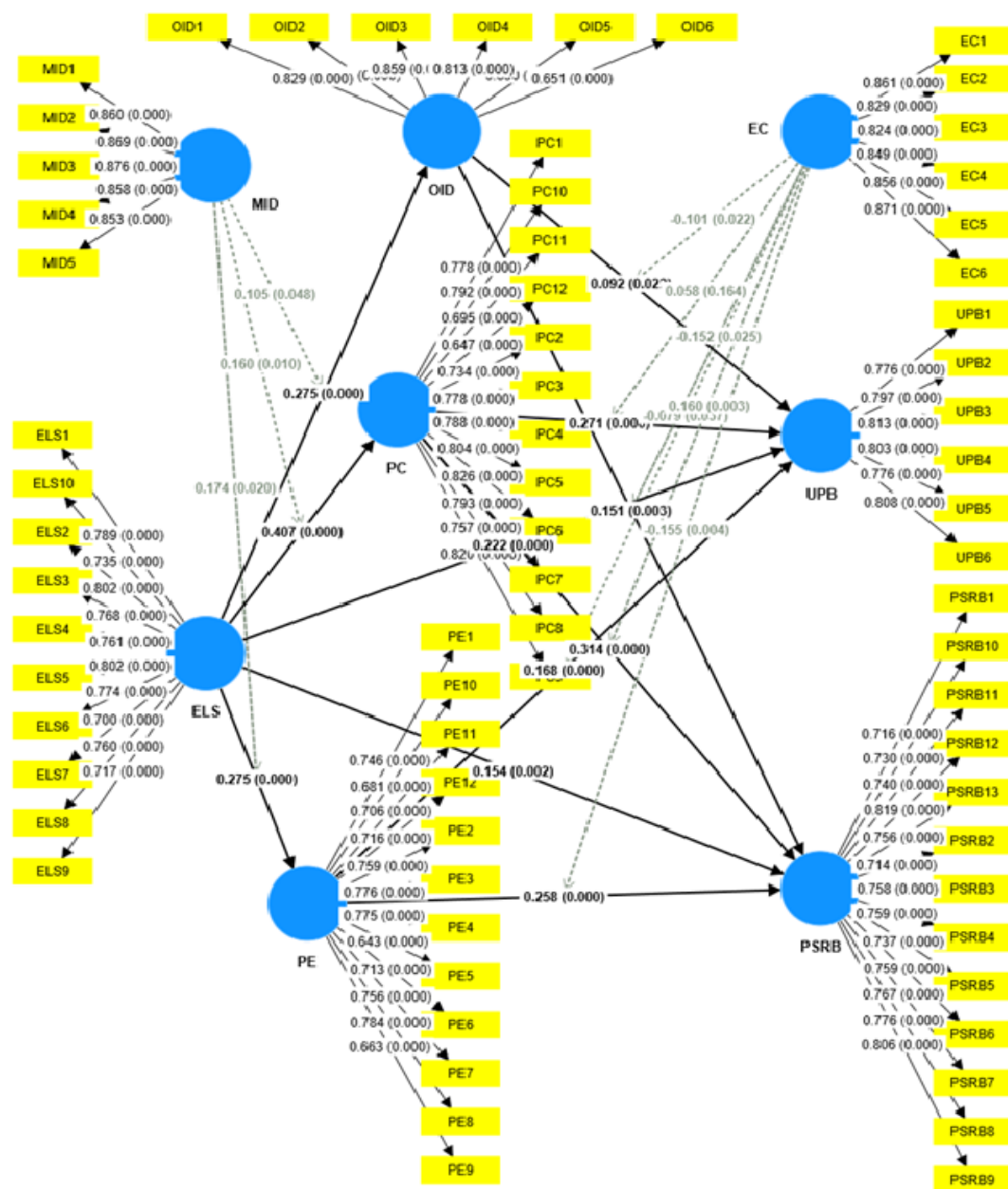
FIGURE 3: Structural Model

4.4.1 Lateral Collinearity

The evaluation of collinearity in this study was conducted using VIF values, which assess the extent of correlation among study variables. VIF values below 3 generally indicate an absence of collinearity, with values below 5 considered acceptable. In this study, all VIF values for study variables were below 3, indicating the absence of collinearity issues (Becker et al., 2023; Hair et al., 2019; Ringle et al., 2023). Adherence to these recommended threshold values ensured the model's robustness in capturing unique contributions from each variable without being unduly influenced by multicollinearity concerns. Detailed VIF values for both the outer and inner models are provided in Tables 4.7 and 4.8, respectively.

TABLE 4.7: VIF (Outer Model)

Items	VIF	Items	VIF	Items	VIF
EL1	2.282	PSRB9	2.58	PsyEmp1	2.099
EL2	2.43	PSRB10	1.98	PsyEmp2	2.279
EL3	2.508	PSRB11	2.144	PsyEmp3	2.313
EL4	2.5	PSRB12	2.716	PsyEmp4	2.437
EL5	2.514	PSRB13	2.248	PsyEmp5	1.562
EL6	2.266	OID1	2.248	PsyEmp6	1.893
EL7	2.6	OID2	2.295	PsyEmp7	2.084
EL8	2.891	OID3	2.601	PsyEmp8	2.25
EL9	2.717	OID4	2.926	PsyEmp9	1.901
EL10	2.762	OID5	2.569	PsyEmp10	1.977
UPB1	2.071	OID6	2.611	PsyEmp11	1.783
UPB2	1.961	PsyCap1	1.507	PsyEmp12	1.813
UPB3	2.251	PsyCap2	1.993	MID1	2.66
UPB4	2.118	PsyCap3	2.254	MID2	2.579
UPB5	1.871	PsyCap4	2.323	MID3	2.92
UPB6	2.108	PsyCap5	2.635	MID4	2.583
PSRB1	2.043	PsyCap6	2.651	MID5	2.366
PSRB2	1.993	PsyCap7	2.726	EC1	2.5
PSRB3	2.074	PsyCap8	2.536	EC2	2.493

Items	VIF	Items	VIF	Items	VIF
PSRB4	2.137	PsyCap9	2.706	EC3	2.458
PSRB5	2.158	PsyCap10	2.452	EC4	2.442
PSRB6	2.195	PsyCap11	2.419	EC5	2.616
PSRB7	2.211	PsyCap12	2.214	EC6	2.86
PSRB8	2.289				

EL: Ethical Leadership; UPB: Unethical Pro-Organizational Behavior; PSRB: Pro-Social Rule Breaking; OID: Organizational Identification; PsyCap: Psychological Capital; PsyEmp: Psychological Empowerment; MID: Moral Identity; EC: Ethical Climate; VIF: Variance Inflation Factor

TABLE 4.8: VIF (Inner Model)

Constructs	EC	EL	MID	OID	PC	PE	PSRB	UPB
EC							1.043	1.043
EL				1.015	1.015	1.015	1.404	1.404
MID				1.015	1.015	1.015		
OID							1.274	1.274
PC							1.526	1.526
PE							1.206	1.206
PSRB								
UPB								

EL: Ethical Leadership; UPB: Unethical Pro-Organizational Behavior; PSRB: Pro-Social Rule Breaking; OID: Organizational Identification; PsyCap: Psychological Capital; PsyEmp: Psychological Empowerment; MID: Moral Identity; EC: Ethical Climate; VIF: Variance Inflation Factor

4.4.2 Coefficient of Determination (R^2)

The coefficient of determination (R^2) is a critical metric assessing a model's efficacy in explaining variance in endogenous constructs, particularly relevant when multiple exogenous constructs are involved. Interpretation of R^2 values varies across literature. Falk and Miller (1992) suggested R^2 value for a particular endogenous

construct should be equal or greater than 0.10 for the variance explained to be deemed adequate. Cohen (1988) recommended R^2 values for a particular endogenous construct 0.26 as substantial, 0.13 as moderate and 0.02 as weak. Chin (1998) proposed R^2 value for a particular endogenous construct 0.67 as substantial, 0.33 as moderate and 0.19 as weak. However, as a thumb rule, Hair et al. (2013) suggested R^2 values for a particular endogenous construct 0.75 as substantial, 0.50 as moderate and 0.25 as weak.

In the current study, R^2 served as an indicator of the proportion of variance explained by the exogenous construct (EL) in the endogenous constructs (UPB and PSRB). The R^2 values for UPB and PSRB were 0.341 and 0.423, respectively. These values, indicating that the exogenous construct (EL) explained 34.1% of the variance in UPB and 42.3% of the variance in PSRB, fall within the range categorized as medium explanatory power. This suggests a meaningful influence of the exogenous construct (EL) on the observed variability in the endogenous constructs (UPB and PSRB). Detailed R^2 values are provided in Table 4.9.

4.4.3 Effect Size (F^2)

The effect size (F^2) is a crucial metric that measures the impact of an exogenous construct (EL) on the variance observed in endogenous constructs (UPB and PSRB). F square value of a particular exogenous construct is considered as 0.35 as large; 0.15 as medium and 0.02 as small (Cohen, 1988). In this study, the calculated F^2 values for EL's effect on UPB and PSRB were 0.061 and 0.038, respectively. These values fall within the category of small effect sizes, indicating that while the influence of EL on UPB and PSRB is statistically significant, the practical impact is relatively modest. The detailed presentation of F^2 values for UPB and PSRB in Table 4.9 provides further insights into the nuanced effect of EL on the observed variances.

4.4.4 Predictive Relevance (Blindfolding: Q^2)

The Q^2 metric, crucial for assessing prediction accuracy, played a vital role in evaluating the model's practical relevance and statistical validity, particularly for

endogenous constructs like UPB and PSRB. Unlike traditional R^2, Q^2 specifically gauges the model's ability to predict data not involved in the initial estimation process, serving as an out-of-sample prediction measure. For exogenous constructs, a Q^2 value less than 0 indicates a lack of predictive relevance, while a positive value suggests predictive ability for a specific endogenous construct. Q^2 value for a particular endogenous construct is considered 0.35 as strong; 0.15 as moderate and 0.02 as weak (Hair et al., 2013). In this study, the calculated Q^2 values for UPB and PSRB were 0.231 and 0.242, respectively, indicating a medium level of predictive relevance. These values signify the model's capacity to forecast outcomes beyond the data used for its development, as detailed in Table 4.9.

TABLE 4.9: Predictive Relevance of the Model

Constructs	R^2	F^2	Q^2
EL			
UPB	0.341	0.061	0.231
PSRB	0.423	0.038	0.242
OID	0.169	0.11	0.165
PsyCap	0.258	0.271	0.264
PsyEmp	0.13	0.119	0.132

EL: Ethical Leadership; UPB: Unethical Pro-Organizational Behavior; PSRB: Pro-Social Rule Breaking; R^2: Coefficient of Determination; F^2: Effect Size; Q^2: Predictive Relevance

4.4.5 Predictive Relevance (PLSpredict: Q^2_predict)

The PLSpredict technique, a robust approach utilizing a holdout sample-based method with a 10-fold procedure, played a crucial role in evaluating the predictive relevance of the model. By generating Q^2_predict values for UPB and PSRB, this technique delved into the model's ability to forecast outcomes beyond the data used for its development. The calculated Q^2_predict values of 0.231 for UPB and 0.242 for PSRB suggested a medium level of predictive power, showcasing the model's capacity to anticipate and explain variations in the endogenous constructs (Becker et al., 2023; Hair et al., 2013, 2019).

In the context of the 10-fold procedure, PLSpredict leveraged PLS with a path weighting scheme and standardized results. The evaluation of predictive power extended beyond the traditional in-sample prediction measures, such as R^2, providing a more nuanced understanding of the model's performance. Unlike traditional R^2, which primarily focuses on in-sample explanatory power, Q^2_predict encompassed both in-sample and out-of-sample prediction accuracy. This approach was especially crucial for understanding how well the model generalizes to new data, reinforcing the reliability of its predictions (Legate et al., 2023; Hair et al., 2019).

The assessment of predictive relevance further incorporated the RMSE and MAE metrics. The consideration of RMSE, particularly suited for symmetrical distributions in this study, added a layer of precision to the evaluation. Comparing PLS-RMSE with LM-RMSE values revealed that the PLS-SEM analysis resulted in lower prediction errors for the majority of indicators. This finding reinforced the medium predictive power of the model, suggesting that it consistently outperformed alternative methods in forecasting the observed constructs (Hair Jr, 2021; Sharma et al., 2022; Shmueli et al., 2016, 2019).

The comprehensive results presented in Table 4.10 and Table 4.11, offering Multivariate (MV) and Latent Variable (LV) prediction summaries, provided a detailed breakdown of the model's predictive performance. This multifaceted evaluation not only contributed to a deeper understanding of the model's reliability but also highlighted its practical utility in generating accurate predictions beyond the confines of the initial data set (Liengaard et al., 2021; Sharma et al., 2019; Shmueli and Koppius, 2011)

The LV Prediction results reveal that the model possesses a medium level of predictive relevance for both UPB and PSRB. With Q^2 Predict values of 0.231 for UPB and 0.242 for PSRB, the model demonstrates its ability to forecast and explain variances in these constructs beyond the data used for its development. The low RMSE of 0.885 for UPB and 0.879 for PSRB, along with the minimal MAE of 0.647 for UPB and 0.57 for PSRB, further emphasize the model's accuracy and precision in predicting these organizational behaviors. These findings collectively highlight the model's ability to provide meaningful and reliable predictions for

the studied constructs, reinforcing its utility for understanding and forecasting unethical and pro-social behaviors in organizational settings.

TABLE 4.10: MV Prediction Summary

Items	Q^2predict	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE
UPB1	0.086	1.058	0.834	1.057	0.838
UPB2	0.162	0.879	0.691	0.897	0.691
UPB3	0.168	0.952	0.714	0.945	0.727
UPB4	0.13	0.94	0.75	0.943	0.75
UPB5	0.143	0.984	0.778	0.993	0.791
UPB6	0.173	0.883	0.683	0.886	0.66
PSRB1	0.105	0.98	0.774	0.989	0.752
PSRB2	0.094	0.999	0.81	1.003	0.8
PSRB3	0.154	0.867	0.683	0.877	0.689
PSRB4	0.176	0.885	0.695	0.897	0.709
PSRB5	0.123	0.901	0.721	0.91	0.732
PSRB6	0.106	0.948	0.754	0.973	0.761
PSRB7	0.116	0.889	0.724	0.901	0.713
PSRB8	0.148	0.898	0.664	0.902	0.657
PSRB9	0.172	0.832	0.627	0.83	0.63
PSRB10	0.122	0.904	0.699	0.924	0.716
PSRB11	0.13	0.858	0.657	0.86	0.673
PSRB12	0.189	0.853	0.657	0.868	0.653
PSRB13	0.161	0.886	0.693	0.896	0.689
OID1	0.112	1.089	0.802	1.111	0.837
OID2	0.132	1.174	0.887	1.172	0.882
OID3	0.102	1.23	0.956	1.251	1
OID4	0.082	1.23	0.974	1.232	0.991
OID5	0.114	1.161	0.861	1.172	0.88
OID6	0.104	1.29	1.084	1.287	1.066
PsyCap1	0.158	0.939	0.716	0.95	0.734
PsyCap2	0.103	0.982	0.801	0.976	0.78

Items	Q^{2}predict	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE
PsyCap3	0.157	0.948	0.732	0.962	0.752
PsyCap4	0.142	1.033	0.803	1.04	0.784
PsyCap5	0.171	0.935	0.74	0.96	0.74
PsyCap6	0.209	0.933	0.712	0.943	0.695
PsyCap7	0.162	0.949	0.723	0.976	0.747
PsyCap8	0.12	0.925	0.709	0.941	0.716
PsyCap9	0.172	0.96	0.727	0.969	0.731
PsyCap10	0.2	0.902	0.726	0.923	0.721
PsyCap11	0.112	0.916	0.723	0.949	0.746
PsyCap12	0.143	0.918	0.72	0.95	0.757
PsyEmp1	0.064	0.885	0.704	0.905	0.71
PsyEmp2	0.039	0.867	0.665	0.882	0.675
PsyEmp3	0.085	0.875	0.689	0.897	0.706
PsyEmp4	0.057	0.851	0.672	0.874	0.685
PsyEmp5	0.049	0.869	0.696	0.874	0.689
PsyEmp6	0.046	0.896	0.698	0.929	0.722
PsyEmp7	0.068	0.883	0.702	0.91	0.712
PsyEmp8	0.062	0.892	0.708	0.921	0.722
PsyEmp9	0.045	0.929	0.75	0.945	0.763
PsyEmp10	0.047	0.928	0.735	0.953	0.759
PsyEmp11	0.1	0.865	0.68	0.863	0.684
PsyEmp12	0.118	0.907	0.724	0.92	0.726

UPB: Unethical Pro-Organizational Behavior; PSRB: Pro-Social Rule Breaking; OID: Organizational Identification; PsyCap: Psychological Capital; PsyEmp: Psychological Empowerment; Q^{2}predict: Q-Squared Predict; PLS-SEM_RMSE: Root Mean Squared Error; PLS-SEM_MAE: Mean Absolute Error; LM_RMSE: Latent

Variable Mean Root Squared Error; LM_MAE: Latent Variable Mean Absolute
Error

Table 4.11: LV Prediction Summary

Constructs	Q^2predict	RMSE	MAE
UPB	0.231	0.885	0.647
PSRB	0.242	0.879	0.57
OID	0.165	0.918	0.652
PsyCap	0.264	0.264	0.868
PsyEmp	0.132	0.132	0.945

UPB: Unethical Pro-Organizational Behavior; PSRB: Pro-Social Rule Breaking;
OID: Organizational Identification; PsyCap: Psychological Capital; PsyEmp: Psy-
chological Empowerment; Q^2predict: Q-Squared Predict; RMSE: Root Mean Squared
Error; MAE: Mean Absolute Error

4.4.6   Goodness of Fit (GoF)

The goodness of fit (GoF) for the model was rigorously assessed through a variety
of indices within the PLS-SEM framework, including SRMR, RMS_theta, d_ULS,
d_G, NFI, and Chi-Square values (Dijkstra and Henseler, 2015). Each of these
indices provides insights into different aspects of the model's fit.

SRMR is the difference in the root-mean-square between the observed correlations
and the model-implied correlations. SRMR values less than 0.08 are considered
indicative of a good fit. RMS_theta is the difference in the root mean square
between the observed covariance and the model-implied correlations. RMS_theta
values less than 0.12 are considered a good fit. d_ULS and d_G values would be
zero in a perfectly fitting model.

No fixed threshold values are considered for exact fit in the context of PLS-SEM.
The upper limit of the CI is recommended to be more than the exact values of
d_ULS and d_G for a good model fit. NFI is calculated as one minus the Chi-
square. NFI values range between 0 and 1, with values above 0.90 considered
indicative of a good fit. NFI is not frequently used for composite models due to
the absence of an established limit. However, it is included in the evaluation.

CI for the model fit is determined through the bootstrap technique in PLS-SEM (Hair Jr, 2021; Hair et al., 2019; Henseler and Sarstedt, 2013).

The GoF was checked using PLS SEM, and the specific values obtained were SRMR of 0.049, d_ULS of 5.846, d_G of 2.161, and NFI of 0.775. The NFI values, although slightly below 0.90, were considered reasonably close to the threshold, leading to the conclusion that the model was fit. The evaluation was in line with established criteria for assessing model fit in PLS-SEM (Dijkstra and Henseler, 2015; Tenenhaus et al., 2005). The values considered for the GoF are presented in Table 4.12.

TABLE 4.12: Goodness of Fit (GoF)

Criteria	Saturated Model	Estimated Model
SRMR	0.049	0.067
d_ULS	5.846	11.183
d_G	2.161	2.236
Chi-square	5944.353	6025.275
NFI	0.775	0.772

SMR: Standardised Root Mean Square Residual; d_ULS: Euclidean Distance; d_G: Geodesic Distance; NFI: Normed Fit Index

Conclusively, the thorough evaluation of the structural model, encompassing an examination of outer weights, latent collinearity, R^2, F^2, Q^2, Q^2_predict, and the holistic Goodness of Fit (GoF) metrics, provided a robust validation of the model's fitness for the intended purpose. Scrutinizing the outer weights ensured the significance and relevance of individual indicators, while the assessment of latent collinearity guaranteed the absence of multicollinearity issues. The R^2 and F^2 values shed light on the model's explanatory power and effect size, respectively, illustrating its capacity to elucidate variance in endogenous constructs. Furthermore, Q^2 and Q^2_predict emphasized the predictive accuracy, demonstrating the model's ability to forecast outcomes. Finally, the overall model fit, as indicated by the GoF indices, consolidated these findings, affirming the structural model's credibility and appropriateness for capturing the intricate relationships among latent constructs within the study framework. The collective evidence from these

evaluations established the reliability, explanatory power, and predictive relevance of the structural model in capturing and explaining the relationships among latent constructs.

4.5 Hypotheses Testing

After establishing the fit of the measurement and structural models, the subsequent step in the data analysis within the PLS-SEM framework involved the assessment of path coefficients for hypothesis testing. This comprehensive evaluation encompassed direct, mediating, and moderating relationships. The analysis was conducted using PLS-SEM, specifically employing Smart PLS, and the percentile bootstrapping technique was applied with 10,000 subsamples at a 95% percentile CI. Significance testing for the two-tailed path coefficients was executed at a 0.05 significance level with fixed seeds, adopting a path weighting scheme and standardized results. Path coefficients underwent scrutiny based on β values, t values, p values, and 95% CI. The standardized path coefficients, ranging from -1 to +1, were assessed, considering criteria such as $\beta = 10\%$, $t > 1.96$, $p < 0.05$, and a 95% CI without zero between the lower level confidence interval (LLCI) and upper-level confidence interval (ULCI) to establish the significance supporting the formulated hypotheses (Becker et al., 2023; Hair Jr, 2021; Magno et al., 2022; Ringle et al., 2023; Sabol et al., 2023; Sarstedt et al., 2020b).

4.5.1 Direct Relationships

Aligned with the research objectives and questions, an investigation was undertaken to assess the direct links among variables. Specifically, the focus was on scrutinizing the direct connections between the exogenous construct (EL) and the endogenous constructs (UPB and PSRB). Additionally, the examination extended to appraising the direct relationships involving the exogenous construct (EL) and the endogenous constructs (OID, PsyCap, and PsyEmp). Moreover, a thorough exploration was carried out to evaluate the direct associations between the exogenous constructs (OID, PsyCap, and PsyEmp) and the endogenous constructs

(UPB and PSRB). The detailed results, including relevant statistical data, are comprehensively presented in Table 4.13. This analytical approach contributes significantly to elucidating the nuanced interactions and influences among the variables delineated within the theoretical framework (Becker et al., 2023; Hair Jr, 2021; Ringle et al., 2023; Sabol et al., 2023; Sarstedt et al., 2020b).

Hypothesis 1a proposed a negative relationship between EL and employees' UPB within organizations. The findings represented a statistically significant, however positive link between EL and UPB ($\beta = 0.222$; t = 4.774; p = 0.001). The effect size ($F^2 = 0.061$) reflected a positive relationship of moderate magnitude between EL and UPB. Additionally, the direct effect demonstrated statistical significance, as the 95% CI did not include zero (LLCI = 0.136; ULCI = 0.317). Despite the statistical significance, the direction of the relationship was contrary to the proposed hypothesis. Therefore, Hypothesis 1a did not receive empirical support in the anticipated direction.

Hypothesis 1b proposed a negative relationship between EL and employees' PSRB within organizations. The findings represented a statistically significant, however, positive link between EL and PSRB ($\beta = 0.154$; t = 3.141; p = 0.002). The effect size ($F^2 = 0.038$) reflected a positive relationship of small to moderate magnitude between EL and PSRB.

Additionally, the direct effect demonstrated statistical significance, as the 95% CI did not include zero (LLCI = 0.062; ULCI = 0.254). Despite the statistical significance, the direction of the relationship was contrary to the proposed hypothesis. Therefore, Hypothesis 1b also did not receive empirical support in the anticipated direction.

Hypothesis 2a posited a positive association between EL and employees' OID within the organizational context. The finding supported this hypothesis, revealing a significant and positive association between EL and employees' OID ($\beta = 0.275$; t = 5.346; p = 0.001). The effect size, as reflected by the F^2 value, further confirmed the positive relationship between EL and OID ($F^2 = 0.11$). Importantly, the direct effect's 95% CI did not encompass zero (LLCI = 0.18; ULCI = 0.383), providing robust evidence in favor of the hypothesized positive association. Hence, Hypothesis 2a was substantiated by the empirical findings.

Hypothesis 2b proposed a positive link between EL and employees' PsyCap within organizations. The empirical finding strongly supported this hypothesis, revealing a significant and positive association between EL and employees' PsyCap (β = 0.407; t = 7.851; p = 0.001). The effect size, as reflected by the F^2 value, also confirmed the positive relationship between EL and PsyCap (F^2 = 0.271). Importantly, the 95% CI for the direct effect excluded zero, providing further evidence for the support of Hypothesis 2b (LLCI = 0.301; ULCI = 0.506). Hence, the findings suggest a robust and positive link between EL and employees' PsyCap in the organizational setting, supporting Hypothesis 2b.

Hypothesis 2c proposed a positive link between EL and employees' PsyEmp within organizations. The empirical finding strongly supported this hypothesis, revealing a significant and positive association between EL and employees' PsyEmp (β = 0.275; t = 4.815; p = 0.001). The effect size, as reflected by the F^2 value, also confirmed the positive link between EL and PsyEmp (F^2 = 0.119). Importantly, the 95% CI for the direct effect excluded zero, providing further evidence for the support of Hypothesis 2c (LLCI = 0.158; ULCI = 0.384). Hence, the findings suggest a robust and positive link between EL and employees' PsyEmp in the organizational setting, supporting Hypothesis 2c.

Hypothesis 3a posited a positive link between employees' OID and UPB within the organizational context. The empirical findings provided support for this hypothesis, revealing a significant and positive relationship between employees' OID and UPB (β = 0.092; t = 2.283; p = 0.022). Despite the statistical significance, the effect size, reflected by the F^2 value, was relatively small (F^2 = 0.005). However, the 95% CI for the direct effect excluded zero (LLCI = 0.012; ULCI = 0.17), suggesting that the positive link between OID and UPB, while present, might be characterized by a subtle effect. Consequently, Hypothesis 3a was supported, affirming the existence of a positive link between employees' OID and UPB in the organizational setting.

Hypothesis 3b proposed a positive link between employees' OID and PSRB within organizations. The empirical results supported this hypothesis, indicating a significant and positive relationship between employees' OID and PSRB (β = 0.151; t = 2.987; p = 0.003). The effect size, as measured by the F^2 value, was modest

($F^2 = 0.017$). Additionally, the 95% CI for the direct effect did not include zero (LLCI = 0.053; ULCI = 0.252), reinforcing the conclusion that the positive link between OID and PSRB was statistically significant. Therefore, Hypothesis 3b was substantiated, affirming a positive link between employees' OID and PSRB within organizations.

Hypothesis 4a proposed a positive link between employees' PsyCap and UPB within organizations. The empirical findings supported this hypothesis, revealing a significant and positive association between employees' PsyCap and UPB ($\beta = 0.271$; t = 5.401; p = 0.001). The effect size, as reflected by the F^2 value, was noteworthy ($F^2 = 0.083$). Additionally, the 95% CI for the direct effect did not encompass zero (LLCI = 0.172; ULCI = 0.37), confirming the statistical significance of the positive link between PsyCap and UPB. Therefore, Hypothesis 4a was substantiated, affirming a positive link between employees' PsyCap and UPB in the organizational context.

Hypothesis 4b posited a positive link between employees' PsyCap and PSRB within organizations. The empirical results substantiated this hypothesis, revealing a statistically significant and positive relationship between employees' PsyCap and PSRB ($\beta = 0.314$; t = 4.923; p = 0.001). The effect size, represented by the F^2 value, was substantial ($F^2 = 0.126$). Furthermore, the 95% CI for the direct effect did not include zero (LLCI = 0.196; ULCI = 0.446), confirming the statistical significance of the positive link between PsyCap and PSRB. Therefore, Hypothesis 4b was upheld, supporting the contention that employees' PsyCap is positively associated with PSRB in the organizational context.

Hypothesis 5a posited a positive link between employees' PsyEmp and UPB within the organizational context. The empirical findings provided robust support for this hypothesis, revealing a statistically significant and positive association between employees' PsyEmp and UPB ($\beta = 0.168$; t = 4.029; p = 0.001). The effect size, as reflected by the F^2 value, was small but noteworthy ($F^2 = 0.036$). Additionally, the 95% CI for the direct effect excluded zero, providing further evidence of the statistical significance of the positive link between PsyEmp and UPB. Consequently, Hypothesis 5a was corroborated, substantiating the assertion that employees' PsyEmp is positively linked to UPB.

Hypothesis 5b proposed a positive link between employees' PsyEmp and PSRB within organizations. The empirical results strongly substantiated this hypothesis, revealing a statistically significant and positive relationship between employees' PsyEmp and PSRB ($\beta = 0.258$; t = 4.95; p = 0.001).

The effect size, denoted by the F^2 value, was substantial ($F^2 = 0.091$), indicating the meaningful impact of PsyEmp on PSRB. Moreover, the 95% CI for the direct effect convincingly excluded zero, offering robust evidence of the statistical significance of the positive link between PsyEmp and PSRB. Thus, Hypothesis 5b received empirical support, affirming that employees' PsyEmp is positively linked to PSRB.

TABLE 4.13: Results of Direct Relationships

Hypotheses	β	F^2	t	p	5% LLCI	95% ULCI	Results
H-1a	0.222	0.061	4.774	0.001	0.136	0.317	Not Supported
H-1b	0.154	0.038	3.141	0.002	0.062	0.254	Not Supported
H-2a	0.275	0.11	5.346	0.001	0.18	0.383	Supported
H-2b	0.407	0.271	7.851	0.001	0.301	0.506	Supported
H-2c	0.275	0.119	4.815	0.001	0.158	0.384	Supported
H-3a	0.092	0.005	2.283	0.022	0.012	0.17	Supported
H-3b	0.151	0.017	2.987	0.003	0.053	0.252	Supported
H-4a	0.271	0.083	5.401	0.001	0.172	0.37	Supported
H-4b	0.314	0.126	0.314	0.001	0.196	0.446	Supported
H-5a	0.168	0.036	4.029	0.001	0.086	0.25	Supported
H-5b	0.258	0.091	4.95	0.001	0.158	0.361	Supported

β = Path Coefficient; F^2: Effect Size; t = t-Distribution; p = Probability Value; LLCI: Lower Limit of Confidence Interval; ULCI: Upper Limit of Confidence Interval

4.5.2 Mediating Relationships

Aligned with the research objectives and questions, the current study investigated the mediating mechanism of OID, PsyCap, and PsyEmp in the relationships between the exogenous construct (EL) and the endogenous constructs (UPB and PSRB). The PLS-SEM framework was employed for this analysis, guided by three conditions of mediation effects. Firstly, complete mediation, also termed full mediation, was indicated by a significant total effect (path c), a significant indirect effect (path a * path b), and an insignificant direct effect (path c'). Secondly, partial mediation was identified when the total effect, direct path, and indirect path were all significant. Lastly, no mediation was characterized by an insignificant indirect path.

Utilizing Smart PLS, the path coefficients were scrutinized for β values, t statistics, p values, and 95% CI, deeming them significant if $\beta = 10\%$, $t > 1.96$, $p < .05$, and the 95% CI showed no zero between the lower and upper limits. The results were assessed for total effects, total indirect effects, and specific indirect effects, with specific focus on their alignment with or deviation from the proposed hypotheses (Becker et al., 2023; Hair Jr, 2021; Memon et al., 2018; Nitzl et al., 2016; Ringle et al., 2023; Sarstedt et al., 2020a; Wong, 2016). Tables 4.14, 4.15, and 4.16 presented the detailed outcomes of total effects, total indirect effects, and specific indirect effects, respectively.

Hypothesis 6a posited that OID serves as a Med in the link between EL and employees' UPB within organizations. The outcomes revealed that the total effect of EL on UPB was statistically significant ($\beta = 0.404$; $t = 8.952$; $p = 0.001$), with the 95% CI excluding zero (LLCI = 0.315; ULCI = 0.489). Furthermore, the total indirect effect, representing the mediated influence of OID, was also significant ($\beta = 0.182$; $t = 6.216$; $p = 0.001$), and its 95% CI demonstrated no zero (LLCI = 0.13; ULCI = 2.430).

Specific indirect effect of OID on the link between EL and UPB was significant ($\beta = 0.025$; $t = 1.998$; $p = 0.046$), and its 95% CI excluded zero (LLCI = 0.005; ULCI = 0.056). Resultantly, OID was identified as a partial Med in the connection between EL and employees' UPB, exhibiting both positive direct and indirect effects. The

mediation of OID in this relationship was characterized as a complementary partial mediation. Thus, Hypothesis 6a was substantiated by the empirical findings.

Hypothesis 6b proposed that OID acts as a Med in the link between EL and employees' PSRB within the organizational context. The findings indicated that the total effect of EL on PSRB was statistically significant ($\beta = 0.395$; t = 7.883; p = 0.001), and the 95% CI excluded zero (LLCI = 0.294; ULCI = 0.49). Additionally, the total indirect effect, representing the mediating influence of OID, was also significant ($\beta = 0.24$; t = 6.327; p = 0.001), and its 95% CI demonstrated no zero (LLCI = 0.169; ULCI = 0.319). Specific indirect effect of OID on the link between EL and PSRB was significant ($\beta = 0.042$; t = 2.572; p = 0.01), and its 95% CI excluded zero (LLCI = 0.015; ULCI = 0.081). Resultantly, OID was identified as a partial Med in the connection between EL and employees' PSRB, exhibiting both positive direct and indirect effects. The mediation of OID in this relationship was characterized as a complementary partial mediation. Thus, Hypothesis 6b was substantiated by the empirical findings.

Hypothesis 7a posited that PsyCap mediates the link between EL and employees' UPB within the organizational context. The finding demonstrated that the total effect of EL on UPB was statistically significant ($\beta = 0.404$; t = 8.952; p = 0.001), and the 95% CI excluded zero (LLCI = 0.315; ULCI = 0.489). Additionally, the total indirect effect, representing the mediating role of PsyCap, was also significant ($\beta = 0.182$; t = 6.216; p = 0.001), and its 95% CI showed no zero (LLCI = 0.13; ULCI = 2.430). Specific indirect effect of PsyCap on the link between EL and UPB was significant ($\beta = 0.11$; t = 4.557; p = 0.001), and its 95% CI excluded zero (LLCI = 0.069; ULCI = 0.165). Hence, PsyCap was identified as a partial Med in the connection between EL and employees' UPB, displaying positive direct and indirect effects. The mediation of PsyCap in this relationship was characterized as a complementary partial mediation. Thus, Hypothesis 7a was substantiated by the empirical findings.

Hypothesis 7b proposed that PsyCap serves as a Med in the relationship between EL and employees' PSRB within the organizational context. The findings revealed that the total effect of EL on PSRB was statistically significant ($\beta = 0.395$; t = 7.883; p = 0.001), with the 95% CI excluding zero (LLCI = 0.294; ULCI = 0.49).

Moreover, the total indirect effect, representing the mediating role of PsyCap, was also significant ($\beta = 0.24$; t = 6.327; p = 0.001), and its 95% CI showed no zero (LLCI = 0.169; ULCI = 0.319). Specific indirect effect of PsyCap on the link between EL and PSRB was significant ($\beta = 0.128$; t = 3.887; p = 0.001), with its 95% CI excluding zero (LLCI = 0.071; ULCI = 0.202). Therefore, PsyCap was identified as a partial Med in the link between EL and employees' PSRB, demonstrating positive direct and indirect effects. The mediation of PsyCap in this relationship was characterized as a complementary partial mediation. Thus, Hypothesis 7b was substantiated by the empirical findings.

Hypothesis 8a proposed that PsyEmp acts as a Med in the link between EL and employees' UPB within the organizational setting. The findings indicated that the total effect of EL on UPB was statistically significant ($\beta = 0.404$; t = 8.952; p = 0.001), with the 95% CI excluding zero (LLCI = 0.315; ULCI = 0.489). Furthermore, the total indirect effect, representing the mediating role of PsyEmp, was also significant ($\beta = 0.182$; t = 6.216; p = 0.001), and its 95% CI showed no zero (LLCI = 0.13; ULCI = 2.430). Specific indirect effect of PsyEmp on the relationship between EL and UPB was significant (β: 0.046; t: 2.907; p: 0.004), with its 95% CI excluding zero (LLCI = 0.021; ULCI = 0.085). Consequently, PsyEmp was identified as a partial Med in the connection between EL and employees' UPB, exhibiting positive direct and indirect effects. The mediation of PsyEmp in this relationship was characterized as a complementary partial mediation. Thus, Hypothesis 8a was supported by the empirical findings.

Hypothesis 8b posited that PsyEmp serves as a Med in the relationship between EL and employees' PSRB within the organizational context. The outcomes demonstrated that the total effect of EL on PSRB was statistically significant ($\beta = 0.395$; t = 7.883; p = 0.001), with the 95% CI excluding zero (LLCI = 0.294; ULCI = 0.49). Additionally, the total indirect effect, representing the mediating role of PsyEmp, was also significant ($\beta = 0.24$; t = 6.327; p = 0.001), and its 95% CI showed no zero (LLCI = 0.169; ULCI = 0.319). Specific indirect effect of PsyEmp on the relationship between EL and PSRB was significant ($\beta = 0.071$; t = 3.286; p = 0.001), with its 95% CI excluding zero (LLCI = 0.035; ULCI = 0.123). Hence, PsyEmp was identified as a partial Med in the relationship between EL

and employees' PSRB, exhibiting positive direct and indirect effects. The mediation of PsyEmp in this relationship was characterized as a complementary partial mediation. Thus, Hypothesis 8b was supported by the empirical findings.

Table 4.14: Results of Total Effects

Relationships	β	t Values	p Values	5% LLCI	95% ULCI
EL > UPB	0.404	8.952	0.001	0.315	0.489
EL > PSRB	0.395	7.883	0.001	0.294	0.49

β = Path Coefiicient; t = t-Distribution; p = Probability Value; LLCI: Lower Limit of Confidence Interval; ULCI: Upper Limit of Confidence Interval

Table 4.15: Results of Total Indirect Effects

Relationships	β	t Values	p Values	5% LLCI	95% ULCI
EL > UPB	0.182	6.216	0.001	0.13	2.430
EL > PSRB	0.24	6.327	0.001	0.169	0.319

β = Path Coefiicient; t = t-Distribution; p = Probability Value; LLCI: Lower Limit of Confidence Interval; ULCI: Upper Limit of Confidence Interval

Table 4.16: Results of Specific Indirect Effects

Relationships	β	t Values	p Values	5% LLCI	95% ULCI	Results
H-6a	0.025	1.998	0.046	0.005	0.056	Supported
H-6b	0.042	2.572	0.01	0.015	0.081	Supported
H-7a	0.11	4.557	0.001	0.069	0.165	Supported
H-7b	0.128	3.887	0.001	0.071	0.202	Supported
H-8a	0.046	2.907	0.004	0.021	0.085	Supported
H-8b	0.071	3.286	0.001	0.035	0.123	Supported

β = Path Coefiicient; t = t-Distribution; p = Probability Value; LLCI: Lower Limit of Confidence Interval; ULCI: Upper Limit of Confidence Interval

4.5.3 Moderating Relationships

The moderating effects in the reflective model are tested by PLS-SEM (Smart PLS). The two-stage approach is based on the standardized product terms by default. Therefore the current study deployed the two-stage approach for moderation analysis. Based on the research objectives and research questions, the moderating effects of the employees' MID between the exogenous construct (EL) and the endogenous constructs (OID, PsyCap and PsyEmp) and the moderating effects of employees' perception of EC between the exogenous constructs (OID, PsyCap and PsyEmp) and the endogenous constructs (UPB and PSRB) were tested first for the direct effects of all the exogenous constructs on the endogenous constructs.

Then the direct effects of all the exogenous constructs on the endogenous constructs were tested in the presence of all the interaction terms. The results were checked through path coefficients. The path coefficients were checked for β, t values, p values and 95% CI. The $\beta = 10\%$, t > 1.96, p $< .05$ and 95% CI having no zero in between LLCI and ULCI were considered significant to support the hypotheses. The moderating F^2 values of 0.02 were considered as small, 0.15 as medium, and 0.35 as large. However, still, some more pragmatic moderating F^2 values of 0.005 were taken as small, 0.01 as medium, and 0.025 as large.

The significant interaction term confirmed the moderating effects on the relationships of the exogenous constructs and the endogenous constructs (Becker et al., 2018; Hair Jr, 2021; Memon et al., 2019; Rasoolimanesh et al., 2021; Sarstedt et al., 2020b). The findings of moderating relationships are reflected in Table 4.17.

Hypothesis 9a proposed that employees' MID moderates the relationship between EL and employees' OID, with the expectation that the relationship would be stronger for employees with higher MID compared to those with lower MID. The path coefficients revealed that the direct effect of EL on OID was statistically significant ($\beta = 0.275$; t $= 5.346$; p $= .001$), and the 95% CI did not include zero (LLCI $= 0.18$; ULCI $= 0.383$). To test the moderation effect, the interaction term MID x EL was introduced into the direct relationship. The results indicated that the direct effect remained statistically significant even with the inclusion of the interaction term ($\beta = 0.105$; t $= 1.975$; p $= 0.048$), and the 95% CI still excluded

zero (LLCI = 0.009; ULCI = 0.199), signifying the significance of the interaction term. Moreover, the R^2 value increased from .108 in the direct effect of EL on OID to .178 in the presence of the MID x EL interaction term. The path coefficient of the interaction term suggested that MID x EL accounted for a change from .108 to .178 in OID. Thus, the statistical findings confirmed the positive moderation effect of MID in influencing the link between EL and OID.

The slope analysis was conducted to demonstrate how MID moderates the relationship between EL and employees' OID. The analysis revealed distinct effects depending on the level of MID. The green line, representing a higher level of MID (+1 SD), showed a steeper upward slope, indicating a stronger positive link between EL and OID when MID is high. Conversely, the red line, representing a lower level of MID (-1 SD), exhibited a flatter slope, signifying a weaker relationship between EL and OID at lower levels of MID.

This suggests that higher levels of MID enhance the positive impact of EL on employees' OID. The moderation effect was statistically confirmed by the significant interaction term (β = 0.105; t = 1.975; p = 0.048), with the confidence interval (LLCI = 0.009; ULCI = 0.199) further supporting this conclusion. Thus, the analysis validates Hypothesis 9a, as illustrated in Graph 1 below.
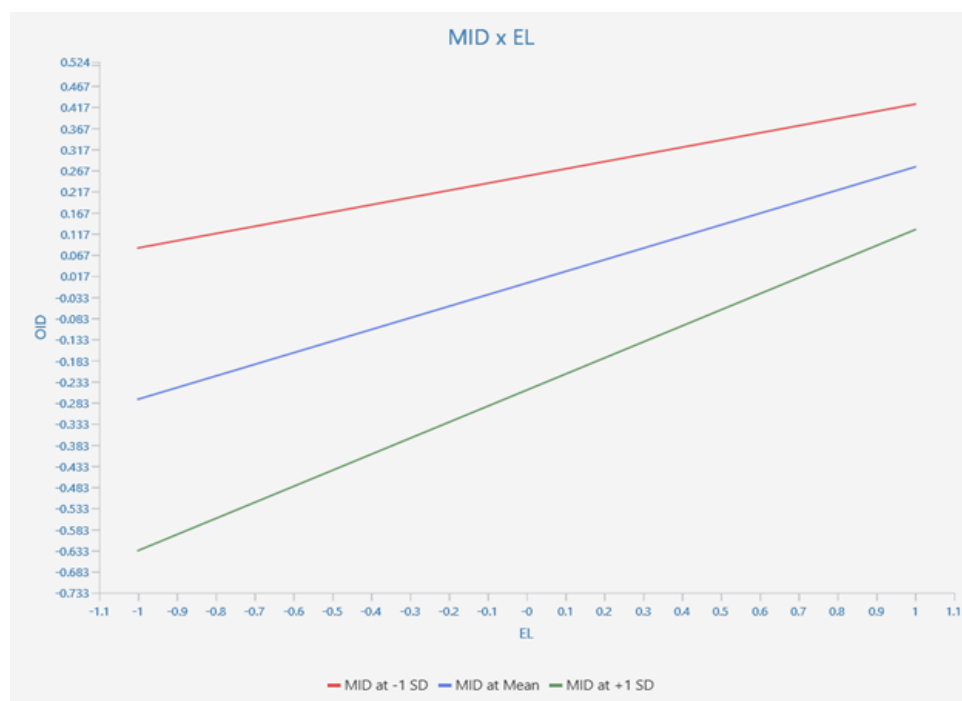
GRAPH 1: Slope Analysis of MID X EL > OID

Hypothesis 9b proposed that employees' MID moderates the relationship between EL and employees' PsyCap, suggesting a stronger association for employees with higher MID compared to those with lower MID. The path coefficients demonstrated that the direct effect of EL on PsyCap was statistically significant ($\beta = 0.407$; t = 7.851; p = .001), and the 95% CI did not include zero (LLCI = 0.301; ULCI = 0.506). To investigate the moderation effect, the interaction term MID x EL was introduced into the direct relationship between EL and PsyCap.

The results indicated that the direct effect remained statistically significant even with the inclusion of the interaction term ($\beta = 0.16$; t = 2.58; p = 0.01), and the 95% CI still excluded zero (LLCI = 0.032; ULCI = 0.274), confirming the significance of the interaction term. Furthermore, the R2 value increased from .221 in the direct effect of EL on PsyCap to .279 in the presence of the MID x EL interaction term. The path coefficient of the interaction term suggested that MID x EL accounted for a change from .221 to .279 in PsyCap. The statistical results thus affirmed the positive moderation effect of MID in influencing the link between EL and PsyCap.

The slope analysis was conducted to clarify how MID moderates the link between EL and employees' PsyCap. The findings indicated that the strength of this relationship varies depending on the level of MID. The green line, representing a higher level of MID (+1 SD), showed a steeper upward slope, suggesting that the positive link between EL and PsyCap is stronger when MID is high. In contrast, the red line, representing a lower level of MID (-1 SD), exhibited a less pronounced upward slope, indicating a weaker link between EL and PsyCap when MID is low.

This demonstrates that a higher level of MID amplifies the positive impact of EL on employees' PsyCap. The significant interaction term ($\beta = 0.16$; t = 2.58; p = 0.01) further confirmed the moderating effect, with the confidence interval (LLCI = 0.032; ULCI = 0.274) supporting the statistical reliability of this finding. Consequently, the analysis validated Hypothesis 9b, as shown in Graph 2 below. Ultimately, this finding validates the view that EL not only nurtures positive psychological resources but also that these effects are enhanced when employees have a strong MID. This highlights the significance for both theory and practice in leadership development and organizational behavior.
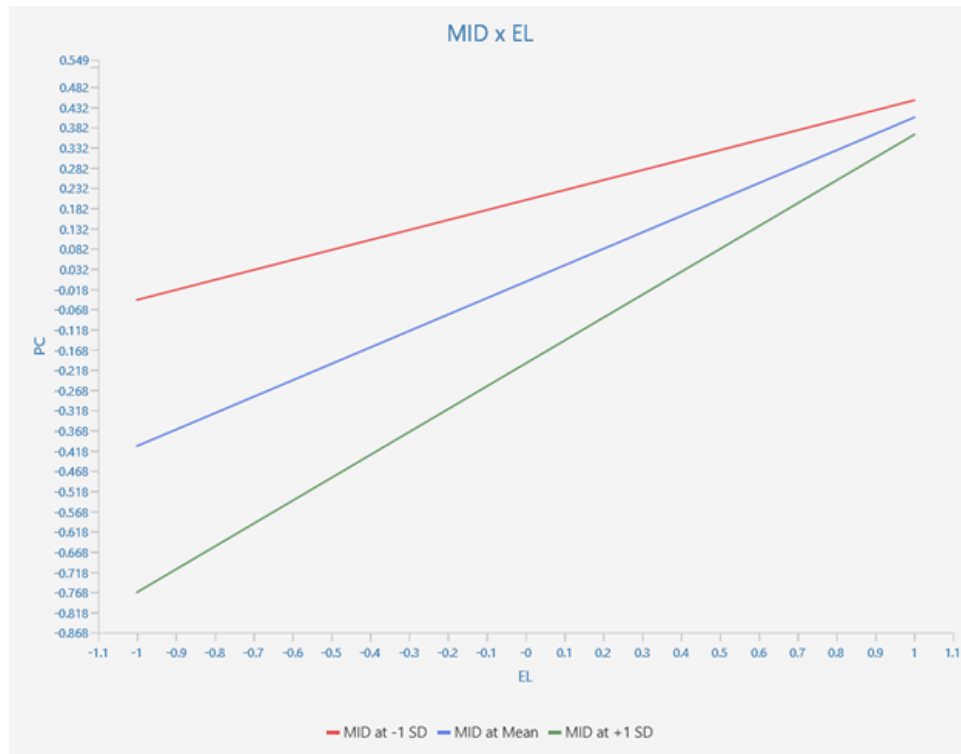
GRAPH 2: Slope Analysis of MID X EL > PsyCap

Hypothesis 9c posited that employees' MID moderates the link between EL and employees' PsyEmp, with the anticipation that the link is stronger for employees with higher MID compared to those with lower MID. The path coefficients demonstrated that the direct effect of EL on PsyEmp was statistically significant (β = 0.275; t = 4.815; p = .001), and the 95% CI did not include zero (LLCI = 0.158; ULCI = 0.384). To scrutinize the moderation effect, the interaction term MID x EL was incorporated into the direct link between EL and PsyEmp. The results revealed that the direct effect remained statistically significant even with the inclusion of the interaction term (β = 0.174; t = 2.32; p = 0.02), and the 95% CI still excluded zero (LLCI = 0.015; ULCI = 0.309), signifying the significance of the interaction term. Furthermore, the R^2 value increased from .110 in the direct effect of EL on PsyEmp to .152 in the presence of the MID x EL interaction term. The path coefficient of the interaction term suggested that MID x EL accounted for a change from .110 to .152 in PsyEmp. The statistical results thus affirmed the positive moderation effect of MID in influencing the link between EL and PsyEmp.

The slope analysis was conducted to examine how MID moderates the link between EL and employees' PsyEmp. The findings showed that the strength of this

relationship depends on the level of MID. The green line, representing a higher level of MID (+1 SD), showed a steeper upward slope, indicating that the positive relationship between EL and PsyEmp is stronger when MID is high. In contrast, the red line, representing a lower level of MID (-1 SD), displayed a flatter slope, suggesting a weaker relationship between EL and PsyEmp at lower levels of MID. This indicates that a higher level of MID amplifies the positive effect of EL on employees' PsyEmp. The significant interaction term (β = 0.174; t = 2.32; p = 0.02) confirmed the moderating effect, with the confidence interval (LLCI = 0.015; ULCI = 0.309) supporting the statistical significance. As a result, Hypothesis 9c was validated, as illustrated in Graph 3 below.
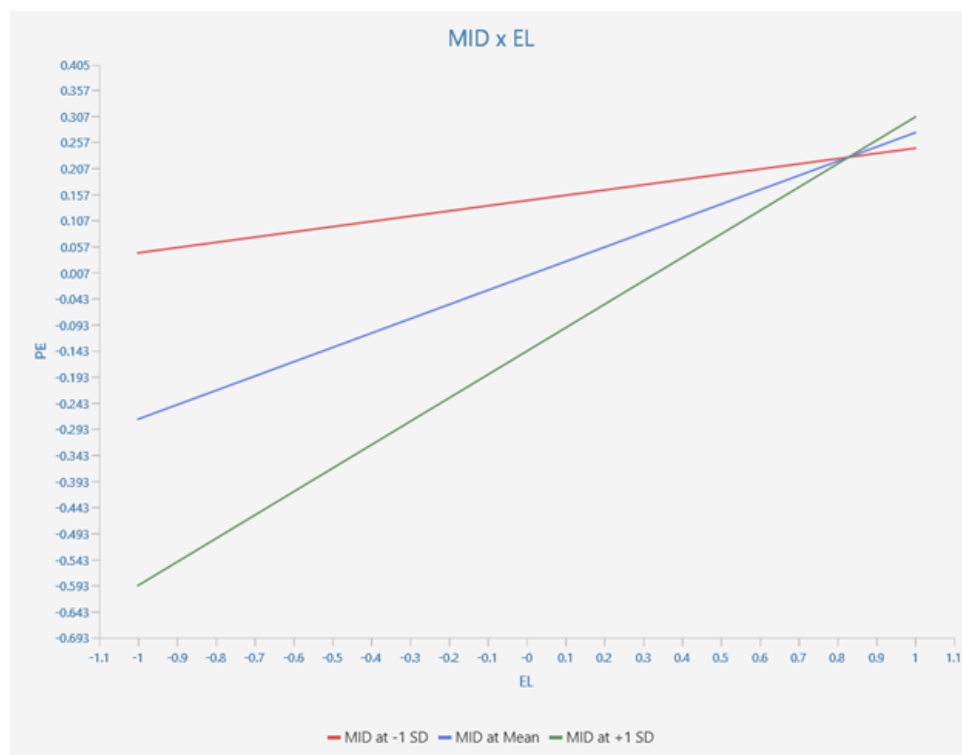
GRAPH 3: Slope Analysis of MID X EL > PsyEmp

Hypothesis 10a posited that employees' perception of EC within organizations moderates the link between employees' OID and UPB, suggesting that the link is weaker for employees with a higher perception of EC than those with lower perceptions. The path coefficients indicated that the direct effect of OID on UPB was statistically significant (β = 0.092; t = 2.283; p = 0.022), and the 95% CI did not include zero (LLCI = 0.012; ULCI = 0.17). To investigate the moderation effect, the interaction term EC x OID was introduced into the direct link between OID

and UPB. The finding revealed that the direct effect turned negatively significant with the inclusion of the interaction term (β = -0.101; t = 2.294; p = 0.022), and the 95% CI still excluded zero (LLCI = -0.188; ULCI = -0.014), indicating the significance of the negative interaction term. Furthermore, the R^2 value increased from 0.086 in the direct effect of OID on UPB to 0.145 in the presence of the EC x OID interaction term. The path coefficient of the interaction term suggested that EC x OID accounted for a change from 0.086 to 0.145 in UPB. The statistical results thus confirmed the negative moderation effect of EC in influencing the link between OID and UPB.

The slope analysis was performed to clarify how EC moderates the link between OID and employees' UPB. The findings revealed that the effect of OID on UPB varies based on employees' perceptions of EC. The green line, representing a higher perception of EC (+1 SD), showed a flatter slope, indicating that the relationship between OID and UPB is weaker when EC is perceived as high. Conversely, the red line, representing a lower perception of EC (-1 SD), exhibited a steeper upward slope, suggesting a stronger link between OID and UPB when EC is perceived as low. This suggests that a higher perception of EC dampens the influence of OID on employees' UPB. The negative significant interaction term (β = -0.101; t = 2.294; p = 0.022) further confirmed the moderating effect, with the confidence interval (LLCI = -0.188; ULCI = -0.014) indicating the statistical reliability of the result. Thus, the analysis supported Hypothesis 10a, as shown in Graph 4 below.

Hypothesis 10b proposed that employees' perception of EC within organizations moderates the link between employees' PsyCap and UPB, suggesting that the link is weaker for employees with a higher perception of EC than those with lower perceptions. The path coefficients revealed that the direct effect of PsyCap on UPB was statistically significant (β = 0.271; t = 5.401; p = .001), and the 95% CI did not include zero (LLCI = 0.172; ULCI = 0.37). To explore the moderation effect, the interaction term EC x PsyCap was introduced into the direct link between PsyCap and UPB.

However, the finding demonstrated that the direct effect became statistically insignificant in the presence of the interaction term (β = 0.058; t = 1.393; p =

0.164), and the 95% CI now included zero (LLCI = -0.02; ULCI = 0.141), indicating the lack of significance for the interaction term. Moreover, the R2 value was 0.240 in the direct effect of PsyCap on UPB, and it only marginally increased to 0.246 with the inclusion of the EC x PsyCap interaction term. The path coefficient of the interaction term suggested a marginal change from 0.240 to 0.246 in UPB. Therefore, the statistical results did not confirm the moderation effect of EC between PsyCap and UPB.
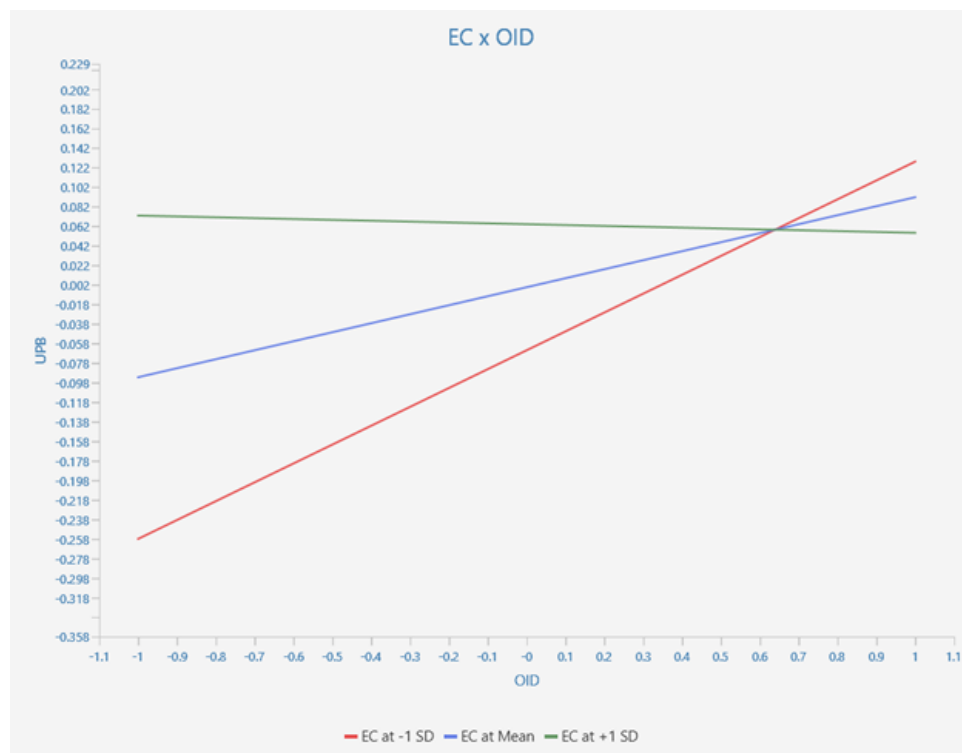
GRAPH 4: Slope Analysis of EC X OID > UPB

The slope analysis was conducted to examine the interacting effects of EC on the relationship between employees' PsyCap and UPB. The analysis differentiated between perceptions of EC, with the green line representing a higher perception and the red line indicating a lower perception. The plot revealed that at +1 SD, the higher perception of EC displayed a steeper upward trend compared to the lower perception at -1 SD, suggesting a positive relationship between PsyCap and UPB across both levels of EC. This indicates that a higher perception of EC does not weaken the connection between employees' PsyCap and UPB. The interaction term was found to be insignificant (β = 0.058; t = 1.393; p = 0.164), and the confidence interval (LLCI = -0.02; ULCI = 0.141) further reinforced the lack of

statistical significance. Consequently, the analysis did not support Hypothesis 10b, as illustrated in Graph 5 below.
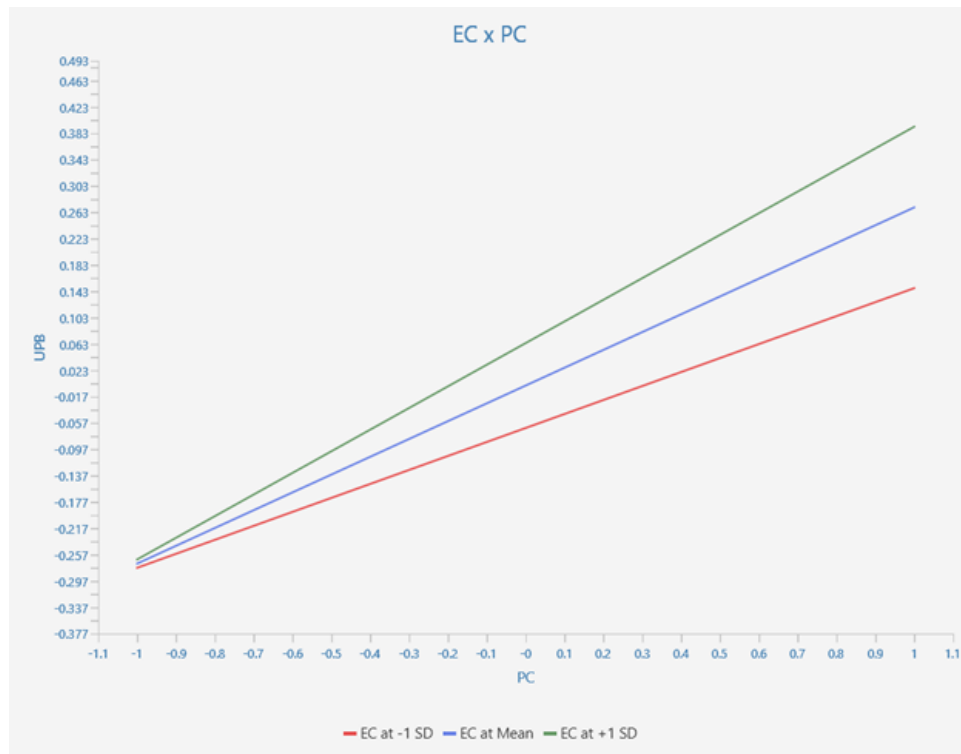
GRAPH 5: Slope Analysis of EC X PsyCap > UPB

Hypothesis 10c proposed that employees' perception of EC within organizations moderates the link between employees' PsyEmp and UPB, suggesting that the link is weaker for employees with a higher perception of EC than those with lower perceptions. The path coefficients indicated that the direct effect of PsyEmp on UPB was statistically significant ($\beta = 0.168$; t = 4.029; p = .001), and the 95% CI did not include zero (LLCI = 0.158; ULCI = 0.361). To explore the moderation effect, the interaction term EC x PsyEmp was introduced into the direct link between PsyEmp and UPB.

The finding demonstrated that the direct effect turned negatively significant in the presence of the interaction term (β = -0.079; t = 2.092; p = 0.037), and the 95% CI still excluded zero (LLCI = -0.157; ULCI = -0.009), indicating the significance of the interaction term. Moreover, the R^2 value was 0.131 in the direct effect of PsyEmp on UPB, and it increased to 0.171 with the inclusion of the EC x PsyEmp interaction term. The path coefficient of the interaction term suggested

a change from 0.131 to 0.171 in UPB. Therefore, the statistical results confirmed the negative moderation effect of EC between PsyEmp and UPB.

The slope analysis was conducted to investigate the moderating effects of EC on the relationship between employees' PsyEmp and UPB. In this analysis, the green line represents a higher perception of EC, while the red line indicates a lower perception. The plot demonstrated that at -1 SD, the lower perception of EC exhibited a steeper upward trend compared to the higher perception at +1 SD. This suggests that a higher perception of EC weakens the relationship between PsyEmp and UPB, indicating that when employees perceive a more EC, the positive association between PsyEmp and UPB dampens. The negative significant interaction term (β = -0.079; t = 2.092; p = 0.037) further confirmed this moderating effect, with the confidence interval (LLCI = -0.157; ULCI = -0.009) supporting the statistical significance of the result. Thus, the analysis supported Hypothesis 10c, as illustrated in Graph 6 below.
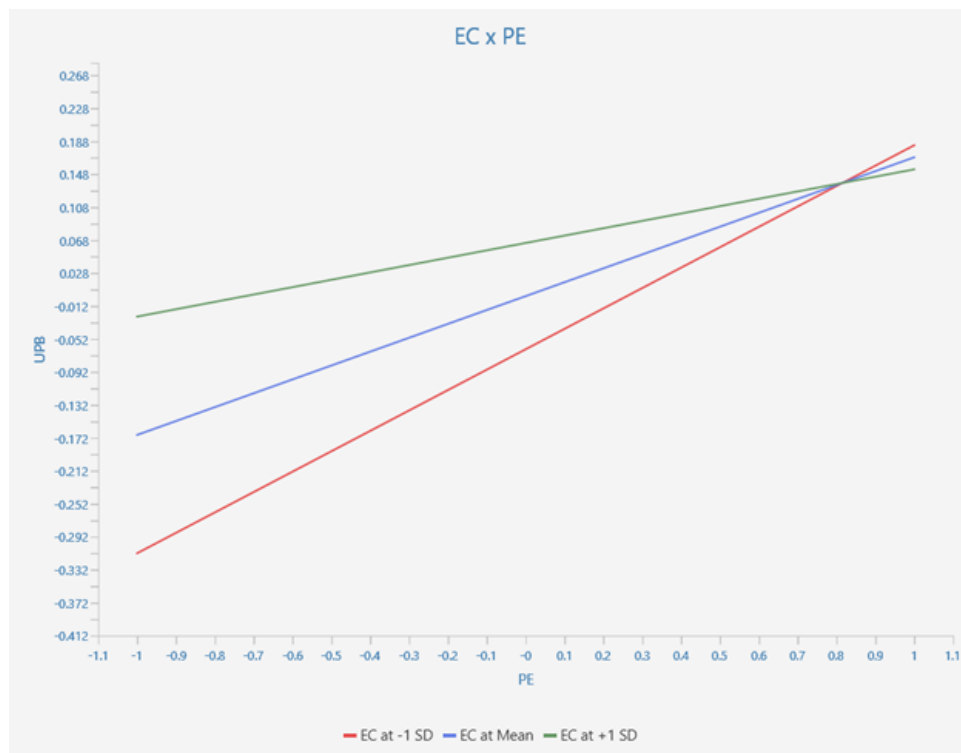
GRAPH 6: Slope Analysis of EC X PsyEmp > UPB

Hypothesis 11a proposed that employees' perception of EC within organizations moderates the link between employees' OID and PSRB, suggesting that the link is weaker for employees with a higher perception of EC than those with lower

perceptions. The path coefficients reflected that the direct effect of OID on PSRB was statistically significant (β = 0.151; t = 2.987; p = 0.003), and the 95% CI did not include zero (LLCI = 0.053; ULCI = 0.252). To explore the moderation effect, the interaction term EC x OID was introduced into the direct link between OID and PSRB. The results demonstrated that the direct effect turned negatively significant in the presence of the interaction term (β = -0.152; t = 2.245; p = 0.025), and the 95 CI still excluded zero (LLCI = -0.29; ULCI = -0.026), indicating the significance of the interaction term. Moreover, the R^2 value was 0.126 in the direct effect of OID on PSRB, and it increased to 0.190 with the inclusion of the EC x OID interaction term. The path coefficient of the interaction term suggested a change from 0.126 to 0.190 in PSRB. Therefore, the statistical results confirmed the negative moderation effect of EC between OID and PSRB.

The slope analysis was conducted to examine the moderating effects of EC on the relationship between employees' OID and PSRB. In this analysis, the green line indicates a higher perception of EC, while the red line represents a lower perception. The plot revealed that at -1 SD, the lower perception of EC exhibited a steeper upward trend compared to the higher perception at +1 SD. This finding suggests that a higher perception of EC weakens the relationship between OID and PSRB, indicating that when employees perceive a more EC, the positive association between OID and PSRB dampens. The negative significant interaction term (β = -0.152; t = 2.245; p = 0.025) further confirmed this moderating effect, with the confidence interval (LLCI = -0.29; ULCI = -0.026) supporting the statistical significance of the results. Consequently, the analysis validated Hypothesis 11a, as illustrated in Graph 7 below.

Hypothesis 11b posited that employees' perception of EC within organizations moderates the link between employees' PsyCap and PSRB, suggesting that the link is weaker for employees with a higher perception of EC than those with lower perceptions. The path coefficients indicated that the direct effect of PsyCap on PSRB was statistically significant (β = 0.314; t = 4.923; p = 0.001), and the 95% CI did not include zero (LLCI = 0.196; ULCI = 0.446). To explore the moderation effect, the interaction term EC x PsyCap was introduced into the direct relationship between PsyCap and PSRB. Surprisingly, the results showed that the direct

effect remained statistically significant in the presence of the interaction term (β = 0.16; t = 2.998; p = 0.003).
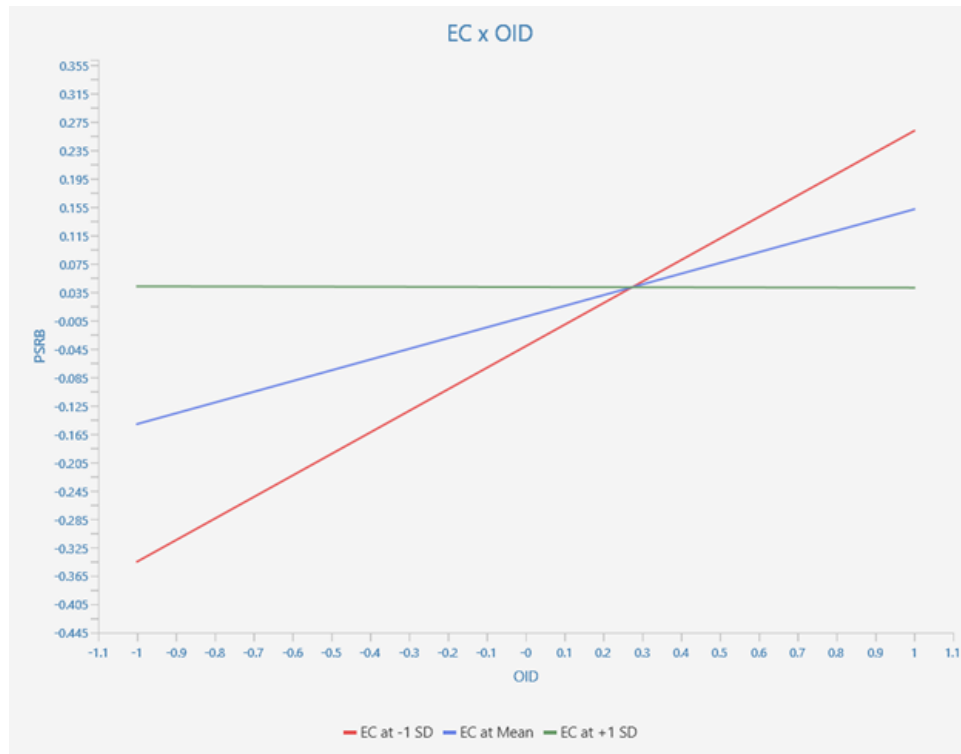
GRAPH 7: Slope Analysis of EC X OID > PSRB

However, the direction of the effect was opposite to the hypothesized relationship, indicating a strengthening rather than weakening effect of EC on the link between PsyCap and PSRB. The 95% CI for the direct effect still excluded zero (LLCI = 0.056; ULCI = 0.261), confirming the significance of the interaction term. Moreover, the R^2 value was 0.306 in the direct effect of PsyCap on PSRB, and there was no change in the R^2 value with the inclusion of the EC x PsyCap interaction term. This indicated that the moderation effect did not contribute to the explained variance in PSRB. Hence, the statistical results confirmed the moderation effect of EC between PsyCap and PSRB. However, it was contrary to the direction of the proposed hypothesis.

The slope analysis was conducted to investigate the moderating effects of EC on the relationship between employees' PsyCap and PSRB. In this analysis, the green line represents a higher perception of EC, while the red line indicates a lower perception. The plot demonstrated that at +1 SD, the higher perception of EC exhibited a steeper upward trend compared to -1 SD. This finding suggests

that a higher perception of EC strengthens the relationship between PsyCap and PSRB, implying that when employees perceive a more EC, their PsyCap is more positively associated with their PSRB behaviors. However, the negative significant interaction term (β = -0.152; t = 2.245; p = 0.025) indicated that the effect was contrary to expectations, and the confidence interval (LLCI = -0.29; ULCI = -0.026) confirmed the statistical significance. Consequently, while the interaction suggests moderation, it did not support Hypothesis 11b, as illustrated in Graph 8 below.
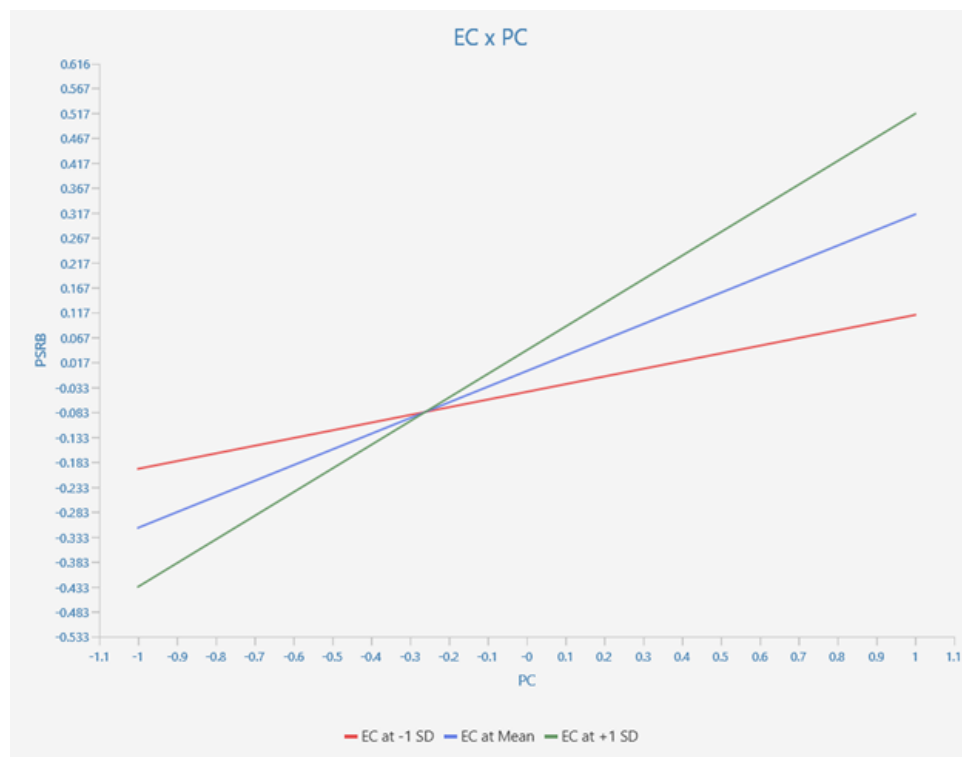
GRAPH 8: Slope Analysis of EC X PsyCap > PSRB

Hypothesis 11c proposed that employees' perception of EC within organizations moderates the link between employees' PsyEmp and PSRB, indicating that the link is weaker for employees with a higher perception of EC than for those with lower perceptions. The path coefficients revealed that the direct effect of PsyEmp on PSRB was statistically significant (β = 0.258; t = 4.95; p = 0.001), and the 95% CI did not include zero (LLCI = 0.158; ULCI = 0.361). To explore the moderation effect, the interaction term EC x PsyEmp was introduced into the direct link between PsyEmp and PSRB. The finding revealed that the direct effect turned negatively significant in the presence of the interaction term (β = -0.155;

t = 2.853; p = 0.004), and the 95% CI still excluded zero (LLCI = -0.259; ULCI = -0.05), confirming the significance of the interaction term. Moreover, the R^2 value was 0.202 in the direct effect of PsyEmp on PSRB, and it increased to 0.248 in the presence of the EC x PsyEmp interaction term. The path coefficient of the interaction term suggested a change from 0.202 to 0.248 in PSRB. Hence, the statistical results confirmed the negative moderation effect of EC between PsyEmp and PSRB. The slope analysis was conducted to examine the moderating effects of EC on the relationship between employees' PsyEmp and PSRB. In this analysis, the green line represents a higher perception of EC, while the red line indicates a lower perception. The plot revealed that at -1 SD, the lower perception of EC exhibited a steeper upward trend compared to the higher perception at +1 SD. This finding suggests that a higher perception of EC weakens the relationship between PsyEmp and PSRB, indicating that when employees perceive a more EC, the association between their PsyEmp and PSRB dampens. The negative significant interaction term (β = -0.155; t = 2.853; p = 0.004) further confirmed the moderating effect, with the confidence interval (LLCI = -0.259; ULCI = -0.05) reinforcing the statistical significance of the result. Therefore, the analysis supported Hypothesis 11c, as illustrated in Graph 9 below.
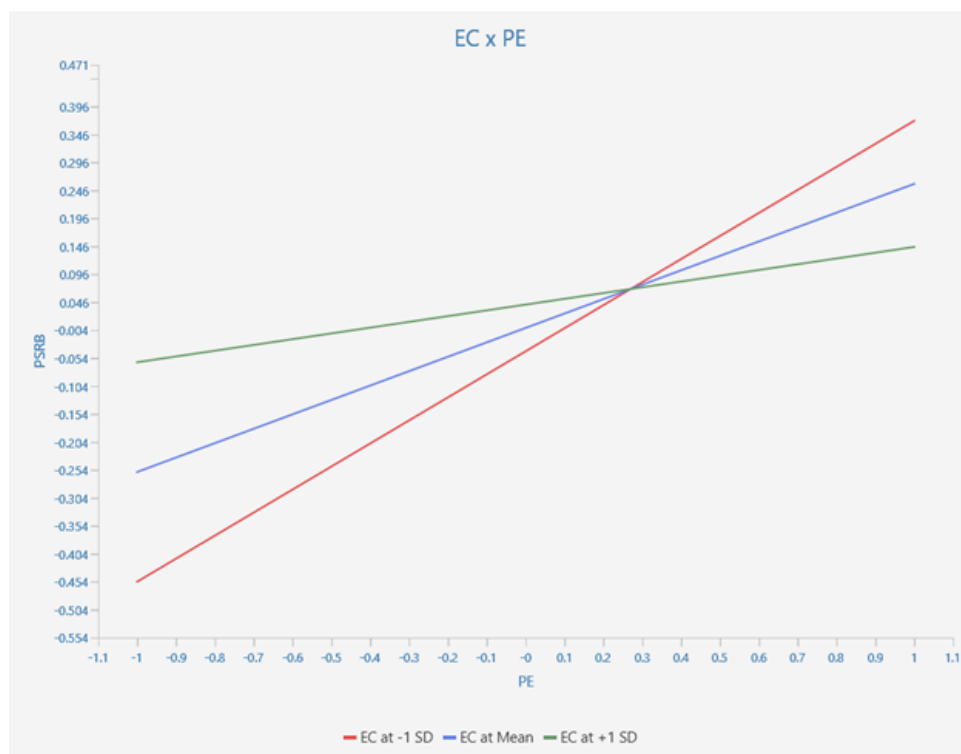
GRAPH 9: Slope Analysis of EC X PsyEmp > PSRB

TABLE 4.17: Results of Moderating Relationships

Hyp.	β	t Values	p Values	R^2	5% LLCI	95% ULCI	Results
H − 9a	0.105	1.975	0.048	EL > OID: .108 MID X EL: .178	0.009	0.199	Supported
H − 9b	0.16	2.58	0.01	EL > PsyCap: .221 MID X EL: .279	0.032	0.274	Supported
H − 9c	0.174	2.32	0.02	EL > PsyEmp: .110 MID X EL: .152	0.015	0.309	Supported
H − 10a	-0.101	2.294	0.022	OID > UPB: .086 EC X OID: .145	-0.188	-0.014	Supported
H − 10b	0.058	1.393	0.164	PsyCap > UPB: .240 EC X PsyCap: .246	-0.02	0.141	Not Supported
H − 10c	-0.079	2.092	0.037	PsyEmp > UPB: .131 EC X PsyEmp: .171	-0.157	-0.009	Supported
H − 11a	-0.152	2.245	0.025	OID > PSRB: .126 EC X OID: .190	-0.29	-0.026	Supported
H − 11b	0.16	2.998	0.003	PsyCap > PSRB: .306 EC X PsyCap: .306	0.056	0.261	Not Supported
H − 11c	-0.155	2.853	0.004	PsyEmp > PSRB: .202 EC X PsyEmp: .248	-0.259	-0.05	Supported

EL: Ethical Leadership; UPB: Unethical Pro-Organizational Behavior; PSRB: Pro-Social Rule Breaking; OID: Organizational Identification; PsyCap: Psychological Capital; PsyEmp: Psychological Empowerment; MID: Moral Identity; EC: Ethical Climate; β = Path Coefiicient; t = t-Distribution; p = Probability Value; R^2: Coefficient of Determination; LLCI: Lower Limit of Confidence Interval; ULCI: Upper Limit of Confidence Interval

4.6 The Summary of Results

The summary of results is shown in Table 4.18.

Table 4.18: Summary of Results

Hyp.	Results	Decision
H-1a (β=0.222;t=4.774;p=0.001;LLCI=0.136;ULCI=0.317)	Not Supported
H-1b (β=0.154;t=3.141;p=0.002;LLCI=0.062;ULCI=0.254)	Not Supported
H-2a (β=0.275;t=5.346;p=0.001;LLCI=0.18;ULCI=0.383)	Supported
H-2b (β= 0.407;t=7.851;p=0.001;LLCI=0.301;ULCI=0.506)	Supported
H-2c (β=0.275;t=4.815;p=0.001;LLCI=0.158;ULCI=0.384)	Supported
H-3a (β=0.092;t=2.283;p=0.022;LLCI=0.012;ULCI=0.17)	Supported
H-3b (β=0.151;t=2.987;p=0.003;LLCI=0.053;ULCI=0.252)	Supported
H-4a (β=0.271;t=5.401;p=0.001;LLCI=0.172;ULCI=0.37)	Supported
H-4b (β=0.314;t=4.923;p=0.001;LLCI=0.196;ULCI=0.446)	Supported
H-5a (β=0.168;t=4.029;p=0.001;LLCI=0.086;ULCI=0.25)	Supported
H-5b (β=0.258;t=4.95;p=0.001;LLCI=0.158;ULCI=0.361)	Supported
H-6a (β=0.025;t=1.998;p=0.046;LLCI=0.005;ULCI=0.056)	Supported
H-6b (β=0.042;t=2.572;p=0.01;LLCI=0.015;ULCI=0.081)	Supported
H-7a (β=0.11;t=4.557;p=0.001;LLCI=0.069;ULCI=0.165)	Supported
H-7b (β=0.128;t=3.887;p=0.001;LLCI=0.071;ULCI=0.202)	Supported
H-8a (β=0.046;t=2.907;p=0.004;LLCI=0.021;ULCI=0.085)	Supported
H-8b (β=0.24;t=6.327;p=0.001;LLCI =0.035;ULCI=0.123)	Supported
H-9a (β=0.105;t=1.975;p=0.048;LLCI=0.009;ULCI=0.199)	Supported
H-9b (β=0.16;t=2.58;p=0.01;LLCI=0.032;UL=0.274)	Supported
H-9c (β=0.174;t=2.32;p=0.02;LLCI=0.015;ULCI=0.309)	Supported
H-10a(β=-0.101;t=2.294;p=0.022;LLCI=-0.188;ULCI=-0.014)	Supported
H-10b(β=0.058;t=1.393;p=0.164;LLCI=-0.02;ULCI=0.141)	Not Supported
H-10c(β=-0.079;t=2.092;p=0.037;LLCI=-0.157;ULCI=-0.009)	Supported
H-11a(β=-0.152;t=2.245;p=0.025;LLCI=-0.29;ULCI=-0.026)	Supported
H-11b(β=0.16;t=2.998;p=0.003;LLCI=0.056;ULCI=0.261)	Not Supported
H-11c(β=-0.155;t=2.853;p=0.004;LLCI=-0.259;ULCI=-0.05)	Supported

4.7 Chapter Summary

The chapter conducted a comprehensive analysis of the collected data using advanced techniques, including SPSS and Smart PLS. The measurement model underwent rigorous evaluation for internal consistency, convergent validity, and discriminant validity. Various metrics, such as factor loadings, Cronbach's alpha, composite reliability, and average variance extract, confirmed reliability and validity. Then, the structural model was tested, examining lateral collinearity, coefficient of determination, effect size, predictive relevance, PLSpredict, and model fit. The chapter included testing a total of eleven direct, six mediating, and nine moderating relationships, with all the hypotheses substantiated, except two direct and two moderating relationships, showcasing the study's robust theoretical framework.

Chapter 5

Discussion and Conclusions

5.1   Introduction

This chapter, the pinnacle of scholarly discourse, unfolds in three key sections: background, discussion, and conclusions. The background employs bibliometric analysis to provide a macro-level perspective, enhancing scholarly discourse and understanding of the academic landscape. The discussion critically analyzes research components and connects findings to existing literature, facilitating nuanced comparisons and interpretations. The conclusion encapsulates the study's contributions, emphasizing theoretical, contextual, and methodological dimensions, along with practical implications for policy and management. The chapter concludes with introspection on limitations and future research directions, guiding future scholars in the dynamic field. This intellectual journey unveils the significance, implications, and potential avenues that define the culmination of the scholarly endeavor.

5.2   Background Discussion

Following an exhaustive literature review and identification of research gaps, the problem statement was articulated. Research questions were then formulated based on both the identified research gaps and the problem statement, subsequently guiding the establishment of research objectives. Drawing from SCT

(Bandura, 1986) and SET (Blau, 1964), hypotheses were developed. The research adopted a positivist philosophy, and an inductive approach, and utilized a quantitative questionnaire-based survey with time-lagged data collection. PLS-SEM was employed for data analysis, revealing significant contributions to both theoretical and managerial aspects.

The discussion focuses on results, comparisons with prior research, and implications related to research questions, objectives, hypotheses, and obtained results. The background discussion includes the summarized findings of the macro perspective through the lens of bibliometric analysis detailed in Appendices 1 to 8. The summarized findings of bibliometric analysis are preseted in Table 5.2 below. Pakistan's contributions to the literature on the study constructs are depicted in Table 5.1 below. The research objectives have been thoroughly deliberated in the Discussion Section, and a concise overview of the attained research objectives is provided in Table 5.3 below within the same section.

TABLE 5.1: Pakistan's Contribution to the Literature on the Study Constructs

Study Constructs	Pakistan's Ranking
EL	13
UPB	10
PSRB	5
OID	11
Psy Cap	13
Psy Emp	14
MID	23
EC	23

EL: Ethical Leadership; UPB: Unethical Pro-Organizational Behavior; PSRB: Pro-Social Rule Breaking; OID: Organizational Identification; PsyCap: Psychological Capital; PsyEmp: Psychological Empowerment; MID: Moral Identity; EC: Ethical Climate

TABLE 5.2: Summary of Bibliometric Analysis of Study Constructs

Study Constructs	Three Top Most Prolific Journals	Three Top Most Prolific Authors	Three Top Most Prolific Articles	Three Top Countries Contributed the Most	Three Top Key Words
EL	Business Ethics, Leadership Quarterly, Journal of Management	Treviño, Brown, Mayer	Brown et al. (2005); Brown and Treviño (2006); Treviño et al. (2000)	United States, China, Canada	Ethical Leadership, Leadership, Ethics
UPB	Journal of Business Ethics, Organization Science, Journal of Managerial Psychology	Umphress, Bingham, Newman	Umphress and Bingham (2011); Umphress et al. (2010); Miao et al. (2013)	United States, China, Australia	UPB, OID, Moral Disengagement
PSR	Journal of Management, Journal of Organizational Behavior, Human Resource Management Review	Morrison, Chau, Dahling	Morrison (2006); Dahling et al. (2012); Vardaman et al. (2014)	United States, China, Netherlands	PSRB, Positive Deviance, Inclusive Leadership
OID	Journal of Business Ethics, Academy of Management Journal, Journal of Management	Farooq, De Roeck, He	Ashforth and Mael (1989); Mael and Ashforth (1992); Ashforth et al. (2008)	United States, United Kingdom, Australia	OID, Identification, Corporate Social Responsibility

TABLE 5.2: Summary of Bibliometric Analysis of Study Constructs

Study Constructs	Three Top Most Prolific Journals	Three Top Most Prolific Authors	Three Top Most Prolific Articles	Three Top Countries Contributed the Most	Three Top Key Words
PsyCap	Journal of Organizational Behavior, Journal of Leadership and Organizational Studies, Human Resource Development Quarterly	Luthans, Avey, Avolio	Luthans et al. (2007); Avey et al. (2011); Luthans (2002)	United States, United Kingdom, China	PsyCap, Social Capital, Work Engagement
PsyEmp	Academy of Management Journal, Journal of Organizational Behavior, Journal of Business Research	Boley, Afsar, Bartram	Spreitzer (1995); Conger and Kanungo (1988); Spreitzer (1996)	United States, Australia, United Kingdom	PsyEmp, Empowerment, Transformational Leadership

TABLE 5.2: Summary of Bibliometric Analysis of Study Constructs

Study Constructs	Three Top Most Prolific Journals	Three Top Most Prolific Authors	Three Top Most Prolific Articles	Three Top Countries Contributed the Most	Three Top Key Words
MID	Journal of Business Ethics, Organization Science, Business Ethics Quarterly	Aquino, Shao, Greenbaum	Ajzen (1991); Aquino et al. (2011); Aquino and Reed II (2002)	United States, United Kingdom, Canada	MID, Ethics, Identity
EC	Journal of Business Ethics, Leadership Quarterly, Journal of Business Research	Cullen, Schwepker, Mulki	Cullen et al. (1993); Martin and Cullen (2006); Victor and Cullen (1988)	Australia, Austria, Bangladesh	EC, Ethics, EL

EL: Ethical Leadership; UPB: Unethical Pro-Organizational Behavior; PSRB: Pro-Social Rule Breaking; OID: Organizational Identification; PsyCap: Psychological Capital; PsyEmp: Psychological Empowerment; MID: Moral Identity; EC: Ethical Climate

5.3 Discussion

5.3.1 Research Objective 1: Direct Relationships between EL and Employees' UPB and PSRB

The first research question in the current study sought to investigate the relationships between EL and employees' UPB and PSRB within organizations. Correspondingly, the first research objective was formulated to examine the association of EL with employees' UPB and PSRB in the organizational context. Building on the first research question and objective, and aligned with the SCT (Bandura, 1986) and SET (Blau, 1964), as well as insights from existing literature, the study formulated the following hypotheses:

Hypothesis 1a: EL was negatively related to the employees' UPB within organizations.

Hypothesis 1b: EL was negatively related to the employees' PSRB within organizations.

Relationship between EL and Employees' UPB (Hypothesis 1a)

Hypothesis 1a, suggesting a negative link between EL and employees' UPB, was not supported by the study's results. Instead, EL was positively and significantly related to UPB, indicating a counterintuitive positive association. The effect size, indicated by F^2, suggested a substantial impact. The 95% CI confirmed the statistical significance of the relationship, contradicting the hypothesis. Therefore, Hypothesis 1a was not supported by the findings.

Hypothesis 1a proposed a negative association between EL and employees' UPB in the organizational context. Contrary to this hypothesis, the results indicated a

positive correlation between EL and UPB, leading to non-support for Hypothesis 1a. Notably, the examination of EL's impact on UPB remains underexplored in the organizational landscape of Pakistan. While numerous studies have delved into this relationship globally, particularly the East Asia (Hsieh et al., 2020; Kalshoven et al., 2016; Miao et al., 2020, 2013; Park et al., 2023; Tang and Li, 2022), the specific context of the developing countries of the South Asia like Pakistan remains unexplored.

Contrary to the hypothesis, the current study's findings revealed a significant relationship between EL and employees' UPB, albeit in the positive direction (Ahmed and Khan, 2023). This result aligns with a recent multilevel study by Tang and Li (2022), where EL was found to increase UPB at the individual level through reciprocity beliefs, however, it contradicts at the same time as it decreases the UPB at the group level through political climate. Additionally, the current study's findings were partially supported by Park et al. (2023), who observed EL's positive influence on UPB through continuance commitment but contradictory effects through affective commitment.

Despite these alignments and misalignments, the current study contradicted major findings in the literature, particularly those by Hsieh et al. (2020) and Miao et al. (2020), which consistently found a negative relationship between EL and employees' UPB. This discrepancy emphasizes the complexity and context-specific nature of the link between EL and UPB across diverse cultural and organizational settings.

The unexpected revelation of a positive association between EL and UPB in the current study demands careful consideration of alternative explanations that challenge the conventional understanding of the relationship.

Firstly, employees' perceptions of EL, as highlighted by studies such as Babalola et al. (2019), Kuenzi et al. (2020) and Ng et al. (2021), underscore the pivotal role of how EL shapes workplace dynamics. These perceptions significantly influence the employment relationship, impacting behaviors and contributing to a broader set of outcomes, including unforeseen engagement in UPB. Secondly, the emphasis of EL on moral values, integrity, and fairness, as noted by Cullen (2022), introduces a potential normative conflict. In specific situations, employees might

perceive breaking certain rules as necessary to uphold these higher-order ethical principles (Mo et al., 2023; Umphress and Bingham, 2011; Vadera et al., 2013). This normative conflict creates a paradox where adherence to ethical values may lead to behaviors that are, paradoxically, unethical, supporting the unexpected positive relationship observed.

Thirdly, the association of EL with establishing high ethical standards and serving as a positive role model, a common finding in studies like Bedi et al. (2016), Brown and Treviño (2006) and Ko et al. (2018), may inadvertently contribute to the observed positive correlation. If employees perceive a disconnect between the proclaimed ethical norms and the actual prevalence or acceptability of unethical behavior within the organization, it may prompt engagement in UPB as a response to this perceived inconsistency (Mishra et al., 2021; Morrison, 2006; Umphress and Bingham, 2011).

Fourthly, EL behaviors that promote fairness, transparency, and justice, identified in studies like Bedi et al. (2016), Den Hartog (2015) and Ko et al. (2018) may create conditions inadvertently encouraging employees to speak up against the status quo. This inclination to challenge existing norms may contribute to UPB when employees believe it serves a greater good (Grabowski et al., 2019; Morrison, 2006; Umphress and Bingham, 2011), aligning with the observed positive relationship.

Fifthly, the consistent demonstration of high moral standards by ethical leaders, granting employees a perceived moral license, aligns with studies such as Ahmad et al. (2021), Lin et al. (2016) and Wang and Chan (2019). This phenomenon allows employees to rationalize UPB as an exception or as a necessary means to achieve ethical ends, further supporting the unexpected positive correlation.

Sixthly, the congruence between EL and organizational goals, as posited by Bolino and Grant (2016) and Umphress and Bingham (2011), implies that employees might perceive UPB as a strategy to aid in accomplishing organizational objectives.

This alignment within the ethical framework set by leaders could contribute to the apparent positive relationship.

Seventhly, the profit-oriented mindset of upper management, guiding employees to partake in UPB for enhanced contributions, introduces a financial perspective

(Babalola et al., 2023, 2021; Greenbaum et al., 2021). Should employees perceive their actions as harmonizing with the organization's quest for profitability, UPB may be regarded as a strategy to enhance efficiency or effectiveness.

Eighthly, the broader ethical context within Pakistan, characterized by its ranking as the 27th most corrupt country globally (CPI/s2022), may infiltrate workplaces, influencing both leadership and employees. In an environment where ethical standards are compromised, UPB may be a response, leading to an unexpected positive correlation with perceived EL.

Ninthly, cultural distinctions between East Asian and South Asian countries, as highlighted by Arun and Kahraman Gedik (2022), Han et al. (2022) and Hubner et al. (2022), may contribute to the unexpected finding. The interpretation of EL may vary across diverse cultural contexts (Ahmad et al., 2020; Resick et al., 2011), prompting scholars to question whether EL genuinely fosters ethical behaviors within organizational settings (Al Halbusi et al., 2022). In collectivist societies like Pakistan, where loyalty to leadership and adherence to societal obligations hold significant weight, employees might prioritize short-term organizational goals over long-term ethical considerations (Babalola et al., 2021; Bandura, 2002; Hofstede, 1984), potentially leading to an alignment between EL and UPB.

Finally, the unique dynamics of the healthcare sector, where occasional rule flexibility is considered essential for patient welfare, introduces sector-specific factors (Borry and Henderson, 2020; Faisal et al., 2023; Sturm et al., 2023). Factors such as the imperative for rule flexibility, organizational culture, and ethical nuances within healthcare organizations may contribute to nursing engaging in UPB despite the presence of EL. The study reveals an unexpected counterintuitive positive correlation between EL and UPB, highlighting complex dynamics in organizational settings. It emphasizes the need for a nuanced understanding of how employees perceive EL and how it interacts with contextual factors to influence behaviors, including seemingly contradictory engagement in UPB. Although not fundamentally redefining EL (Kalshoven et al., 2016), this counterintuitive result underscores the importance of considering diverse contexts and interpretations across settings, industries, and cultures (Borry and Henderson, 2020; Vadera et al., 2013). Factors such as top management mentality, nuanced EL interpretations, ethical

context, cultural distinctions, and sector-specific dynamics may contribute to this unexpected relationship. The findings expand understanding but call for further research to disentangle these complex factors for a comprehensive interpretation. Overall, the study contributes to understanding the intricate relationship between leadership styles and employees' deviant behavior.

Relationship between EL and Employees' PSRB (Hypothesis 1b)

Hypothesis 1b, proposing a negative link between EL and employees' PSRB, did not find support in the study's results. Contrary to the hypothesis, EL was positively and significantly related to PSRB, indicating a counterintuitive positive association. The effect size, indicated by F2, suggested a notable impact. The 95% CI confirmed the statistical significance of the relationship, contradicting the hypothesis. Therefore, Hypothesis 1b was not supported by the findings.

Hypothesis 1b proposed a negative association between EL and employees' PSRB in the organization. However, the findings reflected a positive link between EL and PSRB, contradicting the hypothesis. The impact of EL on employees' PSRB remains unexplored in the organizational context of Pakistan, and limited studies have examined the impact of various leadership styles on PSRB (Khan et al., 2023; Tu and Luo, 2020; Wang et al., 2021).

The current study's findings align with prior research, supporting positive correlations between servant leadership, inclusive leadership, and authoritarian leadership dimensions within paternalistic leadership and employees' PSRB (Khan et al., 2023; Tu and Luo, 2020; Wang et al., 2021). The outcomes of the study are also consistent with Zhu et al. (2018) research, which identified a positive correlation between EL and employees' PSRB.

Nevertheless, it is at odds with prior studies' findings of the negative association between the moral leadership facet of paternalistic leadership and employees' PSRB (Tu and Luo, 2020).

Furthermore, the unanticipated favorable correlation not only contradicts the initial conjecture of this study postulating EL having a negative connection with employees' PSRB grounded in SCT (Bandura, 1986) and SET (Blau, 1964) but also challenges the widely accepted positive perception of EL. This unanticipated

discovery underscores the necessity for alternative interpretations and highlights the intricate nature of EL's influence on employees' deviant behavior.

The unexpected positive correlation between EL and PSRB in the current study challenges established research patterns while providing an opportunity for alternative explanations. One plausible explanation lies in the nuanced understanding of leadership styles within the paternalistic leadership framework. Prior research has predominantly focused on the negative association between PSRB and the moral leadership dimension of paternalistic leadership (Tu and Luo, 2020). However, the current findings align with studies indicating positive correlations between other dimensions of paternalistic leadership, such as servant leadership, inclusive leadership, and the authoritarian leadership dimension, with employees' PSRB (Khan et al., 2023; Tu and Luo, 2020; Wang et al., 2021). This suggests that different dimensions within the broader category of moral leadership may yield distinct effects on employees' deviant behavior.

Another alternative explanation could be rooted in the multifaceted nature of EL. EL encompasses various components, including moral guidance, fairness, and concern for ethical principles. It is plausible that employees when perceiving EL, interpret and respond to specific components that resonate with their understanding of organizational norms and values (Babalola et al., 2021; Greenbaum et al., 2021).

In this context, the positive relationship observed might be a result of employees associating EL with a leadership style that promotes collective well-being and positive organizational outcomes, thus fostering a culture where PSRB is viewed as acceptable within certain boundaries.

Furthermore, the unexpected correlation challenges the initial hypothesis based on SCT (Bandura, 1986) and SET (Blau, 1964). SCT (Bandura, 1986) posits that individuals learn from observing others, and SET (Blau, 1964) suggests that individuals engage in behaviors based on the principle of reciprocity. In the context of EL and PSRB, it was initially hypothesized that ethical leaders would discourage deviant behavior. However, the positive correlation may suggest that employees perceive EL as endorsing a flexible approach, where occasional rule deviations are deemed acceptable for the greater good (Mo et al., 2023; Vadera et al., 2013).

This challenges the traditional understanding of EL's impact on shaping employee behavior.

Moreover, in the healthcare sector, the unexpected positive correlation could be explained by the industry's unique demands (Borry and Henderson, 2020; Faisal et al., 2023). Patient welfare often necessitates flexibility in adhering to rigid rules, and healthcare professionals may view occasional rule-breaking as necessary for delivering optimal care (Sharma et al., 2023; Sturm et al., 2023). This alternative explanation aligns with the industry's ethical priorities and underscores the idea that contextual factors specific to the healthcare environment may override traditional expectations regarding EL and deviant behavior (Borry and Henderson, 2020; Oh and Gastmans, 2024).

Additionally, cultural differences may influence employees' interpretation and response to EL (Bandura, 2002; Resick et al., 2011). In certain cultural contexts, employees may perceive PSRB as a means to enhance efficiency, prioritize short-term organizational goals, and contribute to the overall success of the organization (Babalola et al., 2021; Greenbaum et al., 2021). This cultural lens may lead to a positive link between EL and PSRB, challenging assumptions about the universal impact of EL on employee behavior. Overall, the unexpected positive correlation between EL and PSRB invites the exploration of nuanced dimensions within moral leadership, the varied components of EL, and the influence of cultural and industry-specific factors. These alternative explanations contribute to a more comprehensive understanding of the complex link between leadership styles and employees' deviant behavior.

Hence, the partial substantiation of hypotheses 1a and 1b in the study partially addresses research question 1 and, consequently, partially fulfills research objective 1 shown below in Table 5.3.

5.3.2 Research Objective 2: Direct Relationships between EL and Employees' OID, PsyCap and PsyEmp

The second research question of the current study sought to examine the links between EL and employees' OID, PsyCap, and PsyEmp within the organizational

context. Correspondingly, the second research objective was framed to explore the association of EL with employees' OID, PsyCap, and PsyEmp. Drawing on the second research question and objective, and guided by the SCT (Bandura, 1986) and SET (Blau, 1964), as well as insights derived from the existing literature, the study developed the following hypotheses:

Hypothesis 2a: EL was positively related to employees' OID within organizations.

Hypothesis 2b: EL was positively related to employees' PsyCap within organizations.

Hypothesis 2c: EL was positively related to employees' PsyEmp within organizations.

Relationship between EL and Employees' OID (Hypothesis 2a)

Hypothesis 2a, suggesting a positive link between EL and employees' OID, received support in the study. The results revealed a statistically significant and positive association, confirmed by the effect size (F^2) and a 95% CI, indicating a substantive impact of EL on OID. The empirical findings strongly support Hypothesis 2a.

The findings of our current study, which support Hypothesis 2a positing a positive association between EL and employees' OID, are substantiated through alignment with existing literature and robust empirical evidence. Firstly, the broader literature on this subject provides a theoretical foundation for our results. This alignment underscores the consistency and reliability of our findings with established knowledge in the field. Moreover, our study's results are corroborated by a meta-analytic study conducted by Bedi et al. (2016), which demonstrated that EL consistently predicts employees' OID across diverse organizational contexts. Additionally, the robustness of our findings is further underscored by Peng and Kim (2020) recent meta-analytic test, adding contemporary support to the literature and reinforcing the notion of a strong connection between EL and employees' OID. These meta-analyses add a layer of credibility to our specific findings, indicating that the positive correlation observed in our study is not an isolated occurrence but is in line with broader trends identified in the literature.

Furthermore, the external validation of our results extends further through the support from O'Keefe et al. (2019), whose study on military personnel in the

USA, and Bakar and Omillion-Hodges (2020), focusing on employees of government corporations in Malaysia, both reported a positive and significant relationship between EL and OID. These studies, conducted in different cultural and organizational contexts, contribute to the external validity of our findings.

Lastly, the study by Afsar et al. (2020) in the specific context of Pakistan, using data from hotel employees across the country, aligns closely with our results, providing a localized confirmation of the positive relationship between EL and OID in our study.

Overall, our study's results align coherently with existing literature and empirical evidence, bolstering internal validity and advancing cumulative knowledge in the field. The research strengthens understanding of EL's impact on employees' OID in organizational contexts, offering additional empirical support and affirming the robustness of this relationship.

Relationship between EL and Employees' PsyCap (Hypothesis 2b)

Hypothesis 2b, proposing a positive link between EL and employees' PsyCap, received robust support in the study. The results revealed a statistically significant and positive association, with a substantial effect size (F^2) indicating a meaningful impact of EL on PsyCap. The 95% CI affirmed the statistical significance and directionality of the relationship. The empirical evidence strongly supports Hypothesis 2b.

Hypothesis 2b postulated a positive link between EL and employees' PsyCap within the organizational context, and the results substantiated this hypothesis by revealing a positive correlation. The logical support for the findings of our current study lies in the convergence of evidence from various studies, collectively affirming the positive link between EL and employees' PsyCap.

Notably, a comprehensive review paper focusing on the antecedents of PsyCap, conducted by Avey (2014), identified EL as positively related to employees' PsyCap. Empirical evidence further solidifies our findings, with studies in diverse contexts reinforcing the positive link between EL and PsyCap. For instance, recent research by Goswami and Agrawal (2023), focused on public sector research organizations, echoed the same positive link between EL and employees' PsyCap.

Extending the scope to the specific context of Pakistan, our study finds resonance with investigations in the manufacturing and service sectors. Jabeen and Munir (2018) reported a positive relationship between EL and employees' PsyCap, drawing on data from diverse organizations within these sectors. Further contributing to the body of evidence, Bouckenooghe et al. (2015) uncovered a positive impact of EL on employees' PsyCap through their study encompassing various sectors in Pakistan.

Overall, the cohesiveness of our study's results with existing literature, encompassing different organizational and cultural contexts, enhances the credibility and generalizability of the positive link between EL and employees' PsyCap. By offering additional empirical support, our findings contribute significantly to the understanding of how EL influences PsyCap within the organizational setting.

Relationship between EL and Employees' PsyEmp (Hypothesis 2c)

Hypothesis 2c, suggesting a positive relationship between EL and employees' PsyEmp, received strong support in the study. The findings showed a statistically significant and positive link, with a substantial effect size (F^2) indicating a notable impact of EL on PsyEmp. The 95% CI confirmed the statistical significance and directionality of the relationship. Therefore, Hypothesis 2c was robustly supported by empirical evidence.

The logical support for the findings of our current study stems from the robust alignment with existing literature and empirical evidence, reinforcing the positive correlation between EL and employees' PsyEmp. Hypothesis 2c, which posited this positive association, found validation in the study's results, strengthening the theoretical foundation.

Empirical evidence further solidifies our results, drawing from studies conducted in diverse settings. Frazier and Jacezko (2021) examination of employees in various U.S. organizations, Duan et al. (2018) research in different business sectors in China, and Dust et al. (2018) focus on graduating students in part-time jobs in the USA all found a positive relationship between EL and PsyEmp. These diverse contexts strengthen the external validity of our study's results. Expanding the further scope internationally, Sahraei Beiranvand et al. (2021) and Dehghani-Tafti

et al. (2022) also provided empirical support through studies on nursing in Iran, affirming the positive association between EL and PsyEmp. The international dimension adds a layer of generalizability to our findings, indicating that the positive link between EL and PsyEmp extends beyond specific cultural contexts.

Within the specific context of Pakistan, our study's alignment with investigations in various sectors further strengthens the support for our findings. Irfan and Islam (2021) study on nursing, Javed et al. (2017) exploration in the hospitality sector, Sattar et al. (2020) research in different banks, and Mubarak et al. (2022) investigation in project-based organizations all independently corroborate our study's results.

Overall, the logical coherence between our study and existing literature, coupled with diverse empirical validations across national, international, and specific cultural contexts, substantiates the consistent positive relationship between EL and PsyEmp. Our findings not only contribute to the generalizability of previous studies but also enrich our understanding of how EL influences PsyEmp within the organizational setting.

Thus, the validation of hypotheses 2a, 2b, and 2c in this investigation addresses research question 2 and, consequently, achieves research objective 2 shown below in Table 5.3.

5.3.3 Research Objective 3: Direct Relationships between Employees' OID, PsyCap and PsyEmp, and UPB and PSRB

The third research question in this investigation aimed to scrutinize the interconnection among employees' OID, PsyCap, PsyEmp, UPB, and PSRB within the organizational context. Correspondingly, the third research objective was constructed to delve into the correlation of employees' OID, PsyCap, and PsyEmp with UPB and PSRB. Grounded in the SCT (Bandura, 1986) and SET (Blau, 1964), and drawing insights from existing literature related to the third research question and objective, the study formulated the ensuing hypotheses:

Hypothesis 3a: Employees' OID positively related to the UPB within organizations.

Hypothesis 3b: Employees' OID positively related to the PSRB within organizations.

Hypothesis 4a: Employees' PsyCap positively related to the UPB within organizations.

Hypothesis 4b: Employees' PsyCap positively related to the PSRB within organizations.

Hypothesis 5a: Employees' PsyEmp positively related to the UPB within organizations.

Hypothesis 5b: Employees' PsyEmp positively related to the PSRB within organizations.

Relationship between Employees' OID and UPB (Hypothesis 3a)

Hypothesis 3a, suggesting a positive link between employees' OID and UPB, received empirical support in the study. The analysis demonstrated a statistically significant and positive association, although the effect size (F^2) indicated a small effect. The 95% CI confirmed both the statistical significance and direction of the relationship. Therefore, Hypothesis 3a was substantiated, suggesting a positive association between employees' OID and UPB in the organizational context.

The substantiation of Hypothesis 3a, suggesting a positive correlation between OID and employees' UPB, is supported by a comprehensive integration of recent literature and empirical evidence. The identified positive correlation in the study's findings aligns seamlessly with the reinforcing evidence presented in Kalshoven et al. (2016) investigation. Kalshoven's study, conducted across various organizations in the Netherlands, revealed a significant relationship between OID and UPB. Consequently, this study extends the applicability of these findings to non-Western developing contexts, including Pakistan. The coherence with supporting evidence from diverse studies establishes a robust foundation for the argument. Firstly, the convergence of results with studies by Chen et al. (2016), Kalshoven et al. (2016), Shaw and Liao (2021), and Wang and Chan (2019) substantiates the consistent positive influence of OID on UPB across diverse organizational and

cultural contexts. This alignment underscores the broader relevance and reliability of the current study's findings, lending weight to the argument for the positive correlation between OID and UPB.

Moreover, the study draws strength from additional evidence regarding OID/supervisor identification and its positive linkage to UPB, as articulated by Johnson and Umphress (2019). This supplementary insight enriches the understanding of how OID, whether directed at the organization or the supervisor, contributes to UPB. The multifaceted exploration of OID's association with UPB enhances the credibility of the study's findings. Additionally, a pivotal contribution to the study's robustness comes from Irshad and Bashir (2020) investigation within the service and hospitality sector of Pakistan. Their empirical analysis validates the positive relationship between employees' OID and UPB. This sector-specific validation not only broadens the applicability of the findings but also provides nuanced insights into the specific manifestations of UPB within the organizational context.

Overall, the comprehensive findings of the current study, anchored in recent literature and empirical evidence, offer a nuanced understanding of how OID positively influences UPB within the organization. The alignment with existing literature, particularly within the specific context of the service and hospitality sector in Pakistan, not only contributes to the generalizability of previous studies but also advances our understanding of the intricate dynamics between employees' OID and UPB. The richness and depth of the evidence presented strengthen the validity and applicability of the study's findings.

Relationship between Employees' OID and PSRB (Hypothesis 3b)

Hypothesis 3b, suggesting a positive relationship between employees' OID and PSRB, received empirical support in the study. The analysis revealed a statistically significant and positive association, with a small effect size (F_2) confirming the positive relationship. The 95% CI substantiated both the statistical significance and direction of the association. Therefore, Hypothesis 3b was supported, indicating a positive link between employees' OID and PSRB in the organizational context. Hypothesis 3b, proposing a positive correlation between OID and employees' PSRB, is validated through a thorough synthesis of recent literature and empirical evidence. The observed positive correlation in our study aligns with

Irshad and Bashir (2020) research in the nursing sector in Pakistan, enhancing the contextual applicability and sector-specific confirmation of the OID-PSRB relationship. This alignment with diverse studies establishes a robust foundation for the argument, contributing to the broader generalizability of our findings.

Empowering leadership and courage have been recognized as factors strengthening the link between organizational PSRB and employees' PSRB (Chen et al., 2019). In this context, employees embedded in high OID are considered psychologically empowered, possessing the courage to undertake PSRB. Additionally, perceived coworker behavior of rule-breaking is deemed supportive of employees' PSRB (Fleming, 2020; Shum et al., 2019), further implicating the role of organizational dynamics in influencing PSRB.

Overall, the study's results, informed by a review of contemporary literature and empirical evidence, significantly enhance our understanding of the positive influence of OID on PSRB within organizational settings. This contribution extends beyond theory to practical applications, enriching the contextual relevance of the established positive association between employees' OID and PSRB. The nuanced insights from the literature contribute to a clearer understanding of the intricate dynamics in this relationship, enhancing the study's generalizability and overall significance.

Relationship between Employees' PsyCap and UPB (Hypothesis 4a)

Hypothesis 4a, proposing a positive link between employees' PsyCap and UPB, received empirical support in the study. The analysis showed a statistically significant and positive association, with a moderate effect size (F^2) confirming the substantial positive relationship. The 95% CI demonstrated both the statistical significance and direction of the association. Therefore, Hypothesis 4a was supported, indicating a positive association between employees' PsyCap and UPB in the organizational context. The study's validation of Hypothesis 4a, asserting a positive correlation between employees' PsyCap and UPB, is underpinned by a meticulous examination of contemporary literature and empirical evidence. The observed positive correlation aligns seamlessly with reinforcing evidence from a variety of complementary studies. Significantly, this study ventures into uncharted territory by initiating an investigation into the correlation between PsyCap and

UPB, filling a critical void in the current literature and providing a solid groundwork for subsequent discussions. The study's positive correlation aligns coherently with research demonstrating that employees with high PsyCap exhibit a spectrum of positive behaviors and attitudes. From stronger relationships with organizational outcomes to engagement in innovative work behaviors, extra-role behaviors, and organizational citizenship behaviors, PsyCap emerges as a significant predictor of constructive workplace conduct (Fang et al., 2019; Hu et al., 2018; Luthans et al., 2007; Newman et al., 2014).

While existing literature lacks direct corroboration for PsyCap's role as a predictor of UPB, the study draws from SCT (Bandura, 1986) and SET (Blau, 1964), and the parallel arguments from related literature, affirming the link between high PsyCap, positive behaviors, and the propensity for employees to engage in UPB. This novel contribution distinguishes the study, positioning PsyCap as a unique and influential factor in shaping employee behavior within the organizational context.

Therefore, this study significantly advances our comprehension of the impact of employees' PsyCap on UPB. By synthesizing empirical evidence and insights from diverse contemporary literature, the study not only reinforces the credibility of PsyCap's positive influence but also marks a notable progression in understanding the intricate dynamics of workplace behavior.

Relationship between Employees' PsyCap and PSRB (Hypothesis 4b)

Hypothesis 4b, suggesting a positive relationship between employees' PsyCap and PSRB, received empirical validation in the study. The analysis revealed a statistically significant and positive association, with a substantial effect size (F2) confirming the strength of the positive relationship. The 95% CI underscored both the statistical significance and the direction of the observed association. Consequently, Hypothesis 4b was supported, suggesting that employees' PsyCap is positively linked to PSRB in the organizational context.

The study's substantiation of Hypothesis 4b, which posits a positive correlation between employees' PsyCap and PSRB, is grounded in a thorough analysis of contemporary literature and empirical evidence. The established positive correlation resonates with supporting evidence derived from various complementary studies

(Fang et al., 2019; Kirrane et al., 2017; Newman et al., 2014). Importantly, this study pioneers an exploration into the relationship between PsyCap and PSRB, filling a critical gap in the existing literature and laying a robust foundation for subsequent discourse.

Building on the earlier discussion of employees' PsyCap influencing behaviors, it is reasonable to infer that employees with high PsyCap are positively related to positive behaviors. Such individuals, characterized by high PsyCap, are perceived as more self-efficacious, resilient, optimistic, and hopeful (Loghman et al., 2023; Vilarino del Castillo and Lopez-Zafra, 2022; Yuan et al., 2023). Consequently, employees with high PsyCap are considered more predisposed to engaging in PSRB, efficiently fulfilling their responsibilities, satisfying customers, and assisting organizational members, peers, and colleagues.

The current body of literature does not provide explicit support for the role of PsyCap as a predictor of PSRB. However, this study bridges this gap by leveraging insights from SCT (Bandura, 1986) and SET (Blau, 1964), along with parallel arguments derived from related literature. Therefore, the current study goes beyond the existing research landscape to propose that this positive psychological state, PsyCap, plays a distinctive and influential role in shaping employee behavior, specifically in the realm of PSRB.

Relationship between Employees' PsyEmp and UPB (Hypothesis 5a)

Hypothesis 5a, suggesting a positive link between employees' PsyEmp and UPB, received empirical support in the study. The analysis revealed a statistically significant and positive association, with a modest effect size (F_2) confirming the presence of a positive relationship. The 95% CI highlighted both the statistical significance and the direction of the observed association. Consequently, Hypothesis 5a was supported, suggesting that employees' PsyEmp is positively linked to UPB in the organizational context.

The study validates Hypothesis 5a, indicating a positive correlation between employees' PsyEmp and UPB. This validation is supported by a thorough review of contemporary literature and empirical evidence, revealing a clear positive association between PsyEmp and UPB (Llorente-Alonso et al., 2024; Mathew and Nair,

2022; Pigeon et al., 2017; Şenol Çelik et al., 2024). The study's findings contribute to organizational well-being, uncovering a previously unexplored relationship and highlighting the pioneering nature of this research. The unique exploration of the PsyEmp-UPB connection fills a critical void in existing literature, positioning the study as a groundbreaking contribution to the field of organizational behavior. The results align with parallel literature, adding confirmation layers and strengthening the study's validity (Echebiri et al., 2020; Ghalavi and Nastiezaie, 2020; Schermuly et al., 2022). Overall, this trailblazing study advances our comprehension of employee behavior, expanding theoretical understanding and offering practical insights for organizations seeking to cultivate a positive work environment.

Relationship between Employees' PsyEmp and PSRB (Hypothesis 5b)

Hypothesis 5b, suggesting a positive relationship between employees' PsyEmp and PSRB, received empirical support in the study. The analysis demonstrated a statistically significant and positive association, with a noteworthy effect size (F^2) confirming the presence of a positive relationship. Additionally, the 95% CI underscored both the statistical significance and the direction of the observed association. Consequently, Hypothesis 5b was supported, suggesting that employees' PsyEmp is positively linked to PSRB in the organizational context.

The study investigates Hypothesis 5b, proposing a positive association between employees' PsyEmp and PSRB within the organizational context. Through a robust analysis of recent literature and empirical evidence, the study strongly affirms Hypothesis 5b, revealing a significant positive correlation between PsyEmp and employees' engagement in PSRB. This validation is supported by a comprehensive synthesis of existing research, aligning with the perspective that characterizes PSRB as a pro-social behavior linked to organizational well-being (Ahmer et al., 2021; Li et al., 2017; Şenol Çelik et al., 2024). The study's exploration of this relationship fills a critical gap in the literature, making a groundbreaking contribution to organizational behavior. The alignment with parallel literature further strengthens its claims, positioning the study as a trailblazer in advancing our understanding of employee behavior in organizational contexts (Seibert et al., 2011; Kim and Beehr, 2021; Llorente-Alonso et al., 2024). Overall, the study expands theoretical knowledge and provides practical insights for organizations aiming to

foster a positive work environment, marking a unique and significant contribution to the body of knowledge.

Hence, the validation of hypotheses 3a, 3b, 4a, 4b, 5a, and 5b within the study directly attends to research question 3, thereby effectively accomplishing research objective 3 shown below in Table 5.3.

5.3.4 Research Objective 4: Mediating Relationship of Employee's OID between EL and Employee's UPB and PSRB

The fourth research question in the current study sought to explain the mediating mechanism of employees' OID in the relationship between EL and employees' UPB and PSRB within the organizational context. Correspondingly, the fourth research objective was devised to investigate the explanatory mechanism of employees' OID in connecting EL to employees' UPB and PSRB within organizations. Anchored in the SCT (Bandura, 1986) and SET (Blau, 1964), and drawing insights from pertinent literature about the fourth research question and objective, the study formulated the following hypotheses:

Hypothesis 6a: Employees' OID positively mediated the relationship between EL and employees' UPB within organizations.

Hypothesis 6b: Employees' OID positively mediated the relationship between EL and employees' PSRB within organizations.

Mediating Relationship of Employees' OID between EL and Employees' UPB (Hypothesis 6a)

The study supported Hypothesis 6a, indicating that OID partially mediates the link between EL and UPB. The total effect of EL on UPB was statistically significant and positive. The total indirect effect, considering OID mediation, was also significant, including the specific indirect effect of OID in the EL-UPB relationship. These findings suggest a complementary partial mediation.

The study significantly contributes by providing robust evidence for the mediating role of OID between EL and UPB. Aligned with Kalshoven et al. (2016)

findings, the study integrates the positive influence of EL on OID, adding depth to EL and OID dynamics. Drawing on research highlighting the correlation between OID and positive workplace behaviors, the study emphasizes OID's role in shaping desirable behaviors. It also references evidence supporting OID's mediating role in relationships between leadership and outcomes, enhancing theoretical understanding (Boroş, 2008; Greco et al., 2022; Li, 2024; Riketta, 2005).

The study's confirmation of OID's mediating function, particularly in non-Western settings like Pakistan, enriches literature with broader organizational behavior insights. Overall, the study's alignment with and contribution to existing literature, along with its contextualization within non-Western settings, establishes it as a valuable addition to the ongoing discourse on leadership, organizational identification, and pro-social work behaviors.

Mediating Relationship of Employees' OID between EL and Employees' PSRB (Hypothesis 6b)

The study supported Hypothesis 6b, indicating that OID functions as a partial Med in the relationship between EL and employees' PSRB. The total effect of EL on PSRB was significant and positive. The total indirect effect, considering OID mediation, was also significant, including the specific indirect effect of OID between EL and PSRB. These findings suggest a complementary partial mediation.

The substantiation of Hypothesis 6b, positing that employees' OID functions as a mediating variable between EL and employees' PSRB, receives robust support from the study's empirical findings. The positive association revealed in the study aligns seamlessly with supporting evidence drawn from a diverse range of complementary studies (Edwards, 2005; Lee et al., 2015; Sidorenkov et al., 2023). Notably, the study's exploration of OID as a mediating mechanism between EL and employees' PSRB pioneers a novel perspective, filling a notable gap in the existing literature and establishing a sturdy foundation for the study's assertions. Empirical evidence consistently supports EL's positive influence on employees' OID, establishing a direct link between leadership and organizational identification (Buil et al., 2019; Costa et al., 2022; Fallatah et al., 2017; Omanwar and Agrawal, 2022). The well-documented positive correlation between OID and positive workplace behaviors, including PSRB, emphasizes OID's role in shaping employee behaviors.

Additionally, the study contributes to mediation literature by highlighting OID's mediating role in relationships between different leadership styles and outcomes, reinforcing findings within the broader context of organizational dynamics influenced by leadership and employees' identification (Barattucci et al., 2021; Gomes et al., 2022; Kelebek and Alniacik, 2022; Liu et al., 2016; Shaw and Liao, 2021).

The study's innovation lies in examining OID as an explanatory mechanism between EL and employees' PSRB, offering a fresh perspective to the literature on leadership and pro-social work behaviors. This departure from conventional paradigms adds depth to our understanding, contributing a novel element to the discourse on leadership and employee behavior.

The study's unique contribution enhances generalizability and introduces a valuable aspect to the existing body of research, making it a distinctive and impactful endeavor.

Hence, the confirmation of hypotheses 6a and 6b in this study directly addresses research question 4, thereby successfully achieving research objective 4 shown below in Table 5.3.

5.3.5 Research Objective 5: Mediating Relationship of Employee's PsyCap between EL and Employee's UPB and PSRB

The primary aim of the fifth research question in the current study was to explain the mediating mechanism of employees' PsyCap in the relationship between EL and employees' UPB and PSRB within the organizational context.

Correspondingly, the fifth research objective was crafted to scrutinize the mediating mechanism of employees' PsyCap in linking EL to employees' UPB and PSRB within organizations. Grounded in the SCT (Bandura, 1986) and SET (Blau, 1964), and drawing insights from relevant literature related to the fifth research question and objective, the study formulated the following hypotheses:

Hypothesis 7a: Employees' PsyCap positvely mediated the relationship between EL and employees' UPB within organizations.

Hypothesis 7b: Employees' PsyCap positvely mediated the relationship between EL and employees' PSRB within organizations.

Mediating Relationship of Employees' PsyCap between EL and Employees'UPB (Hypothesis 7a)

The study supported Hypothesis 7a, indicating that PsyCap serves as a partial Med in the link between EL and employees' UPB. The total effect of EL on UPB was significant and positive. The total indirect effect, including mediation through PsyCap, was also significant, including the specific indirect effect of PsyCap between EL and UPB. These findings of both direct and indirect effects being positive indicate a complementary partial mediation.

The study builds on the consistently documented positive relationship between EL and employees' PsyCap, establishing a direct link between them. It reinforces the well-supported correlation between employees' PsyCap and positive workplace behaviors (Avey et al., 2011; Nolzen, 2018; Vilarino del Castillo and Lopez-Zafra, 2022; Yuan et al., 2023). Drawing on existing research, the study highlights PsyCap's mediating role between different leadership styles and outcomes, contributing a broader perspective on leadership's impact. Additionally, it aligns with literature depicting PsyCap as a Med between EL and various organizational outcomes, placing findings in the context of organizational dynamics influenced by EL and employees' PsyCap (Amber et al., 2022; Clarence et al., 2021; Goswami and Agrawal, 2023; Karimi et al., 2023; Sri Ramalu and Janadari, 2022).

The study's unique contribution lies in introducing a novel perspective on the link between EL and employees' UPB by considering PsyCap as an unexplored explanatory mechanism. This groundbreaking insight enriches understanding of leadership dynamics, adding complexity to the discourse on workplace behavior. By delving into uncharted territory, the study broadens the empirical investigation scope, enhancing generalizability and offering a crucial dimension to the literature on leadership and its impact on employees' ethical or unethical behaviors. The emphasis on PsyCap as a Med not only advances theoretical understanding but also holds practical implications for organizations aiming to foster ethical conduct among employees. Overall, the study's unique contribution makes it a valuable addition to the existing body of research on leadership and workplace behavior.

Mediating Relationship of PsyCap between EL and Employees' PSRB (Hypothesis 7b)

The study supported Hypothesis 7b, indicating that PsyCap functions as a partial Med in the relationship between EL and employees' PSRB. The total effect of EL on PSRB was statistically significant, and the total indirect effect, including mediation through PsyCap, was also significant. The specific indirect effect of PsyCap between EL and PSRB was statistically significant, highlighting PsyCap's complementary partial mediating role in connecting EL to employees' PSRB.

The empirical finding of this study, the validation of Hypothesis 7b proposing that employees' PsyCap acts as a mediating mechanism between EL and employees' PSRB, are robustly substantiated and align with evidence from various complementary studies (Loghman et al., 2023; Newman et al., 2014; Wu and Nguyen, 2019). This exploration of PsyCap as a Med between EL and PSRB is a pioneering effort, filling a significant gap in the existing literature and establishing a strong foundation for the study's claims. The study builds on the well-documented positive link between EL and employees' PsyCap, suggesting that leadership style influences psychological resources, shaping behavior (Bouckenooghe et al., 2015; Jabeen and Munir, 2018; Maykrantz et al., 2021; Qian and Jian, 2020; Seo and Chung, 2019). The consistent positive correlation between employees' PsyCap and positive workplace behaviors supports the study's hypothesis.

The study's novel investigation into employees' PsyCap as a Med between EL and PSRB fills a significant gap in organizational dynamics literature. The observed positive correlation between higher PsyCap levels and increased PSRB aligns with established literature, validating outcomes and highlighting PsyCap's pivotal role in interpreting how EL influences employee behaviors. The study's significance is amplified by synthesizing evidence from diverse sources, creating a robust foundation that underscores the interconnectedness of PsyCap, EL, and PSRB. By unveiling PsyCap's mediating mechanism, the study provides a nuanced understanding of the intricate link between EL and PSRB, presenting insights beyond traditional research paradigms and shaping potential future research directions.

Hence, the groundbreaking exploration of PsyCap as a Med expands knowledge and furnishes valuable insights for future research and organizational practices.

Hence, the validation of hypotheses 7a and 7b within this study explicitly corresponds to the fifth research question, effectively fulfilling the fifth research objective shown below in Table 5.3.

5.3.6 Research Objective 6: Mediating Relationship of Employee's PsyEmp between EL and Employee's UPB and PSRB

The central focus of the sixth research question in the current study was to explain the mediating mechanism of employees' PsyEmp in the connection between EL and employees' UPB and PSRB within the organizational context. Similarly, the sixth research objective was developed to examine the mediating mechanism of employees' PsyEmp in establishing the link between EL and employees' UPB and PSRB within organizations. Anchored in the SCT (Bandura, 1986) and SET (Blau, 1964), and drawing insights from pertinent literature associated with the sixth research question and objective, the study articulated the following hypotheses:

Hypothesis 8a: Employees' PsyEmp positvely mediated the relationship between EL and employees' UPB within organizations.

Hypothesis 8b: Employees' PsyEmp positvely mediated the relationship between EL and employees' PSRB within organizations.

Mediating Relationship of Employees'PsyEmp between EL and Employees'UPB (Hypothesis 8a)

The study supported Hypothesis 8a, indicating that PsyEmp serves as a partial Med in the link between EL and employees' UPB. The total effect of EL on UPB was statistically significant, and the total indirect effect, including mediation through PsyEmp, was also significant. Additionally, the specific indirect effect of PsyEmp between EL and UPB was statistically significant, affirming PsyEmp's complementary partial mediating role in connecting EL to employees' UPB. The empirical substantiation of Hypothesis 8a, proposing that employees' PsyEmp serves as a mediating mechanism between EL and employees' UPB, is

strongly fortified by the study's findings. The positive correlation identified in the study aligns with supporting evidence drawn from diverse complementary studies, marking the study's innovative exploration of PsyEmp as a mediating mechanism between EL and employees' UPB as a notable advancement in existing literature (Llorente-Alonso et al., 2024; Schermuly et al., 2022).

The study establishes a positive correlation between EL and employees' PsyEmp, highlighting a foundational link between leadership and PsyEmp (Dust et al., 2018; Mubarak et al., 2022; Sattar et al., 2020; Qing et al., 2020). Emphasizing support from existing literature, the study underscores the positive relationship between PsyEmp and positive workplace behaviors, especially UPB. It further strengthens its position by integrating prior research on PsyEmp's mediating role in relationships involving different leadership styles and outcomes (Agarwal et al., 2022; Bharadwaja and Tripathi, 2020; Saira et al., 2021; Towsen et al., 2020; Wang et al., 2022). Aligning with literature that identifies PsyEmp as a Med between EL and diverse organizational outcomes, the study reinforces its findings within the broader context of organizational dynamics influenced by leadership and employees' PsyEmp.

This research introduces a novel perspective by examining PsyEmp as a Med between EL and UPB. Its unique contribution lies in enhancing the depth of existing literature, offering nuanced insights into intricate relationships within organizational contexts. The study's pioneering approach advances the understanding of how leadership styles, particularly EL, influence employee behaviors like UPB. By extending knowledge on EL's impact on UPB through PsyEmp, the research makes a significant contribution to organizational behavior studies, paving the way for future investigations. Overall, the study is a trailblazer, influencing scholarly discourse and informing organizational practices.

Mediating Relationship of Employees'PsyEmp between EL and Employees'PSRB (Hypothesis 8b)

The study supported Hypothesis 8b, indicating that PsyEmp functions as a partial Med in the relationship between EL and employees' PSRB. The total effect of EL on PSRB was statistically significant, and the total indirect effect, encompassing mediation through PsyEmp, was also significant. Additionally, the specific indirect

effect of PsyEmp between EL and PSRB was statistically significant, affirming PsyEmp's complementary partial mediating role in connecting EL to employees' PSRB.

The robust empirical validation of Hypothesis 8b, asserting that employees' PsyEmp functions as a mediating mechanism between EL and employees' PSRB, finds substantial support in the study's comprehensive findings. The positive correlation uncovered aligns with reinforcing evidence drawn from a diverse range of complementary studies, marking the study's innovative exploration of PsyEmp as a mediating mechanism between EL and employees' PSRB as a notable advancement in existing literature (Mathew and Nair, 2022; Şenol Çelik et al., 2024).

The study builds on consistent literature indicating a positive link between EL and employees' PsyEmp, establishing a direct connection (Hu et al., 2018; Sarwar et al., 2023; Suifan et al., 2020; Zhu, 2008). It emphasizes PsyEmp's role in shaping positive workplace behaviors, particularly PSRB. Drawing on broader research, the study highlights PsyEmp's mediating role in relationships between diverse leadership styles and outcomes, enriching the understanding of leadership impact (Ali et al., 2020; Gyamerah et al., 2022; Siyal et al., 2023; Tripathi et al., 2020). Aligning with existing literature, it reinforces findings by positioning PsyEmp as a Med between EL and various organizational outcomes, contributing to a comprehensive view of organizational dynamics shaped by EL and employee psychological resources.

This study introduces a pioneering perspective by examining employees' PsyEmp as a Med between EL and PSRB. This innovative insight enhances the study's generalizability and deepens the understanding of EL, PsyEmp, and employee behavior in organizational contexts. The research's significance lies in extending knowledge by exploring how EL influences PSRB through the mediating role of PsyEmp, making a valuable contribution to organizational behavior research. This unique approach not only enriches theoretical foundations but also offers practical insights for organizations aiming to cultivate a positive work environment and ethical employee conduct. Therefore, the confirmation of Hypotheses 8a and 8b in this investigation directly aligns with the focus of the sixth research question,

thereby successfully achieving the corresponding research objective shown below in Table 5.3.

5.3.7 Research Objective 7: Moderating Role of Employees' MID between EL and Employees' OID, PsyCap and PsyEmp

The seventh research question in the current study sought to examine the moderating effects of employee's MID on the relationship between EL and employees' OID, PsyCap, and PsyEmp within the organizational context. Correspondingly, the seventh research objective was formulated to scrutinize the moderating effects of employee's MID on the associations between EL and employees' OID, PsyCap, and PsyEmp within organizations. Drawing from the SCT (Bandura, 1986) and SET (Blau, 1964), and seeking insights from relevant literature linked to the seventh research question and objective, the study articulated the following hypotheses:

Hypothesis 9a: The employees' MID positvely moderated the relationship between EL and the employees' OID such that the relationship was stronger for the employees with higher MID than low.

Hypothesis 9b: The employees' MID positvely moderated the relationship between EL and the employees' PsyCap such that the relationship was stronger for the employees with higher MID than low.

Hypothesis 9c: The employees' MID positvely moderated the relationship between EL and the employees' PsyEmp such that the relationship was stronger for the employees with higher MID than low.

Moderating Role of Employees' MID between EL and Employees' OID, PsyCap and PsyEmp (Hypothesis 9a, 9b, 9c)

The study supported Hypothesis 9a 9b and 9c, confirming that MID significantly moderates the positive links between EL and OID, PsyCap and PsyEmp. The inclusion of the interaction term (MID x EL) maintained the statistical significance of this relationship, indicating that individuals with higher levels of MID exhibit

a more pronounced strengthening of the EL-OID, EL-PsyCap, and EL-PsyEmp connections. The R2 values indicated a notable increase in explanatory power for OID, PsyCap, and PsyEmp, emphasizing the substantial contribution of the MID x EL interaction effects. Visual representation through interaction plots highlighted that individuals with higher MID experienced a more pronounced strengthening of the EL-OID, EL-PsyCap, and EL-PsyEmp relationships compared to those with lower MID. These findings underscore the moderating role of MID, intensifying the impact of EL on OID, PsyCap, and PsyEmp, particularly among individuals with high MID levels (Ahmed and Ishfaq Khan, 2024).

The existing body of literature robustly validates Hypotheses 9a, 9b, and 9c, suggesting that employees' MID functions as a pivotal Mod in the correlation between EL and diverse employee outcomes. These findings are consistent with prior research highlighting MID significantly influencing the connection between leadership and employee's behaviour and psychological processes (Aquino and Reed II, 2002; Hertz and Krettenauer, 2016; Ismail and Hilal, 2023; Krettenauer, 2022; Lefebvre and Krettenauer, 2019; Shaw and Liao, 2021; Xu et al., 2023). The research contributes to the broader scholarly discourse, reinforcing the idea that MID plays a substantial moderating role in the intricate dynamics between EL and diverse psychological processes and workplace behaviors (Al Halbusi et al., 2023; Chuang and Chiu, 2018; Gan, 2018; Giessner et al., 2015; Haller et al., 2018; Moore et al., 2019; O'Keefe et al., 2019; Wang et al., 2021).

The study's significance lies in unraveling how employees' MID functions as a key factor moderating the impact of EL on crucial organizational aspects. The results provide nuanced insights into how EL influences OID, PsyCap, and PsyEmp, contingent on individual moral values embedded in MID. The observed stronger impact of EL on OID for individuals with higher MID emphasizes the pivotal role of MID in shaping organizational allegiance. This insight contributes to our understanding of how leaders can effectively foster a sense of identification and commitment among employees, particularly those with a stronger MID.

Moreover, the study extends the understanding of PsyCap by introducing MID as a Mod, revealing an intricate link between employees' psychological resources and their MID. This suggests that an individual's moral values influence not only their

ethical perceptions of leadership but also their psychological resources, which are crucial for organizational success.

Furthermore, the moderation effect on PsyEmp further highlights that EL's positive influence on employee empowerment is more pronounced for individuals with higher MID. This underscores the importance of considering individual characteristics, such as MID, in leadership research, as they significantly shape the effectiveness of leadership behaviors.

Overall, these findings advance our comprehension of the complex interplay between EL, individual characteristics (specifically MID), and organizational psychological resources (specifically OID, PsyCap and PsyEmp). By recognizing and understanding the moderating role of MID, organizations can tailor their leadership approaches to align with the moral values of their workforce, fostering a more ethical, empowered, and psychologically resilient organizational culture.

The affirmation of Hypotheses 9a, 9b, and 9c within this study precisely corresponds with the emphasis of the seventh research question, thereby effectively attaining the associated research objective shown below in Table 5.3.

5.3.8 Research Objective 8: Moderating Role of Employees' Perception of EC between Employees' OID, PsyCap, PsyEmp, and UPB and PSRB.

The eighth research question in the current study aimed to investigate the moderating effect of employees' perception of EC on the relationships between employees' OID, PsyCap, PsyEmp and UPB and PSRB within the organizational context.

Similarly, the eighth research objective was devised to examine the moderating impacts of employees' perception of EC on the connections between employees' OID, PsyCap, PsyEmp and UPB and PSRB within organizations. Grounded in

SCT (Bandura, 1986) and SET (Blau, 1964), and drawing insights from pertinent literature associated with the eighth research question and objective, the study formulated the following hypotheses:

Hypothesis 10a: The employees' perception of EC within organizations negatively moderated the relationship between the employees' OID and UPB such that the realtionalship was weaker for the employees with higher perception of EC than low.

Hypothesis 10b: The employees' perception of EC within organizations negatively moderated the relationship between the employees' PsyCap and UPB such that the relationship was weaker for the employees with higher perception of EC than low.

Hypothesis 10c: The employees' perception of EC within organizations negatively moderated the relationship between the employees' PsyEmp and UPB such that the relationship was weaker for the employees with higher perception of EC than low.

Hypothesis 11a: The employees' perception of EC within organizations negatively moderated the relationship between the employees' OID and the PSRB such that the relationship was weaker for the employees with higher perception of EC than low.

Hypothesis 11b: The employees' perception of EC within organizations negatively moderated the relationship between employees' PsyCap and the PSRB such that the relationship was weaker for the employees with higher perception of EC than low.

Hypothesis 11c: The employees' perception of EC within organizations negatively moderated the relationship between the employees' PsyEmp and the PSRB such that the relationship was weaker for the employees with higher perception of EC than low.

Moderating Role of EC between the Employees' OID, PsyCap and PsyEmp, and UPB and PSRB (Hypothesis 10a, 10b, 10c, 11a, 11b, 11c)

Hypotheses 10a, 10b, 10c, 11a, 11b, and 11c posited that employees' perception of EC moderates the relationships between OID, PsyCap, PsyEmp and UPB and PSRB respectively. The results indicate that the moderating effect of employees' perception of EC was more pronounced for those with higher EC perceptions.

Therefore, Hypotheses 10a, 10c, 11a, and 11c garnered support. However, the study found insignificant moderating effect of EC on the link between employees' PsyCap and UPB (Hypothesis 10b). Similarly, contrary to the hypothesized direction, the impact of EC on the link between employees' PsyCap and PSRB was found significant but enhanced rather than weakened (Hypothesis 11b). Consequently, Hypotheses 10b and 11b did not receive support.

The study aligns with the literature emphasizing the crucial role of employees' perception of EC in moderating organizational dynamics (Decoster et al., 2021; Jiang and Lin, 2021; Rui and Qi, 2021; Rui and Xinqi, 2020). It identifies a stronger moderating effect for those with higher EC perception, acting as a buffer against associations between OID and PsyEmp, as well as UPB and PSRB. Supported hypotheses (10a, 10c, 11a, and 11c) suggest a positive EC serves as a deterrent for employees with strong OID and PsyEmp from engaging in UPB and PSRB. This deterrent effect is grounded in the understanding that such behaviors may harm organizational reputation in environments valuing ethical principles. EC reinforces ethical inclinations, connecting strongly with EL, and serves as a guiding framework aligning individual and organizational values, mitigating the impact of OID and PsyEmp on detrimental behaviors (Bai et al., 2019; Kim and Vandenberghe, 2020; O'Keefe et al., 2020).

However, the unexpected outcomes observed in Hypothesis 10b and Hypothesis 11b, where the moderating effect of EC on the link between PsyCap and UPB was deemed insignificant, and the moderating effect between PsyCap and PSRB was surprisingly stronger for employees with a higher perception of EC, warrant a comprehensive examination to understand the potential factors contributing to these results. Several plausible explanations could be considered for the lack of support in Hypothesis 10b for the unexpected finding that the link between employees' PsyCap and UPB is insignificant for employees with a higher perception of EC.

Firstly, it's crucial to consider the nuanced nature of the link between PsyCap and UPB. The absence of a significant association in our study may be attributed to specific contextual factors or organizational dynamics that were not fully captured in our research design. Factors such as the specific nature of the industry,

organizational culture, or the measurement intricacies of UPB might contribute to variations in the relationship.

Secondly, the intricate interplay of multiple variables may have obscured the anticipated moderating effect of employees' perception of EC. It is plausible that other influential factors, not accounted for in our study, exerted a more dominant impact on the PsyCap-UPB relationship, thus mitigating the expected moderation by EC perception.

Moreover, individual differences among employees, such as their personal ethical orientations or moral reasoning, may play a substantial role in shaping the PsyCap-UPB relationship. If these individual differences were not adequately controlled for or examined, they could contribute to the lack of significance observed in our findings.

Additionally, the specific dimensions or components of PsyCap might have varying effects on UPB. Future research could delve deeper into exploring whether specific elements of PsyCap, such as self-efficacy or resilience, exhibit distinct relationships with UPB, providing a more nuanced understanding of this intricate association.

Furthermore, it's essential to acknowledge the potential for methodological limitations in our study. Issues related to measurement validity, sample characteristics, or the timing of data collection may have influenced the observed results. A thorough examination of the study's methodological rigor and potential limitations could offer valuable insights into the unexpected findings.

Similarly, Hypothesis 11b invites consideration of several alternative explanations for the unexpected finding that the link between employees' PsyCap and PSRB is stronger for employees with a higher perception of EC.

One plausible explanation could be related to the interplay between PsyCap, EC, and the organizational context. It is conceivable that in environments where employees perceive a strong EC, the positive influence of PsyCap on behavior is magnified due to a heightened collective commitment to ethical values. This alignment might create a synergistic effect, where individuals with high PsyCap are not only personally motivated but also inspired by the ethical ethos of the organization, leading to an enhanced manifestation of positive behaviors.

Another alternative explanation could be associated with the role of EC in shaping social norms within the organization. In settings where ethical principles are highly valued, there may be a stronger social expectation and encouragement for employees to exhibit positive behaviors. This, in turn, could amplify the impact of PsyCap on employees' actions, as individuals strive to meet both personal and socially endorsed standards.

Additionally, the unexpected result might be influenced by individual differences in the interpretation of EC. Employees with a higher perception of EC may possess distinct characteristics or values that synergize with PsyCap, creating a more potent influence on positive behaviors. Unraveling the underlying mechanisms of this phenomenon requires a nuanced exploration of organizational dynamics, individual traits, and the intricate interplay between psychological resources and EC.

Notwithstanding, the findings of our study contribute significantly to the existing literature by offering novel insights into the moderating role of employees' perception of EC within the context of nursing settings across Pakistan. The study's unique focus on the relationships between OID, PsyCap, PsyEmp and UPB and PSRB sets it apart, providing valuable contributions in several ways.

Firstly, the study expands the understanding of the nuanced influence of EC by demonstrating its moderating impact on OID, PsyEmp and UPB and PSRB. The supported hypotheses (10a, 10c, 11a, and 11c) reveal that when employees perceive a stronger EC, the traditional positive relationships between OID, PsyEmp, and constructive deviance behaviors (UPB and PSRB) are weakened. This aligns with the broader literature on ECs and their role in shaping organizational dynamics and employee behaviors.

Secondly, the study introduces a unique perspective by investigating the moderating effect of EC on PsyCap in the context of UPB and PSRB. While Hypothesis 10b was not supported, indicating an insignificant moderating effect, the unexpected finding in Hypothesis 11b, where the impact of EC on the link between PsyCap and PSRB was stronger in the opposite direction, adds a layer of complexity. This calls for a deeper exploration of the intricate interplay between EC, PsyCap, and behavioral outcomes, emphasizing the need for context-specific investigations.

Thirdly, the study underscores the importance of considering industry-specific contexts, such as nursing, when exploring the relationships between EC and employee behaviors. The healthcare sector, with its unique ethical challenges and demands, becomes a crucial setting for understanding how EC influences the behaviors of healthcare professionals. The findings thus contribute to the healthcare management literature, offering insights that can inform organizational practices and policies in healthcare organizations.

Lastly, the study's contribution is not limited to the specific nursing settings in Pakistan but extends to a broader understanding of how EC operates as a Mod in diverse organizational and cultural contexts. The unexpected results prompt further exploration into the contextual factors shaping the impact of EC, providing a foundation for future research and contributing to the ongoing discourse on EL, organizational behavior, and workplace ethics. Overall, the study enriches the literature by offering nuanced insights into the moderating role of EC in the healthcare sector, calling for continued exploration and discussion in this evolving field.

The confirmation of Hypotheses 10a, 10c, 11a, and 11c in this investigation precisely aligns with the focus of the eighth research question, thereby mostly achieving the corresponding research objective shown below in Table 5.3.

5.3.9 Research Objective 9: Predictive Relevance of the Proposed Theoretical Framework

The ninth research question in the current study concentrated on scrutinizing the proposed theoretical framework through a predictive lens, integrating insights from SCT (Bandura, 1986), SET (Blau, 1964), and pertinent literature within the context of Pakistan. Correspondingly, research objective 9 was devised to assess the designated theoretical framework from a predictive perspective, considering the influences of SCT (Bandura, 1986) and SET (Blau, 1964) in the Pakistani context.

The study's meticulous exploration of the theoretical framework, guided by SCT (Bandura, 1986) and SET (Blau, 1964) within the context of Pakistan, culminated

in a robust research model. The overarching aim was to scrutinize the predictive and explanatory capabilities of the model, encompassing the relationships between EL, UPB, and PSRB. Further complexity was added through the inclusion of OID, PsyCap, and PsyEmp as mediating mechanisms, with MID and EC serving as Mods.

The analytical framework of PLS-SEM facilitated a nuanced exploration of the model's predictive relevance. The research yielded substantial explanatory power, as evidenced by R^2 values of 0.341 for UPB and 0.423 for PSRB. These values suggest that the included variables collectively account for a significant proportion of the variance in both unethical and pro-social behaviors among nursing professionals in the Pakistani healthcare sector (Hair et al., 2019; Hair and Sarstedt, 2021; Sarstedt et al., 2020b; Shmueli, 2010). The F^2 values further underscore the impact of the predictors, with effect sizes of 0.061 for UPB and 0.038 for PSRB, indicating a reasonable influence (Cohen, 1988; Hair et al., 2019; Kenny and Judd, 2019; Sarstedt et al., 2020a).

The assessment of predictive relevance, as measured by Q^2 values, revealed the model's ability to anticipate outcomes. A Q^2 value of 0.231 for UPB and 0.242 for PSRB implies that the model has moderate predictive power, offering valuable insights for anticipating the ethical and pro-social behaviors of nursing professionals in the organizational context (Hair and Sarstedt, 2021; Shmueli et al., 2019; Sharma et al., 2021; Stone, 1974).

The LV Prediction Summary, including RMSEA and MAE values, provided additional layers of insight into the model's fit and accuracy. The RMSEA values of 0.885 for UPB and 0.879 for PSRB suggest a reasonable fit, indicating that the model captures the underlying relationships well. The MAE values, representing prediction accuracy, were satisfactory at 0.647 for UPB and 0.57 for PSRB, indicating that the model's predictions align well with the observed data (Liengaard et al., 2021; Ringle et al., 2023; Sharma et al., 2022).

Comparison with PLS-RMSE and LM-RMSE values reinforced the superiority of PLS-SEM in generating lower prediction errors for the majority of indicators. This suggests that the PLS-SEM analysis, conducted using Smart PLS, outperforms

alternative methods in capturing the complexities of the model (Shmueli et al., 2019).

The Goodness of Fit Model (GoF) parameters further affirmed the model's adequacy. SRMR values of 0.049, d_ULS as 5.846, d_G as 2.161, and NFI as 0.775 collectively indicate that the model aligns well with the observed data and offers a satisfactory fit (Dijkstra and Henseler, 2015; Ringle et al., 2023; Shmueli et al., 2016, 2019).

Hence, the study's application of PLS-SEM using Smart PLS has provided a comprehensive understanding of the predictive and explanatory capabilities of the research model. The nuanced relationships among the variables, the substantial explanatory power, and the robust predictive relevance collectively underscore the model's utility in understanding and anticipating ethical and pro-social behaviors in the complex healthcare context of Pakistan.

The findings not only contribute to the theoretical understanding of these phenomena but also have practical implications for organizational leaders and policymakers in the healthcare sector, offering guidance for fostering EL and promoting desirable behaviors among nursing professionals.

Overall, this study effectively addressed Research Question 9, thereby accomplishing Research Objective 9 shown below in Table 5.3.

5.4 The Summary of the Achievement of Research Objectives: Mapping Research Questions, Research Objectives, Hypotheses, and Results

The summary of the study's achievement of research objectives is presented by mapping research questions, research objectives, hypotheses, and results, as illustrated in Table 5.3 below.

TABLE 5.3: Mapping of Research Questions, Research Objectives, Hypotheses, and Results

Research Questions	Research Objectives	Hypotheses	Results
RQ-1: What is the relationship between EL and employees' UPB and PSRB within organizations?	**RO-1:** To find out the relationship between EL and employees' UPB and PSRB within organizations.	**H-1a:** EL is negatively related to employees' UPB within organizations.	Not Supported
		H-1b: EL is negatively related to employees' PSRB within organizations.	Not Supported
RQ-2: What is the relationship between EL and employees' OID, PsyCap and PsyEmp within organizations?	**RO-2:** To find out the relationship between EL and employees' OID, PsyCap and PsyEmp within organizations.	**H-2a:** EL is positively related to employees' OID within organizations.	Supported
		H-2b: EL is positively related to employees' PsyCap within organizations.	Supported
		H-2c: EL is positively related to employees' PsyEmp within organizations.	Supported
RQ-3: What is the relationship between employees' OID, PsyCap and PsyEmp, and UPB and PSRB within organization?	**RO-3:** To find out the relationship between employees' OID, PsyCap and PsyEmp, and UPB and PSRB within organization.	**H-3a:** Employees' OID is positively related to UPB within organizations.	Supported
		H-3b: Employees' OID is positively related to PSRB within organizations.	Supported

Research Questions	Research Objectives	Hypotheses	Results
		H-4a: Employees' PsyCap is positively related to UPB within organizations.	Supported
		H-4b: Employees' PsyCap is positively related to PSRB within organizations.	Supported
		H-5a: Employees' PsyEmp is positively related to UPB within organizations.	Supported
		H-5b: Employees' PsyEmp is positively related to PSRB within organizations.	Supported
RQ-4: Does employee OID mediate the relationship between EL and employee's UPB and PSRB within organization?	**RO-4:** To explain the mediating mechanism of employee's OID between EL and employee's UPB and PSRB within organizations.	**H-6a:** Employees' OID positively mediates the relationship between EL and employees' UPB within organizations.	Supported
		H-6b: Employees' OID positively mediates the relationship between EL and employees' PSRB within organizations.	Supported

Research Questions	Research Objectives	Hypotheses	Results
RQ-5: Does the employee's PsyCap mediate the relationship between EL and the employee's UPB and PSRB within organizations?	**RO-5:** To explain the mediating mechanism of employee's PsyCap between EL and employee's UPB and PSRB within organizations.	**H-7a:** Employees' PsyCap positively mediates the relationship between EL and employees' UPB within organizations.	Supported
		H-7b: Employees' PsyCap positively mediates the relationship between EL and employees' PSRB within organizations.	Supported
RQ-6: Does employees PsyEmp mediate the relationship between EL and employee UPB and PSRB within organizations?	**RO-6:** To explain the mediating mechanism of employee's PsyEmp between EL and employee's UPB and PSRB within organizations.	**H-8a:** Employees' PsyEmp positively mediates the relationship between EL and employees' UPB within organizations.	Supported
		H-8b: Employees' PsyEmp positively mediates the relationship between EL and employees' PSRB within organizations.	Supported
RQ-7: Does employees MID moderate the relationship between EL and employee's OID, PsyCap and PsyEmp within organizations?	**RO-7:** To investigate the moderating effects of employee's MID between EL and employees' OID, PsyCap and PsyEmp within organizations.	**H-9a:** The employees' MID positively moderates the relationship between EL and employees' OID.	Supported

Research Questions	Research Objectives	Hypotheses	Results
		H-9b: Employees' MID positively moderates the relationship between EL and employees' PsyCap.	Supported
		H-9c: Employees' MID positively moderates the relationship between EL and employees' PsyEmp,	Supported
RQ-8: Does employees' perception of EC moderate the relationship between employee's OID, PsyCap and PsyEmp, and UP and PSRB within organizations?	**RO-8:** To investigate the moderating effects of employee's perception of EC between employees' OID, PsyCap and PsyEmp and UPB and PSRB within organizations.	**H-10a:** Employees' perception of EC within organizations negatively moderates the relationship between employees' OID and UPB.	Supported
		H-10b: Employees' perception of EC within organizations negatively moderates the relationship between employees' PsyCap and UPB.	Not Supported
		H-10c: Employees' perception of EC within organizations negatively moderates the relationship between employees' PsyEmp and UPB.	Supported

Research Questions	Research Objectives	Hypotheses	Results
		H-11a: Employees' perception of EC within organizations negatively moderates the relationship between employees' OID and PSRB.	Supported
		H-11b: Employees' perception of EC within organizations negatively moderates the relationship between employees' PsyCap and PSRB.	Not Supported
		H-11c: Employees' perception of EC within organizations negatively moderates the relationship between employees' PsyEmp and PSRB.	Supported
RQ-9: Does the proposed theoretical framework demonstrate predictive relevance within the context of Pakistan in light of SCT and SET?	**RO-9:** To test the predictive relevance of the proposed theoretical framework within the context of Pakistan in light of SCT and SET.	-	Supported

EL: Ethical Leadership; UPB: Unethical Pro-Organizational Behavior; PSRB: Pro-Social Rule Breaking; OID: Organizational Identification; PsyCap: Psychological Capital; PsyEmp: Psychological Empowerment; MID: Moral Identity; EC: Ethical Climate; RQ: Research Question; RO: Research Objective: H: Hypothesis

5.5   Conclusions

The study's conclusions encompass theoretical contributions, contextual contributions, methodological contributions, policy implications, managerial implications, a concise summary encapsulating the key takeaways, and considerations for limitations and future research directions.

5.5.1   Theoretical Contributions

Based on the findings of the current study and subsequent discussion, the study holds several theoretical contributions that significantly enrich the existing body of literature, advancing our understanding of the intricate dynamics between EL, employees' psychological processes, and organizational behaviors. The findings not only provide empirical support for established theories but also extend their applicability to diverse organizational contexts, shedding light on the nuanced mechanisms through which EL influences various facets of employee behavior and cognitive processes. This study, through its robust methodology and comprehensive analysis, contributes valuable insights that bridge gaps in the current theoretical landscape, offering a foundation for future research endeavors in the realm of organizational behavior and leadership studies.

Firstly, the current study contributes significantly to the theoretical landscape of leadership and organizational behavior by challenging established assumptions and introducing nuanced perspectives on the relationship between EL and employee behaviors. Contrary to conventional expectations (Bedi et al., 2016; Den Hartog, 2015; Ko et al., 2018; Lemoine et al., 2019; Peng and Kim, 2020), the findings reveal a positive association between EL, UPB and PSRB. This counterintuitive finding challenges prevailing notions that EL should consistently lead to decreased unethical behaviors among employees. The study prompts a reconsideration of the dynamics between EL and employee conduct, emphasizing the need for a more nuanced understanding that acknowledges the complexity of these relationships. This departure from the expected negative correlation adds a layer of sophistication to discussions on EL outcomes, encouraging scholars to further explore the conditions under which such unexpected associations may arise.

Secondly, the research establishes robust positive relationships between EL and various positive psychological resources, including OID, PsyCap, and PsyEmp. By showcasing the multifaceted positive influence of EL, the study expands the scope of leadership literature (Costa et al., 2022; Goswami and Agrawal, 2023; Sarwar et al., 2023). It challenges the traditional emphasis on the prevention of negative outcomes and underscores the proactive role of ethical leaders in fostering positive organizational psychological resources and employee behaviors. This comprehensive exploration of positive outcomes aligns with contemporary organizational theories emphasizing the importance of promoting employee flourishing and positive organizational cultures.

Thirdly, the study makes significant theoretical contributions by validating the positive relationship between employees' psychological processes (OID, PsyCap, and PsyEmp) and constructive deviance behaviors (UPB and PSRB). These findings align with previous research (Conroy et al., 2017; Kalshoven et al., 2016; Naseer et al., 2020; Sidorenkov et al., 2023; Umphress et al., 2010), reinforcing the idea that highly identified employees are more prone to engage in unethical actions benefiting the organization. Additionally, the study reveals that employees high in hope, self-efficacy, optimism, and resilience are more likely to engage in strategic initiatives like UPB and PSRB, viewing them as serving organizational interests (Loghman et al., 2023; Newman et al., 2014; Vilarino del Castillo and Lopez-Zafra, 2022; Yuan et al., 2023). Moreover, empowered employees experiencing meaning, self-determination, competence, and impact may also engage in these behaviors if perceived as aligning with organizational goals (Llorente-Alonso et al., 2024; Mathew and Nair, 2022; Schermuly et al., 2022; Şenol Çelik et al., 2024). These findings challenge the conventional wisdom that employees' psychological processes like OID, PsyCap, and PsyEmp always contribute positively towards organizational behavior. The research underscores the need for organizations to balance fostering OID, PsyCap, and PsyEmp with maintaining ethical standards to prevent ethical dilemmas.

Forthly, this study also makes significant strides in uncovering the mediating pathways through which EL influences employee behavior. The identification of OID, PsyCap, and PsyEmp as mediating mechanisms provides a nuanced understanding

of the psychological processes through which EL exerts its impact. This enriches existing theoretical frameworks by detailing the intricate processes that link EL behaviors to desirable employee outcomes (Amber et al., 2022; Costa et al., 2022; Mubarak et al., 2022). Scholars can leverage these insights to develop more precise and targeted interventions aimed at enhancing specific psychological states that contribute to positive employee behaviors.

Fifithly, the study also introduces MID and EC as Mods, expanding our understanding of the contingent factors that influence the relationships within the proposed model. The confirmation of the moderating role of MID and EC on certain relationships underscores the importance of individual and contextual factors in shaping the outcomes of EL (Al Halbusi et al., 2023; Bai et al., 2019; O'Keefe et al., 2020). This inclusion of moderating variables adds depth to leadership theories by acknowledging the variability in how individuals and organizational contexts may influence the effectiveness of EL practices.

Sixthly, the unexpected findings regarding the moderation effect of EC on the links between PsyCap, UPB and PSRB present a noteworthy departure from the hypothesized negative moderation effect. These unexpected moderations suggest that a higher perception of EC remains insignificant for the positive link between PsyCap and UPB while strengthening the positive link between PsyCap and PSRB. These findings also challenge conventional expectations (Haq et al., 2022; Zhu et al., 2022) and highlight the complexity of the interplay between EC, individual psychological states, and employee behaviors. Further exploration and discussion within the literature are warranted to unpack the mechanisms behind these unexpected moderation effects, providing fertile ground for future research endeavors.

Seventhly, the study advances SCT (Bandura, 1986) by incorporating OID, PsyCap, and PsyEmp as Meds between EL and UPB/PSRB. This extension to organizational contexts elucidates how cognitive factors shaped by EL mediate specific employee behaviors. The introduction of MID aligns with SCT's (Bandura, 1986) focus on moral development, illustrating how ethical leaders mold employees' MID. Considering EC as a Mod recognizes environmental influences, enhancing SCT's (Bandura, 1986) applicability to complex organizational settings (Bandura, 2002,

2018; Wood and Bandura, 1989). Hence, the study enriches SCT (Bandura, 1986) by revealing how EL impacts employees' psychological processes and behaviors, advancing its relevance to organizational dynamics.

Eighthly, the study also advances SET (Blau, 1964) based on reciprocity, and social exchanges hinging on expected benefits (Gouldner, 1960; Homans, 1958; Molm, 2003). In the organizational setting, the Meds showcase how employees reciprocate EL, fostering OID and other psychological resources like PsyCap and PsyEmp that influence behaviors. The introduction of MID aligns with SET's (Blau, 1964) norm development, illustrating how ethical leaders establish moral norms through employees' MID. EC as a Mod recognizes contextual influences on social exchanges, emphasizing how the organizational environment shapes reciprocity between EL and employee behaviors (Blau, 1964; Cropanzano and Mitchell, 2005; Emerson, 1976). Hence, the study contributes to SET (Blau, 1964) providing insights into nuanced social exchanges in EL and suggesting reciprocal relationships in organizational settings.

Ninthly, the theoretical contribution of this study lies in its approach adopting a multi-theoretical framework that incorporates both the SCT (Bandura, 1986) and SET (Blau, 1964) emphasizing observational learning and positive role modeling through EL (SCT), with the social dynamics of reciprocal exchanges within the organization (SET) (Creswell and Creswell, 2017; Peng and Kim, 2020; Roy et al., 2024). This approach offers a nuanced understanding of how EL influences both individual cognition and organizational social dynamics. This approach not only enhances the theoretical richness of the investigation but also allows for the rejection of weaker or biased theoretical perspectives, contributing to the refinement and advancement of theoretical frameworks in the study of EL (Fischer et al., 2017; Palanski et al., 2021; Peng and Kim, 2020).

Tenthly, the current study also makes a theoretical contribution by exploring a comprehensive understanding of EL through multiple mediating mechanisms. While previous research identified specious Meds, it overlooked investigating more than one link between EL and employees' behaviors. Guided by Fischer et al. (2017) and Peng and Kim (2020), this study empirically elucidates the connections between EL, UPB, and PSRB. The mediating mechanisms include OID,

PsyCap, and PsyEmp, within the contextual boundaries of individual differences (MID) and employees' perceptions of the organizational context (EC). This contributes to a nuanced understanding of the intricate relationship dynamics in EL and employees' behaviors.

Lastly, this study's theoretical contribution lies in challenging the universally positive perception of EL (Bedi et al., 2016; Den Hartog, 2015; Ko et al., 2018; Lemoine et al., 2019; Peng and Kim, 2020) and acknowledging its potential dark side (Fox et al., 2023; Kalshoven et al., 2016; Lin et al., 2016; Stenmark and Mumford, 2011; Stouten et al., 2013; Zheng et al., 2015). Unlike prior research emphasizing EL's positive impact, this study aligns with a growing body of work revealing negative aspects of leadership (Almeida et al., 2022; Mackey et al., 2021; Mehraein et al., 2023; Mitchell et al., 2023; Hassan et al., 2023). By doing so, it enriches the theoretical understanding of leadership dynamics, fostering a more balanced and realistic view of EL in organizational contexts. This departure from the conventional positive narrative adds depth to the discourse on EL, contributing to a nuanced theoretical landscape.

5.5.2 Contextual Contributions

This study holds significant contributions by the application of SCT (Bandura, 1986) and SET (Blau, 1964) across cultures, particularly in the non-Western context of Pakistan. This study bridges gaps in existing literature, offering a nuanced understanding of leadership dynamics and ethical behavior in diverse cultural and organizational settings.

Firstly, the current study significantly contributes to the body of literature by testing the assumptions of SCT (Bandura, 1986) and SET (Blau, 1964) in a non-Western context. Acknowledging that the majority of organizational theories, including SCT (Bandura, 1986) and SET (Blau, 1964), were originally developed and tested in Western settings, the research addresses concerns about their generalizability across cultures (Hattie et al., 2020; Kroumova and Mittal, 2023; Ly, 2020; Rui and Xinqi, 2020). By examining an integrated model based on SCT (Bandura, 1986) and SET (Blau, 1964) in the context of Pakistan—a society characterized by

high power distance, collectivism, uncertainty avoidance, masculinity, and short-term orientation—the study offers insights into the applicability and adaptability of these theories to diverse cultural and organizational contexts (Bandura, 2002; Hofstede, 1984).

Secondly, the combination of SCT (Bandura, 1986) and SET (Blau, 1964) offers crucial contextual contributions in a non-Western developing country like Pakistan. SCT (Bandura, 1986) aligns with cultural norms, emphasizing EL's influence through positive role modeling. SET (Blau, 1964), focusing on reciprocal social exchanges, resonates with Pakistan's cultural values of mutual relationships. This integrated approach caters to cultural intricacies, providing insights into how EL shapes organizational dynamics and employee behavior within Pakistan's specific cultural context. The model enhances our understanding of EL in diverse cultural settings.

Furthermore, this research delves into the impact of EL on employees' UPB and PSRB in the nursing of public and private hospitals in Pakistan. This marks a departure from previous studies conducted in China, Taiwan, South Korea, and the Netherlands (Hsieh et al., 2020; Kalshoven et al., 2016; Miao et al., 2020, 2013; Park et al., 2023; Tang and Li, 2022), contributing novel findings that challenge existing notions of positive leadership. The positive link between EL and UPB/PSRB in the context of non-Western developing countries of South Asia like Pakistan suggests a unique dynamic, shedding light on how EL may manifest differently in various cultural and organizational settings.

Moreover, the study addresses corrupt practices in South Asia, particularly in Pakistan, emphasizing the relevance of investigating EL given the country's high corruption ranking. With Pakistan ranked 27th globally in the CPI (2022), the study aligns with UN SDGs (Goal 16.5) to combat corruption and promote good governance (Bashir and Hassan, 2020; Hassan and Plaček, 2021; Ullah et al., 2022).

By examining EL's impact on UPB and PSRB, the study offers insights into how leadership influences organizational dynamics in the context of corruption, contributing to the broader goal of achieving transparency, accountability, and integrity within institutions for sustainable development.

Additionally, the study highlights the impact of cultural factors on leadership and employee behavior. It underscores the cultural differences between the Western, East Asian, and South Asian contexts, emphasizing that Pakistan's societal characteristics, including high power distance, collectivism, uncertainty avoidance, masculinity, and short-term orientation, may shape leadership practices (Arun and Kahraman Gedik, 2022; Bandura, 2002; Han et al., 2022; Hubner et al., 2022). The encouragement of UPB and PSRB for short-term organizational goals in such a cultural context reveals how these cultural dimensions may contribute to ethical challenges in the workplace.

Lastly, the predictive relevance of the theoretical model in a non-Western developing country like Pakistan enriches the literature by bridging gaps in cross-cultural applicability. It demonstrates that the proposed theories are not confined to Western organizational settings and provides valuable insights for scholars and practitioners seeking to understand leadership and organizational behavior in a global context (Bandura, 2002; Legate et al., 2023; Ly, 2020; Wen and Chi, 2023). This contribution challenges any potential ethnocentrism in organizational behavior theories, offering insights that can be valuable for understanding leadership dynamics in diverse cultural contexts.

Overall, the study provides a comprehensive exploration of the intricate interplay between cultural nuances, leadership practices, and employee behavior, offering valuable insights into both theory and practice.

5.5.3 Methodological Contributions

This study significantly enhances the methodological landscape within the field of organizational behavior by introducing novel and impactful contributions to the existing literature. The rigorous and thoughtful methodological framework employed in the study contributes to the robustness of research practices in organizational behavior, offering valuable insights and paving the way for further advancements in the field.

Firstly, it addresses a common pitfall in research design by delving into multiple mediating mechanisms. It is acknowledged in the literature that relying on a single

mediating mechanism may lead to the identification of specious Meds—variables that may appear to influence the relationship but, in reality, do not (Fischer et al., 2017). By exploring multiple mediating mechanisms such as OID, PsyCap, and PsyEmp between EL and employees' UPB and PSRB, the current study provides a more nuanced and comprehensive understanding of these intricate relationships. This approach aligns with recent meta-analytic studies and addresses the scholars' concern about the limitations of relying on a single explanatory mechanism (Palanski et al., 2021; Peng and Kim, 2020).

Secondly, the study enhances the external validity of its findings by adopting a sector-specific data collection approach. Instead of aggregating data from various sectors, the study focuses specifically on the nursing of public and private hospitals in Pakistan. This sector-focused methodology not only allows for more accurate and context-specific generalizations within the healthcare industry in Pakistan but also provides insights that may apply to similar sectors globally, especially those with comparable cultural and management practices (Bandura, 2002; Hofstede, 1980, 1984).

Thirdly, the methodological contribution extends to the analytical techniques employed. The study utilizes PLS-SEM and employs the PLS Predict technique to enhance the predictive relevance of the model. This analytical approach is in line with contemporary recommendations and ensures a robust analysis of the integrated model within the theoretical framework of SCT and SET (Bandura, 1986; Becker et al., 2023; Blau, 1964; Legate et al., 2023; Ringle et al., 2023). By adopting these advanced analytical methods, the study contributes not only to the specific research question but also to the methodological toolkit available for future studies in organizational behavior. Overall, this study significantly advances the methodological landscape in organizational behavior research. By exploring multiple mediating mechanisms, focusing on sector-specific data collection, and employing advanced analytical techniques like PLS-SEM with PLS Predict, it not only addresses existing research gaps but also contributes valuable tools and insights for future studies in this field. This methodological rigor enhances the reliability and applicability of the findings, making a substantial contribution to the ongoing discourse in organizational behavior research methodologies.

5.5.4 Policy Implications

National Level

The study's focus on collecting data from Registered Nursing professionals in both public and private hospitals across Pakistan within the health sector yields several nuanced policy implications. These implications can significantly impact the formulation of policies and practices within the healthcare sector, addressing both EL and employee behavior. The detailed examination of these implications is crucial for enhancing the effectiveness and ethical standing of healthcare organizations in Pakistan.

Firstly, the study's identification of a positive relationship between EL and UPB emphasizes the importance of instilling ethical values at the leadership level. Policymakers in the healthcare sector should prioritize the development of EL training programs. These programs should focus on nurturing leaders who not only possess clinical expertise but also demonstrate ethical decision-making and conduct. This shift in leadership culture can significantly contribute to the creation of a healthcare environment that values integrity and ethical practices.

Furthermore, the observed positive relationship between EL and PSRB suggests a need for policies that reinforce ethical standards and discourage rule-breaking behavior. Healthcare organizations in Pakistan should consider implementing clear ethical guidelines and rules, accompanied by transparent communication about the consequences of violating these standards. By promoting a culture of compliance and emphasizing the importance of ethical behavior, organizations can contribute to a work environment where rules and ethical standards are upheld.

Moreover, the positive link between EL and OID emphasizes the importance of fostering a strong organizational culture. Healthcare policymakers and administrators should prioritize initiatives that enhance employees' sense of belonging and identification with their healthcare organizations. This may involve creating opportunities for professional development, acknowledging and rewarding ethical conduct, and promoting a shared organizational mission. A strong sense of OID can positively influence employee engagement, satisfaction, and commitment to ethical principles.

Additionally, the study's findings related to the positive link between EL and employee psychological resources such as PsyCap and PsyEmp highlight the need for policies that prioritize employee well-being. Healthcare organizations should consider implementing employee support programs, mental health initiatives, and empowerment strategies. This involves recognizing and valuing employees as integral contributors to the healthcare system, which can, in turn, enhance overall organizational performance and ethical conduct.

Besides, the study's insights into the positive relationships between employees' OID, PsyCap and PsyEmp, and UPB and PSRB underscore the interconnectedness of employees' psychological processes and their behaviors. Policies should be developed to address these relationships holistically. For example, healthcare organizations may implement comprehensive psychological and ethics training programs that encompass both leaders and front line staff, emphasizing the interplay between employees' cognitive processes and their behaviors,

In addition, the study underscores the importance of MID as a crucial Mod on the relationship between EL and employees' cognitive processes and behaviors. This highlights the significance of individual moral development in influencing behavior. Policymakers in healthcare organizations are advised to integrate MID development programs into training initiatives. These programs can target the enhancement of employees' moral reasoning, ethical decision-making skills, and the alignment of personal values with organizational ethics. Investing in MID development can lead to a more ethically conscious workforce in their professional conduct.

Lastly, the study emphasizes the significance of EC as a vital Mod in the connection between EL and employees' cognitive processes and behaviors, offering specific insights. Policymakers are advised to implement initiatives focusing on improving EC within healthcare organizations. This could involve regular assessments of employees' perceived EC, followed by targeted interventions to address identified gaps or concerns. Establishing feedback mechanisms and channels for employee expression can foster a more participative and responsive ethical environment within organizations. Such measures not only promote EL practices but also enhance organizational reputation in the long terms.

International Level

The policy implications derived from this study offer valuable insights that can be expanded across different organizations and public departments in Pakistan and globally, especially those with similar management and HR practices.

Firstly, the emphasis on EL underscores the importance of fostering a leadership culture rooted in ethics. Organizations in Pakistan and beyond can benefit from incorporating EL principles into their leadership development programs. By cultivating ethical decision-making skills among leaders and aligning leadership practices with organizational values, entities can establish a foundation for ethical conduct that resonates across diverse cultural and contextual settings.

Secondly, the study's findings on organizational psychological resources, such as OID, PsyCap, and PsyEmp, suggest a universal need for prioritizing employee well-being and engagement. Organizations worldwide can adopt strategies to enhance these factors, recognizing their positive correlation with EL. This involves creating workplace environments that empower employees, support their psychological well-being, and strengthen their identification with the organization. Such initiatives contribute to a positive organizational culture that transcends geographical boundaries.

Thirdly, the insights on employee behaviors, including UPB and PSRB, provide actionable guidance for shaping employee conduct. Organizations in Pakistan and globally can design targeted behavioral interventions to address the root causes of undesirable behaviors and reinforce positive ones.

This involves implementing ethics training, promoting a culture of accountability, and establishing clear guidelines for ethical decision-making. By customizing these interventions to align with specific organizational contexts and challenges, entities can enhance their effectiveness and applicability across diverse settings.

Fourthly, the study's exploration of the moderating roles of MID and EC introduces considerations for organizational governance. Policymakers and HR practitioners can incorporate measures to strengthen the moral fabric of employees and cultivate climates that support ethical decision-making. This may involve integrating ethical considerations into performance evaluations, incorporating ethical

guidelines into organizational policies, and fostering open communication channels that encourage ethical discussions.

Lastly, recognizing the cross-cultural applicability of these policy implications is crucial. Organizations in Pakistan and across the globe should demonstrate cross-cultural sensitivity in implementing these policies. Understanding and respecting cultural nuances, and adapting interventions to align with local values and practices, ensures that strategies resonate with employees and are more likely to be embraced. This approach supports the development of a global ethical framework that respects and integrates diverse perspectives, fostering sustainable and ethical organizational practices.

5.5.5 Managerial Implications

National Level

The study's insights into the dynamics of Registered Nursing professionals in Pakistan's healthcare sector provide healthcare managers with valuable implications for effective leadership and administration. These implications can guide decision-making, policy development, and organizational strategies to enhance the overall management of healthcare facilities, both public and private, across the country.

Firstly, healthcare managers should consider implementing leadership development initiatives tailored to nursing professionals. These initiatives should go beyond clinical expertise, emphasizing the cultivation of ethical decision-making skills.

Managers can organize workshops and training sessions within their departments to enhance the EL skills of nursing professionals, fostering a culture of integrity and ethical conduct.

Secondly, managers play a pivotal role in promoting compliance with ethical standards at the team level. Transparent communication about the consequences of rule-breaking should be reinforced within departments.

By establishing a framework that emphasizes the importance of adherence to ethical guidelines, managers contribute to creating a work environment where ethical standards are upheld consistently.

Thirdly, fostering a strong organizational culture is crucial for enhancing employees' sense of belonging. Healthcare managers can implement initiatives within their units that recognize and reward ethical conduct. By creating a positive work environment and promoting a shared organizational mission, managers contribute to building a strong sense of OID among nursing professionals.

Fourthly, managers should take proactive steps to enhance employee well-being within their teams. This involves implementing support programs and empowerment strategies. By recognizing employees as integral contributors to the healthcare system and valuing their well-being, managers contribute to overall organizational performance and ethical conduct within their units.

Fifthly, comprehensive training programs that address the interconnectedness of psychological processes and behaviors are essential at the departmental level. Managers can lead the implementation of these programs within their teams, ensuring that both leaders and front line staff gain a holistic understanding. This approach contributes to a more nuanced and informed perspective on the interplay between psychological processes and behaviors.

Sixthly, managers can play a pivotal role in integrating MID development initiatives into their departmental training programs. These initiatives aim to enhance employees' moral reasoning and ethical decision-making skills, fostering the cultivation of a MID among nursing professionals within their teams.

Lastly, improving EC within healthcare organizations requires active involvement at the managerial level. Managers should conduct regular assessments of perceived EC within their departments. Based on these assessments, targeted interventions can be implemented to address identified gaps or concerns, fostering a more participative and responsive ethical environment within their teams.

International Level

Expanding the managerial implications derived from this study to different organizations and public departments in Pakistan, as well as globally, involves recognizing commonalities in management and HR practices.

Firstly, organizations can replicate the initiative of enhancing EL skills beyond clinical expertise. They can establish workshops and training sessions tailored

for their specific industry or sector. This includes incorporating case studies and scenarios relevant to their organizational context. Cross-industry collaborations or knowledge-sharing platforms can be utilized to disseminate effective leadership development practices.

Moreover, transparent communication about ethical standards can be universally applied. Organizations can create clear guidelines and communicate the consequences of rule-breaking. Sharing best practices across industries and utilizing technology for consistent communication can be effective. Industry associations and regulatory bodies may collaborate to establish common ethical standards, fostering a culture of compliance.

Furthermore, building a positive organizational culture is a transferable concept. Organizations can implement recognition and reward programs for ethical conduct. Tailoring these programs to align with industry-specific values and objectives ensures relevance. Knowledge-sharing forums or conferences can provide a platform for organizations to exchange successful practices in fostering a positive work environment.

Additionally, prioritizing employee well-being is a universal concern. Organizations can adopt proactive measures such as employee support programs and empowerment strategies. Sharing successful well-being initiatives across industries can inspire tailored implementations. Collaboration with health and wellness organizations or professionals can provide insights into effective well-being strategies.

Besides, the concept of holistic training programs is applicable across various industries. Organizations can design training modules that address the interconnectedness of psychological processes and behaviors specific to their context. Collaborative efforts between industries can facilitate the sharing of training resources and methodologies. Online platforms and e-learning tools can enable scalable and accessible training programs.

In addition, integrating moral development initiatives can be adapted to different organizational settings. Organizations can incorporate MID development into their training programs, emphasizing values relevant to their industry. Collaboration with ethics experts or educational institutions can enhance the effectiveness

of these initiatives. Sharing experiences and success stories can inspire similar efforts in other organizations.

Also, improving EC is a universal goal. Organizations can conduct regular assessments of perceived EC and implement interventions based on feedback. Collaborative research initiatives or partnerships between organizations and academic institutions can contribute to a broader understanding of effective strategies. Cross-industry seminars or conferences can serve as platforms for exchanging insights and best practices.

Lastly, effective communication of organizational values is a universal managerial principle. Organizations worldwide can collaborate in developing communication strategies that effectively convey ethical values. By sharing successful communication approaches and tailoring them to specific cultural contexts, institutions can contribute to a global culture where ethical principles are embedded in the fabric of organizational identity.

Overall, while the specificities of each industry may require tailored approaches, the fundamental principles underlying these managerial implications can be adapted and implemented across various organizations and departments globally. Collaboration, knowledge-sharing, and contextualization are key factors in ensuring the success and relevance of these practices in diverse organizational settings.

5.5.6 Summary of the Key Takeaways

The study provides substantial theoretical contributions by challenging conventional assumptions about EL, revealing unexpected positive associations with UPB and PSRB. It establishes robust relationships between EL and positive psychological resources, introducing mediating pathways (OID, PsyCap, and PsyEmp) and moderating factors (MID, EC). The study enriches SCT (Bandura, 1986) and SET (Blau, 1964), enhancing the theoretical landscape with cross-cultural applicability and a balanced view of EL. Methodologically; it addresses pitfalls by exploring multiple mediating mechanisms, adopts sector-specific data collection, and utilizes advanced analytical techniques. Policy implications recommend EL training, clear guidelines, and initiatives for enhancing employees' psychological resources, and

well-being, emphasizing cross-cultural sensitivity. Managerially, the study advises tailored leadership development, compliance promotion, and a positive culture, while also offering universal principles applicable across diverse organizational settings globally.

5.5.7 Limitations and Future Research Directions

The study, despite its contributions, is not without limitations, and avenues for future research warrant exploration. Notably, demographic characteristics, measurement range, method bias and the potential for social desirability response bias could influence the study's findings (Bernerth and Aguinis, 2016; Kaltsonoudi et al., 2022; Kock et al., 2021; Podsakoff et al., 2024; Yao and Xu, 2024). Acknowledging these limitations provides a transparent foundation for interpreting the study's findings while outlining future research directions points toward areas where further inquiry can deepen our understanding. Examining the constraints and suggesting future research avenues, therefore, is essential for refining and expanding the scope of knowledge in the field of EL and organizational behavior.

Firstly, the current study employed a quantitative research design using the EL Scale developed by Brown et al. (2005) to align with its specific nature and scope. However, for a more comprehensive exploration of EL and its outcomes, future research is recommended to consider a mixed-method research design (Barbosa Neves and Baecker, 2022; Hirose and Creswell, 2023; Shan, 2022). Additionally, researchers may benefit from using different EL scales concurrently to assess and compare their effectiveness (Kalshoven et al., 2011; Krisharyuli et al., 2020; Langlois et al., 2014; Mitropoulou et al., 2019; Riggio et al., 2010; Tanner et al., 2015; Yukl et al., 2013; Zhu et al., 2019). Furthermore, future research may also deploy thought experiments for an in-depth insight into EL and its impact on outcomes as thought experiments have been considered underutilized in organizational behavior (Aguinis et al., 2023).

Secondly, the data collection in this study took place at three intervals, each separated by six to eight weeks; following established research practices (Aguinis et al., 2021; Falkenström et al., 2020; Memon et al., 2023; Podsakoff et al., 2024).

While offering valuable insights into temporal dynamics, this design may not fully capture the nuanced causal effects of EL. To address this limitation, future research is encouraged to adopt a more comprehensive longitudinal approach, encompassing phases before, during, and after EL implementation. This extended framework allows for a nuanced examination of how EL influences unethical behaviors over time, identifying potential lagged or sustained effects and facilitating a deeper understanding of individuals' psychological resource fluctuations (Barbosa Neves and Baecker, 2022; Bleidorn et al., 2022; Du et al., 2022).

Thirdly, while the current study captured employees' perceptions of EL and EC at the individual level, recognizing individuals as the most reliable judges of their perceptions about the study constructs (Kreitchmann et al., 2019). However, to enhance the depth of analysis, it is imperative to extend this investigation to group and organizational levels. By employing a multilevel strategy, future research can provide a more nuanced understanding of how EL influences UPB and PSRB not only at the individual level but also within groups and across the entire organization (Mozumder, 2018; Schaubroeck et al., 2012; Yang et al., 2023). This expansion in scope will contribute to a more comprehensive exploration of the relationship between EL, EC, and employees' behaviors at different organizational levels.

Fourthly, the critical limitation identified in the existing literature by Banks et al. (2021), particularly the conflation between ethical leader behaviors and followers' evaluations of leaders' characteristics, values, traits, and cognitions, necessitates a refined and precise instrument for assessing EL. Given the emphasis on intentional signaling behavior grounded in prosocial values and moral emotions, future research should focus on creating measurement tools that capture these components effectively. Developing and validating such tools will contribute to a more accurate and nuanced assessment of EL, addressing the identified limitations and advancing the field's understanding of EL. Fifthly, future research should extend temporal coverage and diversify organizational contexts beyond the scope of UPB and PSRB. Exploring the impact of EL on a range of constructive deviance behaviors across different sectors and cultures is recommended, aligning with Vadera et al. (2013) suggestion. This approach would provide a nuanced understanding

of EL's functioning in diverse organizational landscapes, contributing valuable insights into its potential universality or context-specific nature.

Sixthly, this study focused on examining the influence of EL on employees' UPB and PSRB, representing short-term organizational interests. In guiding future research, there is a crucial imperative to expand the inquiry's scope. Subsequent studies could explore EL's influence on employees' ethical behaviors, extending the temporal horizon to encompass long-term organizational interests to include organizational citizenship behaviors and positive voice behaviors over an extended time frame (Barbosa Neves and Baecker, 2022; Bleidorn et al., 2022; Du et al., 2022). Shifting the focus from short-term unethical behaviors to sustained ethical conduct, researchers can offer a more comprehensive understanding of EL's multifaceted effects on employee behavior.

Seventhly, this study investigated EL's impact on employees' UPB and PSRB within organizational contexts, guided by scholarly recognition of EL's effectiveness in addressing workplace ethical dilemmas. Various leadership styles, recommended for handling ethical challenges in organizations, have been linked to employees' behaviors, attitudes, and performance (Haq et al., 2022; Liu et al., 2023; Shaw and Liao, 2021). Given these connections, future research should expansively explore different leadership styles, particularly moral leadership such as authentic and servant leadership (Lemoine et al., 2019).

Such investigations aim to discern the distinct impacts of these leadership styles on UPB and PSRB. Comparative analyses across diverse organizational cultures are encouraged to unveil the most suitable leadership style for mitigating employee engagement in deviant behaviors, encompassing both destructive and constructive deviance, within varying contextual settings (Kalshoven et al., 2016; Vadera et al., 2013).

Eighthly, the study underscores the intricate links between EL and employees' constructive deviance behaviors, investigating the mediating role of psychological and cognitive processes—OID, PsyCap, and PsyEmp. Leadership influences behaviors through individual and organizational-level mechanisms, including followers' psychological factors and ethical attitudes (Costa et al., 2022; Goswami and Agrawal, 2023; Sarwar et al., 2023).

Future research should delve into these group and organizational-level mediating constructs to elucidate the relationship between EL and employees' UPB and PSRB within organizational contexts. Ninthly, the study emphasizes the role of individual differences and organizational context in modeling the relationship between EL and employees' behaviors. It explores the moderating impact of individual differences (MID) and organizational context (EC) on the links between EL, UPB, and PSRB (Erkutlu and Chafra, 2020; Haq et al., 2022). Considering the multifaceted nature of leadership, characteristics of followership, the leader-follower relationship, organizational features, and the environmental situation are crucial factors influencing this relationship. Future research should delve into the nuanced moderating effects of these constructs within diverse organizational settings (Den Hartog, 2015; Ko et al., 2018).

Lastly, prior studies on EL and employees' UPB and PSRB in organizational contexts show inconsistent findings (Hsieh et al., 2020; Kalshoven et al., 2016; Miao et al., 2020, 2013; Tang and Li, 2022; Zhu et al., 2018). This study focused on nursing staff in public and private hospitals in Pakistan, revealing a positive link between EL, UPB, and PSRB, contrary to previous research. These results challenge established notions and question the universally positive perception of EL (Bedi et al., 2016; Den Hartog, 2015; Ko et al., 2018; Lemoine et al., 2019). Therefore, the study emphasizes the necessity for cross-cultural investigations in diverse organizational contexts to validate its outcomes. Replicating these findings in developed countries with different cultures and management practices is crucial for broader generalizability (Bandura, 2002; Hofstede, 1984; Kalshoven et al., 2016).

5.6 Chapter Summary

This concluding chapter served as the culmination of the scholarly journey. It began with a thorough exploration of the research background, incorporating a macro perspective through bibliometric analysis. The chapter systematically dissected research questions, objectives, hypotheses, and results, connecting deeply with existing literature for a nuanced comparison and identification of implications.

Meticulous expounding on theoretical, contextual, and methodological dimensions offered a panoramic view of the study's impact. Real-world implications for policy and management added practical significance, and the conclusion acted as a guide for future research, highlighting potential avenues for further exploration and knowledge expansion in the dynamic field.

5.7 CONCLUSION

Chapter 1 succinctly presented the study's background, focusing on identifying and addressing research gaps. The formulation of the problem statement was informed by a thorough analysis of these gaps. Derived from the research questions and objectives, the study's scope was carefully defined. The chapter emphasized the significance of the research, providing a theoretical foundation that underscored both underpinning and supporting theories. Additionally, operational definitions of the study constructs were elucidated. The chapter concluded by outlining the organization of the thesis and summarizing its key points.

Chapter 2 meticulously explored the literature, examining connections among study constructs. It covered leadership theories, focused on EL as an IV, and included variables like UPB, PSRB as DVs, OID, PsyCap, and PsyEmp as mediating mechanisms, and MID, and EC as Mods. A bibliometric analysis provided a macro perspective of study constructs. The discussion outlined direct, mediating, and moderating relationships, supporting hypotheses with SCT (Bandura, 1986) and SET (Blau, 1964). The chapter concluded with a succinct summary of research hypotheses, setting the stage for empirical exploration.

Chapter 3 provided a detailed overview of the research methodology, covering key elements such as research design, philosophy, approach, strategy, and methodological choices. It addressed the study's purpose, type, setting, researcher's interference, unit of analysis, and time horizon.

The chapter explored population considerations, sampling techniques, sample size determination, measurement scales, reliability, and control variables. Preliminary steps, including pre-tests and a pilot study, offered insights into sample characteristics. The data collection process, analysis methods, particularly PLS-SEM,

and ethical considerations were discussed. The chapter concluded with a concise summary, setting the stage for the presentation of study results in subsequent chapters.

Chapter 4 conducted a comprehensive analysis of the collected data using advanced techniques, including SPSS and Smart PLS. The measurement model underwent rigorous evaluation for internal consistency, convergent validity, and discriminant validity. Various metrics, such as factor loadings, Cronbach's alpha, composite reliability, and average variance extract, confirmed reliability and validity. The focus then shifted to the structural model, examining outer weights, lateral collinearity, coefficient of determination, effect size, predictive relevance, PLSpredict, and model fit. The chapter tested a total of eleven direct, six mediating, and nine moderating relationships, with the majority of hypotheses substantiated, showcasing the study's robust theoretical framework.

Chapter 5, the concluding chapter, marked the culmination of the scholarly exploration. It initiated a meticulous exploration of the research background, providing a nuanced understanding and incorporating a macro perspective through bibliometric analysis. The systematic dissection of research questions, objectives, hypotheses, and results unfolded a narrative deeply connected with existing literature, allowing for a nuanced comparison and identification of far-reaching implications.

The chapter concluded by meticulously expounding on theoretical, contextual, and methodological dimensions, offering a panoramic view of the study's impact. Real-world implications for policy and management added practical significance, and the conclusion served as a compass for future research endeavors, highlighting potential avenues for further exploration and expanding the boundaries of knowledge in the dynamic field.

The culmination of this scholarly endeavor reflects human determination in the pursuit of knowledge. Comprising five interconnected chapters, each plays a distinct role, contributing significantly to the study's depth. This dissertation is not just a collection of chapters but a journey of scholarly evolution. It has systematically built upon each phase, from identifying gaps and setting theoretical foundations to empirical exploration and profound conclusions. The concluding

chapter, in its comprehensive reflection, not only summarizes the findings but serves as a compass guiding future endeavors. This study transcends the boundaries of conventional knowledge, beckoning researchers to continue unraveling the complexities of leadership dynamics and employee behaviors in diverse organizational contexts.

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A   Appendices

Appendix 1

Ethical Leadership

This appendix offers a macro view of the research conducted on ethical leadership. The research explored the data available at Scopus database. The term "ethical AND leadership" was searched for in title, abstract, and keywords. Based on the nature of this study, the search was further limited it to articles in "English," published in the context of "Business, Management, and Accounting". Total 1689 publications were found in the database. The data of these articles were downloaded in Comma-Separated Values format. The data were analyzed through software known as "VOS viewer". The tables below highlight the most important journals, the most prolific authors, the most cited articles, the countries contributing the most, and the variables studied the most.

TABLE A.1: Ethical Leadership: Top Ten Most Prolific Journals

Serial	Journals	Documents	Citations	Total Link Strength
1	Journal Of Business Ethics	354	15366	1412
2	Leadership Quarterly	50	7890	929
3	Journal Of Management	10	2116	174
4	Business Ethics Quarterly	22	1101	270
5	Human Relations	11	979	82
6	Leadership And Organization Development Journal	43	579	295
7	Educational Management Administration And Leadership	24	431	19
8	Leadership	37	416	111
9	Canadian Journal Of Administrative Sciences	10	402	79
10	Management Decision	16	395	112

TABLE A.2: Ethical Leadership: Top Ten Most Prolific Authors

Serial	Authors	Documents	Citations	Total Link Strength
1	Treviño, L. K.	8	5165	417
2	Brown, M. E	11	4690	449
3	Mayer, D. M	9	2459	342
4	Walumbwa, F. O.	7	2301	203
5	Kuenzi, M.	6	1778	248
6	Deanne N. Den Hartogv	8	1740	269
7	De Hoogh, A. H.	7	1143	189
8	Greenbaum, R. L.	9	1046	203
9	Hannah, S. T.	11	809	153
10	Kalshoven, K.	6	20	153

TABLE A.3: Ethical Leadership: Top Ten Most Cited Articles

Serial	Cited Reference	Citations	Total Link Strength
1	Brown, M. E., Treviño, 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.	262	784
2	Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. The leadership quarterly, 17(6), 595-616.	159	501
3	Treviño, L. K., Hartman, L. P., & Brown, M. (2000). Moral person and moral manager: How executives develop a reputation for ethical leadership. California management review, 42(4), 128-142.	87	281

4	Treviño, L. K., Brown, M., & Hartman, L. P. (2003). A qualitative investigation of perceived executive ethical leadership: Perceptions from inside and outside the executive suite. Human relations, 56(1), 5-37.	81	287
5	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.	75	296
6	Brown, M. E., & Mitchell, M. S. (2010). Ethical and unethical leadership: Exploring new avenues for future research. Business ethics quarterly, 20(4), 583-616.	72	240
7	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.	55	231
8	Bedi, A., Alpaslan, C. M., & Green, S. (2016). A meta-analytic review of ethical leadership outcomes and moderators. Journal of Business Ethics, 139, 517-536.	54	211
9	Mayer, D. M., Kuenzi, M., Greenbaum, R., Bardes, M., & Salvador, R. B. (2009). How low does ethical leadership flow? Test of a trickle-down model. Organizational behavior and human decision processes, 108(1), 1-13.	52	223

| 10 | Neubert, M. J., Carlson, D. S., Kacmar, K. M., Roberts, J. A., & Chonko, L. B. (2009). The virtuous influence of ethical leadership behavior: Evidence from the field. Journal of business ethics, 90, 157-170. | 46 | 195 |

TABLE A.4: Ethical Leadership: Top Ten Countries Contributed the Most

Serial	Country	Documents	Citations	Total Link Strength
1	United States	615	27845	6225
2	China	142	4277	2615
3	Canada	102	3641	1348
4	Netherlands	61	3431	1621
5	United Kingdom	199	3212	987
6	Australia	119	2388	1257
7	Germany	41	1235	663
8	Hong Kong	30	1213	617
9	Spain	35	1147	389
10	India	65	896	590

TABLE A.5: Ethical Leadership: Key Words

Serial	Key Words	Occurrences	Total Link Strength
1	Ethical Leadership	555	331
2	Leadership	336	327
3	Ethics	196	244
4	Business Ethics	68	76
5	Ethical Climate	58	70
6	Corporate Social Responsibility	55	62
7	Transformational Leadership	44	51
8	Servant Leadership	42	48
9	Authentic Leadership	33	37
10	Values	31	58

Appendix 2

Unethical Pro-Organizational Behavior

This appendix offers a macro view of the research conducted on ethical leadership. The research explored the data available at Scopus database. The term "unethical pro-organizational behavior" was searched for in title, abstract, and keywords. Based on the nature of this study, the search was further limited it to articles in "English," published in the context of "Business, Management, and Accounting". Total 87 publications were found in the database. The data of these articles were downloaded in Comma-Separated Values format. The data were analyzed through software known as "VOS viewer". The tables below highlight the most important journals, the most prolific authors, the most cited articles, the countries contributing the most, and the variables studied the most.

TABLE A.6: UPB: Top Ten Most Prolific Journals

Serial	Journals	Documents	Citations	Total Link Strength
1	Journal Of Business Ethics	21	791	191
2	Organization Science	2	354	73
3	Journal Of Managerial Psychology	4	109	31
4	Organizational Behavior And Human Decision Processes	3	86	41
5	Personnel Review	3	53	22
6	Journal Of Management	4	49	15
7	Journal Of Business Research	1	47	18
8	Business Ethics	1	39	10
9	Business Ethics Quarterly	1	35	3
10	Journal Of Business And Psychology	1	34	5

TABLE A.7: UPB: Top Ten Most Prolific Authors

Serial	Authors	Documents	Citations	Total Link Strength
1	Umphress E.E.	2	322	39
2	Bingham J.B.	1	289	32
3	Newman A.	2	217	31
4	Effelsberg D.	2	154	18
5	Solga M.	2	154	18
6	Miao Q.	1	133	19
7	Xu L.	1	133	19
8	Yu J.	1	133	19
9	Gurt J.	1	123	17
10	Graham K.A.	2	106	36

TABLE A.8: UPB: Top Ten Most Cited Articles

Serial	Cited Reference	Citations	Total Link Strength
1	Umphress, E.E., Bingham, J.B., When Employees Do Bad Things For Good Reasons: Examining Unethical Pro-Organizational Behaviors (2011) Organization Science, 22 (3), Pp. 621-640	29	186
2	Umphress, E.E., Bingham, J.B., Mitchell, M.S., Unethical Behavior In The Name Of The Company: The Moderating Effect Of Organizational Identification And Positive Reciprocity Beliefs On Unethical Pro-Organizational Behavior (2010) Journal Of Applied Psychology, 95 (4), Pp. 769-780	28	187

3	Miao, Q., Newman, A., Yu, J., Xu, L., The Relationship Between Ethical Leadership And Unethical Pro-Organizational Behavior: Linear Or Curvilinear Effects? (2013) Journal Of Business Ethics, 116 (3), Pp. 641-653	21	155
4	Chen, M., Chen, C.C., Sheldon, O.J., Relaxing Moral Reasoning To Win: How Organizational Identification Relates To Unethical Pro-Organizational Behavior (2016) Journal Of Applied Psychology, 101 (8), Pp. 1082-1096	17	120
5	Kish-Gephart, J.J., Harrison, D.A., Trevino, L.K., Bad Apples, Bad Cases, And Bad Barrels: Meta-Analytic Evidence About Sources Of Unethical Decisions At Work (2010) Journal Of Applied Psychology, 95 (1), Pp. 1-31	14	87
6	Kong, D.T., The Pathway To Unethical Pro-Organizational Behavior: Organizational Identification As A Joint Function Of Work Passion And Trait Mindfulness (2016) Personality And Individual Differences, 93, Pp. 86-91	14	117
7	Effelsberg, D., Solga, M., Gurt, J., Transformational Leadership And Follower's Unethical Behavior For The Benefit Of The Company: A Two-Study Investigation (2014) Journal Of Business Ethics, 120 (1), Pp. 81-93	13	94

8	Lee, A., Schwarz, G., Newman, A., Legood, A., Investigating When And Why Psychological Entitlement Predicts Unethical Pro-Organizational Behavior (2019) Journal Of Business Ethics, 154 (1), Pp. 109-126	11	90
9	Ashforth, B.E., Anand, V., The Normalization Of Corruption In Organizations (2003) Research In Organizational Behavior, 25, Pp. 1-52	10	54
10	Detert, J.R., Trevino, L.K., Sweitzer, V.L., Moral Disengagement In Ethical Decision Making: A Study Of Antecedents And Outcomes (2008) Journal Of Applied Psychology, 93 (2), Pp. 374-391	10	64

TABLE A.9: UPB: Top Ten Countries Contributed the Most

Serial	Country	Documents	Citations	Total Link Strength
1	United States	29	1013	375
2	China	34	500	330
3	Australia	8	249	138
4	Germany	7	181	105
5	United Kingdom	4	125	72
6	Netherlands	3	114	29
7	India	6	107	63
8	Singapore	3	90	68
9	United Arab Emirates	2	71	9
10	Pakistan	5	51	51

<div align="center">Table A.10: UPB: Key Words</div>

Serial	Key Words	Occurrences	Total Link Strength
1	Unethical Pro-Organizational Behavior	51	94
2	Organizational Identification	15	40
3	Moral Disengagement	13	34
4	Ethics	8	18
5	Social Exchange Theory	7	22
6	Ethical Leadership	6	16
7	Psychological Entitlement	6	20
8	Unethical Behavior	5	10
9	Unethical Pro-Organizational Behaviors	5	9
10	Guilt	4	12

Appendix 3

Pro-Social Rule Breaking

This appendix offers a macro view of the research conducted on ethical leadership. The research explored the data available at Scopus database. The term "pro-social AND rule AND breaking" was searched for in title, abstract, and keywords. Based on the nature of this study, the search was further limited it to articles in "English," published in the context of "Business, Management, and Accounting". Total 30 publications were found in the database. The data of these articles were downloaded in Comma-Separated Values format. The data were analyzed through software known as "VOS viewer". The tables below highlight the most important journals, the most prolific authors, the most cited articles, the countries contributing the most, and the variables studied the most.

TABLE A.11: PSRB: Top Ten Most Prolific Journals

Serial	Journals	Documents	Citations	Total Link Strength
1	Journal Of Management	1	228	23
2	Journal Of Organizational Behavior	1	115	18
3	Human Resource Management Review	1	65	17
4	Human Relations	1	38	2
5	Journal Of Business Ethics	2	29	5
6	Asian Business And Management	1	26	10
7	Employee Responsibilities And Rights Journal	2	25	11
8	Frontiers In Psychology	3	20	15
9	The Oxford Handbook Of Positive Organizational Scholarship	1	15	1
10	European Journal Of Innovation Management	1	11	2

TABLE A.12: PSRB: Top Ten Most Prolific Authors

Serial	Authors	Documents	Citations	Total Link Strength
1	Morrison E.W.	1	228	35
2	Chau S.L.	1	115	18
3	Dahling J.J.	1	115	18
4	Gregory J.B.	1	115	18
5	Mayer D.M.	1	115	18
6	Vardaman J.M.	2	88	18
7	Allen D.G.	1	65	14
8	Gondo M.B.	1	65	14
9	Gallagher D.G.	1	38	1
10	Ma L.	1	38	1

Table A.13: PSRB: Top Ten Most Cited Articles

Serial	Cited Reference	Citations	Total Link Strength
1	Morrison, E.W., Doing The Job Well: An Investigation Of Pro-Social Rule Breaking (2006) Journal Of Management, 32 (1), Pp. 5-28	7	30
2	Dahling, J.J., Chau, S.L., Mayer, D.M., Gregory, J.B., Breaking Rules For The Right Reasons? An Investigation Of Pro-Social Rule Breaking (2012) Journal Of Organizational Behavior, 33 (1), Pp. 21-42	5	26
3	Vardaman, J.M., Gondo, M.B., Allen, D.G., Ethical Climate And Pro-Social Rule Breaking In The Workplace (2014) Human Resource Management Review, 24 (1), Pp. 108-118	5	25
4	Tyler, T.R., Blader, S.L., Can Businesses Effectively Regulate Employee Conduct? The Antecedents Of Rule Following In Work Settings (2005) Academy Of Management Journal, 48 (6), Pp. 1143-1158	3	18
5	Warren, D.E., Constructive And Destructive Deviance In Organizations (2003) Academy Of Management Review, 28 (4), Pp. 622-632	3	16
6	Barrick, M.R., Mount, M.K., The Big Five Personality Dimensions And Job Performance: A Meta-Analysis (1991) Pers. Psychol, 44, Pp. 1-26	2	3

7	Brief, A.P., Motowidlo, S.J., Prosocial Organizational Behaviors (1986) Academy Of Management Review, 11, Pp. 710-725	2	7
8	Chen, Y., Wang, L., Liu, X., Chen, H., Hu, Y., Yang, H., The Trickle-Down Effect Of Leaders' Pro-Social Rule Breaking: Joint Moderating Role Of Empowering Leadership And Courage (2019) Frontiers In Psychology, 9, Pp. 1-9	2	15
9	Crant, J.M., Proactive Behavior In Organizations (2000) Journal Of Management, 26 (3), Pp. 435-462	2	13
10	Graen, G.B., Uhl-Bien, M., Relationship-Based Approach To Leadership: Development Of Leader-Member Exchange (Lmx) Theory Of Leadership Over 25 Years: Applying A Multi-Level Multi-Domain Perspective (1995) The Leadership Quarterly, 6 (2), Pp. 219-247. , Https://Doi.Org/10.1016/1048-9843(95)90036-5	2	6

TABLE A.14: PSRB: Top Ten Countries Contributed the Most

Serial	Country	Documents	Citations	Total Link Strength
1	United States	10	550	79
2	China	16	145	71
3	Netherlands	3	47	15
4	France	1	28	0
5	Pakistan	4	14	21
6	Uganda	1	9	7
7	Bangladesh	1	3	6

8	Belgium	1	2	2
9	South Korea	1	2	12
10	India	2	1	15

TABLE A.15: PSRB: Key Words

Serial	Key Words	Occurrences	Total Link Strength
1	Pro-Social Rule Breaking	12	41
2	Positive Deviance	4	17
3	Pro-Social Rule-Breaking	4	16
4	Inclusive Leadership	3	12
5	Leadership Identification	3	11
6	China	2	19
7	Core Self-Evaluation	2	7
8	Leader-Member Exchange	2	7
9	Leader–Member Exchange	2	8
10	Managerial Pro-Social Rule Breaking	2	8

Appendix 4

Organizational Identification

This appendix offers a macro view of the research conducted on ethical leadership. The research explored the data available at Scopus database. The term "organizational AND identification" was searched for in title, abstract, and keywords. Based on the nature of this study, the search was further limited it to articles in "English," published in the context of "Business, Management, and Accounting". Total 1266 publications were found in the database. The data of these articles were downloaded in Comma-Separated Values format. The data were analyzed through software known as "VOS viewer". The tables below highlight the most important journals, the most prolific authors, the most cited articles, the countries contributing the most, and the variables studied the most.

TABLE A.16: OID: Top Ten Most Prolific Journals

Serial	Journals	Documents	Citations	Total Link Strength
1	Journal Of Business Ethics	35	1699	70
2	Journal Of Cleaner Production	27	1240	17
3	Academy Of Management Journal	16	1039	49
4	Journal Of Management	10	738	24
5	Journal Of Business Research	27	716	22
6	Journal Of Organizational Behavior	16	683	40
7	Human Relations	22	635	36
8	International Journal Of Human Resource Management	26	585	48
9	International Journal Of Project Management	12	433	3
10	Journal Of Managerial Psychology	16	354	22

TABLE A.17: OID: Top Ten Most Prolific Authors

Serial	Authors	Documents	Citations	Total Link Strength
1	Farooq O.	5	718	26
2	De Roeck K.	4	644	28
3	He H.	6	371	20
4	Shen J.	4	360	1
5	Ashforth B.E.	6	351	3
6	Newman A.	4	286	12
7	Matute J.	4	249	10
8	Zhu W.	4	244	13
9	Stinglhamber F.	6	227	13
10	Marique G.	4	224	13

Table A.18: OID: Top Ten Most Cited Articles

Serial	Cited Reference	Citations	Total Link Strength
1	Ashforth, B.E., Mael, F., Social Identity Theory And The Organization (1989) Academy Of Management Review, 14 (1), Pp. 20-39	222	720
2	Mael, F., Ashforth, B.E., Alumni And Their Alma Mater: A Partial Test Of The Reformulated Model Of Organizational Identification (1992) Journal Of Organizational Behavior, 13 (2), Pp. 103-123	204	714
3	Ashforth, B.E., Harrison, S.H., Corley, K.G., Identification In Organizations: An Examination Of Four Fundamental Questions (2008) Journal Of Management, 34 (3), Pp. 325-374	148	514
4	Riketta, M., Organizational Identification: A Meta-Analysis (2005) Journal Of Vocational Behavior, 66 (2), Pp. 358-384	143	533
5	Dutton, J.E., Dukerich, J.M., Harquail, C.V., Organizational Images And Member Identification (1994) Administrative Science Quarterly, 39 (2), Pp. 239-263	128	473
6	Dukerich, J.M., Golden, B.R., Shortell, S.M., Beauty Is In The Eye Of The Beholder: The Impact Of Organizational Identification, Identity, And Image On The Cooperative Behaviors Of Physicians (2002) Administrative Science Quarterly, 47 (3), Pp. 507-533	47	202

7	Kreiner, G.E., Ashforth, B.E., Evidence Toward An Expanded Model Of Organizational Identification (2004) Journal Of Organizational Behavior, 25 (1), Pp. 1-27	41	161
8	Hogg, M.A., Terry, D.J., Social Identity And Self-Categorization Processes In Organizational Contexts (2000) Academy Of Management Review, 25 (1), Pp. 121-140	37	147
9	Rhoades, L., Eisenberger, R., Perceived Organizational Support: A Review Of The Literature (2002) Journal Of Applied Psychology, 87 (4), Pp. 698-714	33	132
10	Van Knippenberg, D., Sleebos, E., Organizational Identification Versus Organizational Commitment: Self-Definition, Social Exchange, And Job Attitudes (2006) Journal Of Organizational Behavior, 27 (5), Pp. 571-584	32	126

TABLE A.19: OID: Top Ten Countries Contributed the Most

Serial	Country	Documents	Citations	Total Link Strength
1	United States	448	9211	969
2	United Kingdom	205	4321	506
3	Australia	153	3575	364
4	China	162	3412	560
5	France	70	2114	310
6	Germany	105	1985	237
7	India	120	1761	196
8	Netherlands	67	1632	222
9	Canada	75	1397	169
10	Spain	64	1198	123

TABLE A.20: OID: Key Words

Serial	Key Words	Occurrences	Total Link Strength
1	Organizational Identification	395	273
2	Identification	72	56
3	Corporate Social Responsibility	69	83
4	Leadership	49	35
5	Job Satisfaction	48	60
6	Organizational Commitment	44	58
7	Sustainability	37	20
8	Innovation	35	20
9	Social Identity	34	36
10	Social Identity Theory	34	46

Appendix 5

Psychological Capital

This appendix offers a macro view of the research conducted on ethical leadership. The research explored the data available at Scopus database. The term "psychological AND capital" was searched for in title, abstract, and keywords. Based on the nature of this study, the search was further limited it to articles in "English," published in the context of "Business, Management, and Accounting". Total 994 publications were found in the database. The data of these articles were downloaded in Comma-Separated Values format. The data were analyzed through software known as "VOS viewer". The tables below highlight the most important journals, the most prolific authors, the most cited articles, the countries contributing the most, and the variables studied the most.

Table A.21: PsyCap: Top Ten Most Prolific Journals

Serial	Journals	Documents	Citations	Total Link Strength
1	Journal Of Organizational Behavior	16	2980	295
2	Journal Of Leadership And Organizational Studies	25	1472	272
3	Human Resource Development Quarterly	8	1415	190
4	Journal Of Management	8	1312	110
5	International Journal Of Human Resource Management	13	1195	93
6	Journal Of Business Venturing	7	948	15
7	Journal Of Occupational And Organizational Psychology	9	638	43
8	International Journal Of Hospitality Management	16	590	122
9	International Journal Of Contemporary Hospitality Management	13	587	124
10	Journal Of Vocational Behavior	10	531	15

Table A.22: PsyCap: Top Ten Most Prolific Authors

Serial	Authors	Documents	Citations	Total Link Strength
1	Luthans F.	32	8375	890
2	Avey J.B.	20	5520	702
3	Avolio B.J.	8	4531	336
4	Norman S.M.	6	1566	183
5	Youssef C.M.	6	1464	236
6	Walumbwa F.O.	5	1097	129
7	Luthans B.C.	7	942	199

8	Luthans K.W.	8	909	193
9	Raja U.	6	552	81
10	Newman A.	5	546	119

TABLE A.23: PsyCap: Top Ten Most Cited Articles

Serial	Cited Reference	Citations	Total Link Strength
1	Luthans, F., Avolio, B.J., Avey, J.B., Norman, S.M., Positive Psychological Capital: Measurement And Relationship With Performance And Satisfaction (2007) Personnel Psychology, 60 (3), Pp. 541-572	158	570
2	Avey, J.B., Reichard, R.J., Luthans, F., Mhatre, K.H., Meta-Analysis Of The Impact Of Positive Psychological Capital On Employee Attitudes, Behaviors, And Performance (2011) Human Resource Development Quarterly, 22 (2), Pp. 127-152	85	398
3	Luthans, F., The Need For And Meaning Of Positive Organizational Behavior (2002) Journal Of Organizational Behavior, 23 (6), Pp. 695-706	62	280
4	Luthans, F., Youssef, C.M., Human, Social, And Now Positive Psychological Capital Management: Investing In People For Competitive Advantage (2004) Organizational Dynamics, 33 (2), Pp. 143-160	64	253

Serial	Cited Reference	Citations	Total Link Strength
5	Luthans, F., Avey, J.B., Avolio, B.J., Peterson, S.J., The Development And Resulting Performance Impact Of Positive Psychological Capital (2010) Human Resource Development Quarterly, 21 (1), Pp. 41-67	61	271
6	Avey, J.B., Luthans, F., Jensen, S.M., Psychological Capital: A Positive Resource For Combating Employee Stress And Turnover (2009) Human Resource Management, 48 (5), Pp. 677-693	55	262
7	Luthans, F., Luthans, K.W., Luthans, B.C., Positive Psychological Capital: Beyond Human And Social Capital (2004) Business Horizons, 47 (1), Pp. 45-50	54	200
8	Avey, J.B., Luthans, F., Youssef, C.M., The Additive Value Of Positive Psychological Capital In Predicting Work Attitudes And Behaviors (2010) Journal Of Management, 36 (2), Pp. 430-452	51	234
9	Luthans, F., Youssef, C.M., Avolio, B.J., (2007) Psychological Capital: Developing The Human Competitive Edge, , Oxford University Press, Oxford	49	200
10	Luthans, F., Youssef, C.M., Emerging Positive Organizational Behavior (2007) Journal Of Management, 33 (3), Pp. 321-349	48	211

Table A.24: PsyCap: Top Ten Countries Contributed the Most

Serial	Country	Documents	Citations	Total Link Strength
1	United States	264	20316	3561
2	United Kingdom	66	2047	424
3	China	93	1883	972
4	Australia	81	1727	826
5	Canada	39	1356	356
6	South Korea	39	1220	554
7	Taiwan	40	928	441
8	India	98	867	767
9	Hong Kong	18	863	156
10	Turkey	35	860	516

Table A.25: PsyCap: Key Words

Serial	Key Words	Occurrences	Total Link Strength
1	Psychological Capital	411	368
2	Social Capital	74	50
3	Work Engagement	55	78
4	Human Capital	46	38
5	Positive Psychological Capital	36	32
6	Job Satisfaction	32	43
7	Optimism	32	109
8	PsyCap	30	47
9	Authentic Leadership	28	40
10	Self-Efficacy	28	88

Appendix 6

Psychological Empowerment

This appendix offers a macro view of the research conducted on ethical leadership. The research explored the data available at Scopus database. The term "psychological AND empowerment" was searched for in title, abstract, and keywords.

Based on the nature of this study, the search was further limited it to articles in "English," published in the context of "Business, Management, and Accounting". Total 754 publications were found in the database. The data of these articles were downloaded in Comma-Separated Values format. The data were analyzed through software known as "VOS viewer". The tables below highlight the most important journals, the most prolific authors, the most cited articles, the countries contributing the most, and the variables studied the most.

TABLE A.26: PsyEmp: Top Ten Most Prolific Journals

Serial	Journals	Documents	Citations	Total Link Strength
1	Academy Of Management Journal	6	3224	202
2	Journal Of Organizational Behavior	15	1902	143
3	Journal Of Business Research	10	1211	58
4	Journal Of Management	6	1114	107
5	International Journal Of Human Resource Management	20	923	108
6	Tourism Management	9	864	50
7	Personnel Review	17	541	84
8	Leadership Quarterly	6	534	57
9	Group And Organization Management	7	516	51
10	International Journal Of Hospitality Management	10	502	38

TABLE A.27: PsyEmp: Top Ten Most Prolific Authors

Serial	Authors	Documents	Citations	Total Link Strength
1	Boley B.B.	12	523	68
2	Afsar B.	5	428	7
3	Bartram T.	7	306	16
4	Bhatnagar J.	4	286	6
5	Woosnam K.M.	9	270	56

6	Appelbaum S.H.	4	254	3
7	Leggat S.G.	5	244	12
8	Stanton P.	4	234	12
9	Joo B.-K.	4	230	9
10	Schermuly C.C.	9	215	30

TABLE A.28: PsyEmp: Top Ten Most Cited Articles

Serial	Cited Reference	Citations	Total Link Strength
1	Spreitzer, G.M., Psychological Empowerment In The Workplace: Dimensions, Measurement, And Validation (1995) Academy Of Management Journal, 38 (5), Pp. 1442-1465	194	523
2	Conger, J.A., Kanungo, R.N., The Empowerment Process: Integrating Theory And Practice (1988) Academy Of Management Review, 13 (3), Pp. 471-482	138	465
3	Spreitzer, G.M., Social Structural Characteristics Of Psychological Empowerment (1996) Academy Of Management Journal, 39 (2), Pp. 483-504	77	276
4	Seibert, S.E., Wang, G., Courtright, S.H., Antecedents And Consequences Of Psychological And Team Empowerment In Organizations: A Meta-Analytic Review (2011) Journal Of Applied Psychology, 96 (5), Pp. 981-1003	69	261

5	Zhang, X., Bartol, K.M., Linking Empowering Leadership And Employee Creativity: The Influence Of Psychological Empowerment, Intrinsic Motivation, And Creative Process Engagement (2010) Academy Of Management Journal, 53 (1), Pp. 107-128	61	207
6	Liden, R.C., Wayne, S.J., Sparrowe, R.T., An Examination Of The Mediating Role Of Psychological Empowerment On The Relations Between The Job, Interpersonal Relationships, And Work Outcomes (2000) Journal Of Applied Psychology, 85 (3), Pp. 407-416	48	198
7	Avolio, B.J., Zhu, W., Koh, W., Bhatia, P., Transformational Leadership And Organizational Commitment: Mediating Role Of Psychological Empowerment And Moderating Role Of Structural Distance (2004) Journal Of Organizational Behavior, 25 (8), Pp. 951-968	40	142
8	Thomas, K.W., Velthouse, B.A., Cognitive Elements Of Empowerment: An 'Interpretive' Model Of Intrinsic Task Motivation (1990) Academy Of Management Review, 15 (4), Pp. 666-681	38	129
9	Spreitzer, G.M., Kizilos, M.A., Nason, S.W., A Dimensional Analysis Of The Relationship Between Psychological Empowerment And Effectiveness, Satisfaction, And Strain (1997) Journal Of Management, 23 (5), Pp. 679-704	37	156

| 10 | Seibert, S.E., Silver, S.R., Randolph, W.A., Taking Empowerment To The Next Level: A Multiple-Level Model Of Empowerment, Performance, And Satisfaction (2004) Academy Of Management Journal, 47 (3), Pp. 332-349 | 36 | 163 |

TABLE A.29: PsyEmp: Top Ten Countries Contributed the Most

Serial	Country	Documents	Citations	Total Link Strength
1	United States	179	9451	1651
2	Australia	70	2417	530
3	United Kingdom	53	1684	398
4	China	74	1551	472
5	Egypt	9	1529	255
6	Turkey	23	1402	221
7	India	91	1353	583
8	Canada	32	1351	230
9	Netherlands	21	1225	125
10	South Korea	43	1225	282

TABLE A.30: PsyEmp: Key Words

Serial	Key Words	Occurrences	Total Link Strength
1	Psychological Empowerment	365	329
2	Empowerment	122	96
3	Transformational Leadership	40	55
4	Job Satisfaction	36	59
5	Leadership	30	39
6	Empowering Leadership	28	47
7	Organizational Commitment	28	51

Serial	Key Words	Occurrences	Total Link Strength
8	Structural Empowerment	20	32
9	Trust	19	28
10	Work Engagement	18	33

Appendix 7

Moral Identity

This appendix offers a macro view of the research conducted on ethical leadership. The research explored the data available at Scopus database. The term "moral AND identity" was searched for in title, abstract, and keywords. Based on the nature of this study, the search was further limited it to articles in "English," published in the context of "Business, Management, and Accounting". Total 621 publications were found in the database. The data of these articles were downloaded in Comma-Separated Values format. The data were analyzed through software known as "VOS viewer". The tables below highlight the most important journals, the most prolific authors, the most cited articles, the countries contributing the most, and the variables studied the most.

TABLE A.31: MID: Top Ten Most Prolific Journals

Serial	Journals	Documents	Citations	Total Link Strength
1	Journal Of Business Ethics	94	2992	155
2	Organization Science	4	2100	0
3	Business Ethics Quarterly	7	920	89
4	Journal Of Consumer Research	7	833	29
5	Human Relations	11	764	20
6	Journal Of Marketing Research	4	668	9
7	Organization Studies	7	653	31
8	Organizational Behavior And Human Decision Processes	9	635	34

Serial	Journals	Documents	Citations	Total Link Strength
9	Accounting, Organizations And Society	5	596	2
10	Journal Of Marketing	4	550	31

TABLE A.32: MID: Top Ten Most Prolific Authors

Serial	Authors	Documents	Citations	Total Link Strength
1	Aquino K.	13	1651	143
2	Shao R.	4	760	83
3	Greenbaum R.L.	3	664	41
4	Mayer D.M.	3	664	41
5	Winterich K.P.	5	647	56
6	Rupp D.E.	5	494	40
7	Hannah S.T.	6	477	60
8	Brown A.D.	5	467	0
9	Mittal V.	3	442	44
10	Skarlicki D.P.	4	425	28

TABLE A.33: MID: Top Ten Most Cited Articles

Serial	Cited Reference	Citations	Total Link Strength
1	Ajzen, I., The Theory Of Planned Behavior (1991) Organizational Behavior And Human Decision Processes, 50 (2), Pp. 179-211	19	20
2	Aquino, K., Mcferran, B., Laven, M., Moral Identity And The Experience Of Moral Elevation In Response To Acts Of Uncommon Goodness (2011) Journal Of Personality And Social Psychology, 100 (4), Pp. 703-718	14	55

Serial	Cited Reference	Citations	Total Link Strength
3	Aquino, K., Reed, A., Ii, The Self-Importance Of Moral Identity (2002) Journal Of Personality And Social Psychology, 83 (6), Pp. 1423-1440	30	102
4	Ashforth, B.E., Mael, F., Social Identity Theory And The Organization (1989) Academy Of Management Review, 14, Pp. 20-39	17	17
5	Bandura, A., Moral Disengagement In The Perpetration Of Inhumanities (1999) Personality And Social Psychology Review, 3 (3), Pp. 193-209	15	40
6	Bandura, A., Moral Disengagement In The Perpetration Of Inhumanities (1999) Personality And Social Psychology Review, 3, Pp. 193-209	15	41
7	Brown, M.E., Trevino, L.K., Harrison, D.A., Ethical Leadership: A Social Learning Perspective For Construct Development And Testing (2005) Organizational Behavior And Human Decision Processes, 97, Pp. 117-134	15	44
8	Detert, J.R., Trevino, L.K., Sweitzer, V.L., Moral Disengagement In Ethical Decision Making: A Study Of Antecedents And Outcomes (2008) Journal Of Applied Psychology, 93 (2), Pp. 374-391	20	73
9	Greenbaum, R.L., Mawritz, M.B., Mayer, D.M., Priesemuth, M., To Act Out, To Withdraw, Or To Constructively Resist? Employee Reactions To Supervisor Abuse Of Customers And The Moderating Role Of Employee Moral Identity (2013) Human Relations, 66 (7), Pp. 925-950	13	48

Serial	Cited Reference	Citations	Total Link Strength
10	Haidt, J., The Emotional Dog And Its Rational Tail: A Social Intuitionist Approach To Moral Judgment (2001) Psychological Review, 108, Pp. 814-834	15	32

TABLE A.34: MID: Top Ten Countries Contributed the Most

Serial	Country	Documents	Citations	Total Link Strength
1	United States	227	11029	669
2	United Kingdom	105	3310	220
3	Canada	61	3202	317
4	Australia	53	1313	103
5	China	70	1051	320
6	Netherlands	26	1004	107
7	Switzerland	6	679	14
8	Hong Kong	14	608	89
9	France	19	537	47
10	Austria	5	523	13

TABLE A.35: MID: Key Words

Serial	Key Words	Occurrences	Total Link Strength
1	Moral Identity	141	89
2	Ethics	45	41
3	Identity	34	25
4	Moral Disengagement	18	24
5	Social Identity	17	13
6	Ethical Leadership	15	21
7	Leadership	13	22
8	Corporate Social Responsibility	11	9
9	Gender	11	10
10	Sustainability	11	6

Appendix 8

Ethical Climate This appendix offers a macro view of the research conducted on ethical leadership. The research explored the data available at Scopus database. The term "ethical AND climate" was searched for in title, abstract, and keywords. Based on the nature of this study, the search was further limited it to articles in "English," published in the context of "Business, Management, and Accounting". Total 769 publications were found in the database. The data of these articles were downloaded in Comma-Separated Values format. The data were analyzed through software known as "VOS viewer". The tables below highlight the most important journals, the most prolific authors, the most cited articles, the countries contributing the most, and the variables studied the most.

TABLE A.36: EC: Top Ten Most Prolific Journals

Serial	Journals	Documents	Citations	Total Link Strength
1	Journal Of Business Ethics	183	11683	598
2	Leadership Quarterly	4	1496	45
3	Journal Of Personal Selling And Sales Management	20	1333	200
4	Journal Of Business Research	13	882	124
5	Business Ethics Quarterly	5	835	9
6	Journal Of The Academy Of Marketing Science	4	524	46
7	Journal Of Cleaner Production	7	396	6
8	Science And Engineering Ethics	28	219	9
9	Business Strategy And The Environment	6	195	0
10	Human Resource Management Review	5	194	19

TABLE A.37: EC: Top Ten Most Prolific Authors

Serial	Authors	Documents	Citations	Total Link Strength
1	Cullen J.B.	6	1084	131
2	Schwepker Jr. C.H.	5	754	51
3	Mulki J.P.	5	702	65
4	Schminke M.	5	645	51
5	Chonko L.B.	5	581	40
6	Martin K.D.	4	569	74
7	Jaramillo F.	7	560	72
8	Shepard J.M.	4	549	68
9	Deshpande S.P.	9	510	86
10	Parboteeah K.P.	4	455	58

TABLE A.38: EC: Top Ten Most Cited Articles

Serial	Cited Reference	Citations	Total Link Strength
1	Victor, B., Cullen, J.B., The Organizational Bases Of Ethical Work Climates (1988) Administrative Science Quarterly, 33, Pp. 101-125	98	192
2	Martin, K.D., Cullen, J.B., Continuities And Extensions Of Ethical Climate Theory: A Meta-Analytic Review (2006) Journal Of Business Ethics, 69 (2), Pp. 175-194	74	252
3	Cullen, J.B., Victor, B., Bronson, J.W., The Ethical Climate Questionnaire: An Assessment Of Its Development And Validity (1993) Psychological Reports, 73, Pp. 667-674	41	116

Serial	Cited Reference	Citations	Total Link Strength
4	Victor, B., Cullen, J.B., A Theory And Measure Of Ethical Climate In Organizations (1987) Research In Corporate Social Performance And Policy, 9, Pp. 51-71	39	95
5	Brown, M.E., Trevino, L.K., Harrison, D.A., Ethical Leadership: A Social Learning Perspective For Construct Development And Testing (2005) Organizational Behavior And Human Decision Processes, 97 (2), Pp. 117-134	37	118
6	Cullen, J.B., Parboteeah, K.P., Victor, B., The Effects Of Ethical Climates On Organizational Commitment: A Two-Study Analysis (2003) Journal Of Business Ethics, 46 (2), Pp. 127-141	37	139
7	Trevino, L.K., Butterfield, K.D., Mccabe, D.L., The Ethical Context In Organizations: Influences On Employee Attitudes And Behaviors (1998) Business Ethics Quarterly, 8 (3), Pp. 447-476	31	117
8	Wimbush, J.C., Shepard, J.M., Toward An Understanding Of Ethical Climate: Its Relationship To Ethical Behavior And Supervisory Influence (1994) Journal Of Business Ethics, 13, Pp. 637-647	28	65
9	Brown, M.E., Trevino, L.K., Harrison, D.A., Ethical Leadership: A Social Learning Perspective For Construct Development And Testing (2005) Organizational Behavior And Human Decision Processes, 97, Pp. 117-134	25	39

Serial	Cited Reference	Citations	Total Link Strength
10	Schminke, M., Ambrose, M.L., Neubaum, D.O., The Effect Of Leader Moral Development On Ethical Climate And Employee Attitudes (2005) Organizational Behavior And Human Decision Processes, 97 (2), Pp. 135-151	25	121

TABLE A.39: EC: Top Ten Countries Contributed the Most

Serial	Country	Documents	Citations	Total Link Strength
1	Australia	51	976	140
2	Austria	8	109	21
3	Bangladesh	6	34	28
4	Belgium	10	127	56
5	Canada	33	846	212
6	China	48	1055	316
7	Croatia	5	38	11
8	Finland	10	357	34
9	France	11	500	51
10	Germany	16	543	105

TABLE A.40: EC: Key Words

Serial	Key Words	Occurrences	Total Link Strength
1	Ethical Climate	193	171
2	Ethics	91	68
3	Ethical Leadership	55	52
4	Climate Change	44	26
5	Job Satisfaction	32	44
6	Organizational Commitment	25	41
7	Sustainability	24	18

Serial	Key Words	Occurrences	Total Link Strength
8	Business Ethics	23	24
9	Leadership	21	30
10	Corporate Social Responsibility	17	17

Appendix 9

Measurement Scales

Ethical Leadership (Brown et al., 2005)

1. My supervisor can be trusted.

2. My supervisor listens to what employees have to say.

3. My supervisor defines success not just by results but also the way that they are obtained.

4. When making decisions, my supervisor asks "what is the right thing to do?

5. My supervisor disciplines employees who violate ethical standards.

6. My supervisor conducts his/her personal life in an ethical manner.

7. My supervisor has the best interests of employees in mind.

8. My supervisor makes fair and balanced decisions.

9. My supervisor discusses business ethics or values with employees.

10. My supervisor sets an example of how to do things the right way in terms of ethics.

Unethical Pro-Organizational Behavior (Umphress and Bingham, 2011)

1. If it would help my hospital, I would misrepresent the truth to make my hospital look good.

2. If it would help my hospital, I would exaggerate the truth about my hospital's services to the patients.

3. If it would benefit my hospital, I would withhold negative information about my hospital or its services from the patients.

4. If my hospital needed me to, I would give a good recommendation on the behalf of an incompetent employee in the hope that the person will become another hospital's problem instead of my own.

5. If my hospital needed me to, I would withhold issuing a refund to a patient overcharged.

6. If needed, I would conceal information from the public that could be damaging to my hospital.

Pro-Social Rule Breaking (Morrison, 2006)

1. I break hospital rules or policies to do my job more efficiently.

2. I violate hospital policies to save the hospital time and money.

3. I ignore hospital rules to "cut the red tape" and be a more effective worker.

4. When hospital interferes with my job duties, I break those rules.

5. I disobey hospital regulations that result in inefficiency for the hospital.

6. I break hospital rules if my coworkers need help with their duties.

7. When another employee needs my help, I disobey hospital policies to help him/her.

8. I assist other employees with their work by breaking hospital rules.

9. I help other employees, even if it means disregarding hospital policies.

10. I break rules that stand in the way of good patient service.

11. I give good service to the patients by ignoring hospital policies that interfere with my job.

12. I break hospital rules to provide better patient service.

13. I bend hospital rules so that I can best assist the patients.

Organizational Identification (Mael and Ashforth, 1992)

1. When someone criticizes my hospital, it feels like a personal insult.

2. I am very interested in what others think about my hospital.

3. When I talk about my hospital, I usually say "we" rather than "they."

4. This hospital's successes are my successes.

5. When someone praises my hospital, it feels like a personal compliment.

6. If a story in the media criticized my hospital, I would feel embarrassed.

Psychological Capital (Luthans et al., 2007)

1. I feel confident that I can accomplish my work goals.

2. I am confident in my performance that I can work under pressure and challenging circumstances.

3. Although supervisor assigns me an extra job which I never had done it, I still believe in my ability that I can do it.

4. At work, I always find that every problem has a solution.

5. I believe that all the problems occurring at work always have a bright side.

6. If I have to face with bad situation, I believe that everything will change to be better.

7. Now, I feel that I am energetic to accomplish the work goal.

8. I have several ways to accomplish the work goal.

9. When I set goals and plan to work, I will concentrate to achieve the goal.

10. I usually manage difficulties one way or another at work.

11. I am undiscouraged and ready to face with difficulties at work.

12. Although my work failed, I will try to make it a success again.

Psychological Empowerment (Spreitzer, 1995)

1. The work 1 do is very important to me.

2. My job activities are personally meaningful to me.

3. The work I do is meaningful to me.

4. I am confident about my ability to do my job.

5. I am self-assured about my capabilities to perform my work activities.

6. I have mastered the skills necessary for my job.

7. I have significant autonomy in determining how I do my job.

8. I can decide on my own how to go about doing my work.

9. I have considerable opportunity for independence & freedom in how I do my job.

10. My impact on what happens in my hospital is large.

11. I have a great deal of control over what happens in my hospital.

12. I have significant influence over what happens in my hospital.

Moral Identity (Internalization) (Aquino and Reed II, 2002)

A person having the characteristics of being caring, compassionate, fair, friendly, generous, helpful, hardworking, honest, and kind.

1. It would make me feel good to be a person who has the above characteristics.

2. Being someone who has the above characteristics is an important part of who I am.

3. A big part of my emotional well-being is tied up in having the above characteristics.

4. Having the above characteristics is an important part of my sense of self.

5. I strongly desire to have the above characteristics.

Ethical Climate (Victor et al., 1987)

1. People are expected to comply with the law and professional standards.

2. Our major consideration is what is best for everyone in the hospital.

3. Everyone is expected to stick by hospital rules and procedures.

4. In this hospital, people protect their own interest above all else.

5. The most efficient way is the right way in this hospital.

6. Each person in this hospital decides for themselves what is right and wrong.

Appendix 10

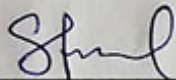Authorization by the CUST Ethical Review Board for Data Collection

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No. 42/CUST/ORIC/2022
February 23, 2022

To Whom It May Concern

It is certified that on the recommendation of Capital University of Science and Technology
(CUST) Ethical Review Board (CERB), Mr. Mushtaq Ahmed, PhD Scholar, Department of
Management Sciences, CUST (Registration No. DMS191006) is authorized to collect data
from respondents for his research entitled, **"The Paradoxical Impact of Ethical Leadership
on Employees' Constructive Deviance Behavior in the Organization"**. The research fulfils
all the ethical standards and will comply to the all ethical requirements during the execution of
the research project. Also, the collected data will be used only for academic research purpose
and will be kept confidential.

Prof. Sahar Fazal
Co-Chair/HoD
Ethical Review Board/Biosciences & Bioinformatics
Capital University of Science and Technology, Islamabad
Email: sahar@cust.edu.pk
Contat # 051-111555666 Ext: 548

Appendix 11

Cover Letter

Dear Respondent

This study is being conducted for the Ph.D. Thesis (Management Sciences). The topic of my thesis is: The Paradoxical Impact of Ethical Leadership on Employees' Constructive Deviance Behavior in the Organization. The questions require your response based on the experience in your hospital. Please understand the definition of every study variable given in the questionnaire at the start of every section for ticking the appropriate response. The email address and the contact number of the scholar are given at the end for any clarification, if required. Please do not leave any question/column blank. You need not to mention your name or name of your hospital. Your identity and responses will not be disclosed anywhere in the research work. The data will be analyzed based on the collective response of all the respondents. This information will remain confidential and will only be used for my Ph.D. thesis and research publications. Your participation in this survey is voluntary and you can withdraw from the survey any time you feel like. It is also certified that this study fulfils all ethical standards and will comply with all ethical requirements during the execution of this research.

Sincerely,

Mushtaq Ahmed

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