Interaction of Moral Identity Centrality and Moral Disengagement of Individuals at Workplace

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Abstract

The aim of this study was to examine interaction of moral identity centrality and moral disengagement of individuals at a workplace. Moral identity centrality plays an important role in decreasing the level of moral disengagement in the employees. The study also examined the mediating effect of different attitudes i.e cynicism and perception of organizational politics. This research has been carried out in two parts i.e. pilot and main study. Pilot study's aim was to examine the instruments' properties of fitness. Data for this research was collected through cross-sectional survey using questionnaire. Convenient sampling technique was used to collect the data from 400 employees working in the service sector of Rawalpindi and Islamabad region of Pakistan. The analysis has been done through SPSS and AMOS using CFA and SEM. The findings validate the proposed model, with significant direct correlations observed between moral identity centrality and employee behavior with the significant effect of mediators.

Keywords: Moral identity centrality; moral disengagement; cynicism; perception of organizational politics; service sector.

Introduction

Morality represents the cultural codes that determine what is right or wrong, good or bad, acceptable or unacceptable in a society (Turner, 2010; Turner and Stets, 2006). This sense of right or wrong depicts personality of an individual. With the passage of time, moral behaviors have gained importance in the workplaces. An emerging stream of research and theory in organizational and social psychology shows the moral identity centrality role in many aspects of moral actions. Moral identity centrality is defined as "a persons' difference showing the degree to which being moral is central or the characteristic of an individuals' self-sense" (Blasi, 1984). Moral action is directly associated to the moral identity which enables an individual to be consistent with his/her goal of being a moral person (Blasi, 1984). This concept was further extended to give a "social-cognitive model of moral identity" which was based on the process and structure of social cognition (Aquino and Freeman, 2009; Aquino and Reed, 2002; Lapsley and Narvaez, 2004). In this model,

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an individuals' moral identity may be less or more accessible within his/her self-concept and this accessibility level varies from one person to another.

People having consistency in their moral actions are known as being highly moral (Aquino, K; Freeman, D; Reed, A. I. I; Lim, V. & Felps, W. 2009). It means that when individuals only act as being moral in any certain condition, then it is considered as temporary but when these moral actions are consistent in life time then the moral identity would be called as permanent or high.

Moral identity centrality is considered as a moral motivational source. It also acts as a predictor of moral commitments and actions. It depends on the extent of moral self-consistency (Blasi, 2004), moral characteristics (Lapsley and Narvez, 2004) and self-narratives (Reimer, 2003). These moral characteristics are narrated as honest, caring, kind etc, and depend upon the self-consistency of these characteristics.

The current study explores the relationship of moral identity and engagement level of the employees working in the Pakistani organizations. In addition, we have focused on the characteristics of moral identity to examine the theoretical predictions that to what extent the different individuals in an available specific knowledge structure would explore the job attitudes (cynicism and perception of organizational politics) and behavior (moral disengagement) of the employees at a workplace.

A wide range of constant outcomes have been emerged while exploring the general regulatory function of moral identity affecting the moral behaviors (Hardy and Carlo, 2005). For example, people having high moral identity are considered as they cheat less (Reynolds and Ceranic, 2007) and do not lie (Aquino et al., 2009). The individuals who have stronger moral identity centrality will have stronger moral principles in their lives and workplace and hence they tend to less disengage themselves while evaluating morally relevant acts (Shu, L. L., Gino, F., Bazerman, M. H., 2011)

The study has attempted to fill the existing gap of lack of empirical research on the central moral identity and the individual's attitudes and mitigating negative behavior i.e. moral disengagement, at the workplace within the context of a developing country like Pakistan. As in the past few decades, we have witnessed the service sector financial and business ineffectiveness which leads to effect people. One of the key factors that led to such phenomenon is the deficiency of ethical decisions and moral characteristics in the leaders (Donaldson, 2012; Friedman, 2010). In Pakistan, the contribution of service sector to the economy is greater (54%) than the agriculture and industry business, but still there is need to improve the attitudes and behavior of the employees to increase the

efficiency of the organization. Hence to enhance the efficiency of managers and subordinates, it is important to enhance the management ability to make moral decisions (Tenbrunsel and Smith-Crowe, 2008; Trevin`o et al., 2006).

Cynicism is one of the negative attitudes studied in this research. Cynicism is defined as a stance of disengagement and lack of trust (to differing degrees) towards people and their values and it is considered as a human belief which is motivated by self-interest (Vice, 2011). It also states that cynicism belongs to an immoral action and it has no relation with belief, charity and hope. It has been an interesting topic since 5th century BC and studied in relation with personality focus. Later it has been considered as an attitude within the individuals which affect their performance at workplace (Kim et al., 2009). Then other studies show that this negative attitude is developing in the organizations with time (Cartwright and Holmes, 2006). This lack of trust can arise due to many reasons like mass layoffs, injustice and immoral behavior of the organizational management (Bruch and Vogel, 2006; Johnson and O'Leary-Kelly, 2003).

The perception of organizational politics is another attitude (negative) in addition to cynicism in this study. It occurs in any organization and considered as a political entity. This type of perception varies from one organization to another; however it affects the decision-making process (Eisenhardt and Bourgeois, 2008).

A critical review of literature isolates situational factors which have been largely ignored in empirical literature yet they could explain employees' tendency to disengage moral identity, which resides in virtues of willpower, integrity, and morality (Shao, Aquino, & Freeman, 2008; Ross & Nisbett, 1991). This study has focused on the examination of both individual and combined effects of the situational factors like the effect of organizational politics perception on moral disengagement on an employee at a workplace.

The current research contributes to the knowledge about moral disengagement through finding the individuals differences between moral identity centrality and moral disengagement. Moral identity centrality also focuses on the thinking of an individual about him/herself. It can be defined as a relatively stable "self-conception organized around specific moral characteristics" (Aquino and Reed, 2002). Every person has multiple moral identities (Markus and Kunda, 1986) and these identities are considered to have strong effects on ones thoughts and feelings. Employees, who have high level of moral identity and commitment, have high self-consistency in their moral actions and self-definition. (Aquino and Reed, 2002). Such people focuses much on the care of others e.g. outgroup

members also (Aquino et al, 2007). Hence we hypothesize that if there is a high self-important moral identity, it will decrease moral disengagement processes like it will inhibit misconduct and harm to others.

Problem Statement
Role of moral identity centrality in the attitudes and behavior of the employees at the work place is very important. Hence, it is necessary to implicate the moral identity characteristics in the employees to lessen the level of disengagement to their work, which will lead to the better productivity of the organization. Moral disengagement (MD) is yet to be discovered more as it needs further explanation and research because earlier research is not much rigorous. However, in modern organizational setup, MD has paradigm shifts in recent times to develop some more casual models to further understand this concept. Hence, it is considered that there should be more association between theory and practice (Markos and Sridevi, 2010). Lack of trust in management and Perception of organizational politics also affects the behaviors of employees negatively.

Research Questions
Q no. 1: What is the relationship between moral identity centrality with moral disengagement?
        1a.   What is the effect of moral identity centrality on cynicism and perception of organizational politics?
        1b.   What is the effect of cynicism and perception of organizational politics on moral disengagement?
        1c.   What is the mediating effect of job cynicism and perception of organizational politics between the relationship of moral identity centrality and moral disengagement?

Objectives
        Following are the objectives of this research study:
- To determine the effect of MIC on MD.
- To determine the effect of cynicism and perception of organizational politics on MD.
- To explore the mediating effect of cynicism and perception of organizational politics on MD.

Hypotheses Development
        Following are the hypotheses developed for the present study.
        H1.MIC has negative effect on MD.
        H2.MIC is negatively related to cynicism.

H3.MIC has negative effect on perception of organizational politics.

H4.Cynicism has negative effect on MD.

H5.Perception of organizational politics has negative effect on MD.

H6.Cynicism mediates the relationship between moral identity centrality and MD.

H7.Perception of organizational politics mediates the relationship of MIC and MD.

Significance of The Study

This research will help in the policy making of coping strategies to buffer MD. The study will propose an integrated model which will include the effects of negative attitudes like cynicism and perception of organizational politics on moral disengagement among the employees working in different industries of Pakistan and their effect on the productivity and performance of the organization.

The influences of negative attitudes on the behavior of the employees are different in western countries. Hence the given insufficient study has been conducted in no-western countries, so we tried to fill this void by doing research on this topic in Pakistan. The culture of Pakistan is very much different from Western countries, hence much difference in the moral traits also at the workplaces.

As there seems deficiency in promoting the moral traits in organizations of Pakistan because mostly employees and supervisors also, workout just to improve their own efficiency and productivity of their organizations rather than developing their moral traits and do not incorporate these in their work.

Review Of Literature

Human choice is concerned with basic rules of nature for how one ought to live ones' life and it answers this question that there should be focus on determining right and wrong. Are ethics and morals same? Several people use these terms interchangeably and however, some ethical scholars said that they are not always synonymous. Both ethics and morality focus on the wrong and right decisions. Morals and morality is related to specific and culturally transmitted benchmarks of both right and wrong. Greek Philosopher Aristotle introduced the idea that ethics should emphasize on how we act actually rather than the intentions behind them.

Moral identity can motivate more prosocial interactions with others (Winterich, Aquino, Mittal, & Swartz, 2013). As a consequence, individuals with a stronger moral identity are more likely to engage in prosocial behavior and less likely to engage in antisocial behavior (Hertz & Krettenauer, 2016). Moral identity

centrality (MIC) is related to an extent that a moral person performs a vital role in the identity of an individual but it depends upon some perspectives of moral identity regarding traits, processes and dynamics. MIC is considered as a level to which a moral individual is accompanying to his/her self-concept (Aquino & Reed, 2002) which motivates moral processes and buffers negative behaviors (Hardy; Walker; Olsen; Woodbury & Hickman, 2014). Blasi's self-model explains the relationship between moral judgement and action (Blasi, 1983; 2004). According to Aquino and Reed's (2002) social-cognitive model of moral identity, a strong moral identity enhances the accessibility of knowledge structures and schemata that guide self regulation and foster moral action (Chowdhury & Fernando, 2014; Hertz & Krettenauer, 2016).

MIC is considered to be stable as it is related to personality trait, although it gets develop with the passage of time (Blasi, 2004; Colby & Damon, 2004, Moshman, 2005). In another recent study of social cognitive approach, moral identity is said to be changed with every moment (Monin & Jordan, 2009) and it can be less or more in specific conditions (Aquino et al., 2009; Stets & Carter, 2006). It means that moral characteristics can be developed over time, which helps employees to get more engaged in their work and buffers negative behaviors at workplace. Further, moral identity is considered to be either deliberative (Blasi, 2004) or automatic (Lapsley and Narvaez, 2004).

Cynicism (C) is associated with the less helping behavior of the employees towards their colleagues (Hochwarter et al, 2004). Same results have been found with some other study also (Turner & Valentine, 2001). C is related to the lack of trust (Vice, 2001) and some earlier studies showed that employees who have less trust level are considered to be less ethical (Rotter 1980). Deter et al., (2008) has suggested that C leads to the unethical actions of the individuals and it is a state of distrust and less engage to help others at their workplace. Turner and Valentine (2001) proposed that C is related to "pro-social manifestation". It has also been studied that individuals who are cynic have believe in their self-interest only (Vice, 2011).

There are some factors which are associated with the development of organizational cynicism among individuals like employees' emotional responses (Cole et al., 2006), fake manifestation (Helm, 2004), lack of trust in management (Kim et al., 2009), poor work environment (2010) etc. This frustration and negative attitude results in negative behavior i.e. moral disengagement (Monnot et al., 2011). Thus in that study cynicism has also been studied as mediator.

Individuals, who are cynic, engage in the MD by disturbing the outcomes which they feel that other who is unethical will get

their share (Deter et al., 2008). Hence, MD among this type of employees leads to the unethical decision making. This behavior can be mitigated by incorporating the moral characteristics among them at their workplace.

The study of political behavior should be encouraged as it is considered "missing link" in the organizational studies (Butcher and Clarke, 2003).   Politics in the organization may be seen as dysfunctional behavior in the managers and employees. In some studies it has also seen as necessary skill in managers. In the current research, we have studied politics is the accumulation and exercise of power to bring together different interests that is why we believe that organizations, of any size and structure, are involved in politics every day.

Organizational politics has been characterized as sanctioned or non-sanctioned (Zanzi and O'Neill, 2001). Sanctioned tactics or politics are those which deviate from the standards of organization and these individuals may lose their job because these behaviors are unacceptable, negative and undesirable. For example, if a person may get promotion through organizational politics, is considered as unethical e.g. bribes, blackmailing etc. This causes anxiety, lack of satisfaction and even resignations among the employees.

Perception of organizational politics is considered as political by one individual but not political by another, because there is difference of experiences and reference frames of every observer. Earlier researches have focused on the variables like organizational outcomes, commitment and satisfaction with work or personal factors, performance in context with personality (Witt et al., 2002), size of the company (Conner, 2006). However, to date there is rare or appear no studies which shows the association between the perception of organizational politics and employees negative behavior like moral disengagement.

As in the social learning theory, employees should behave in appropriate way. POP is examined as a mediator in earlier studies (Vigoda-Gadot, 2007; Toor and Ofori 2009). I contend that this perception of politics work in same manner in the MIC and unethical/ moral disengagement relationships. This perception affects the behaviors of the employees as disengagement level increases among them.

Moral disengagement has been studied as a part of social cognitive theory at first (Bandura 1986, 1999). This shows that all the employees are moral agents i.e. they monitor themselves and regulate their own reactions as well as others regarding internalized moral traits. This leads to set comprises of standards, norms, rules and values which are present in an individual and can be calculated by the development of social and other experimental interactions.

Self-regulation process of moral judgement focuses on the moral actions which buffers moral disengagement among the individuals (Deter et al., 2008). One motivation for an individual towards regulating their actions is that negative attitudes which affect the behavior of individuals negatively. Ultimately, when individuals find output and the punishment avoidance, then they perform according to the moral values and internalized benchmarks.

MD effects the self-regulation of the behavior of employees. Eight dimensions of MD mechanisms are identified as ''which moral values are activated and disengaged from the determining factor behavior at different points in the self-regulatory process" (Bandura 1986, p. 376). Self-regulatory process is affected by these mechanisms in three important and general ways. Cognitive construal of disgraceful behavior making one's activities seem less dishonorable, obscuring/misrepresenting the negative effects one's actions has on others, and tumbling identification with or dehumanization of one's harmful behavior's targets.
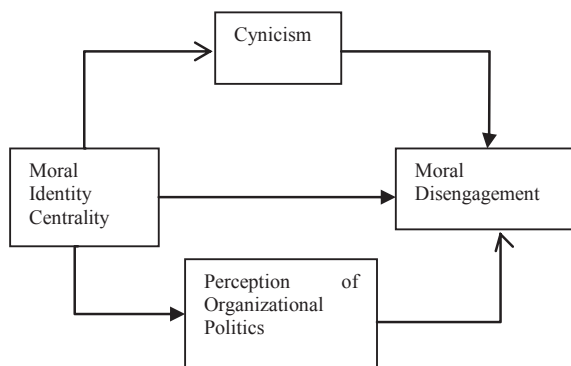
Theoretical Framework

Figure 1: Proposed framework of effect of MIC on the negative attitudes and behavior of an individual.

Materials and Methods
Type of Study
Data has been collected through hard copy questionnaire. Cross-sectional survey has been done through convenience sampling.

Sample of Study
Data has been collected from the individuals who work in the service sector of Rawalpindi/Islamabad regions of Pakistan. The service sector comprises of telecommunication companies, insurance, banks and engineering companies.

The service sector is selected on the basis of that many individuals are working in the service sector which contributes in the social and economic development of Pakistan.

Measures
Moral Identity Centrality
MIC has been measured by the scale of Aquino and Reed (2002), which shows good psychometric characteristics and has been used in many researchers (for example Aquino et al, 2009; Reynolds and Ceranic, 2007 and Skarlicki et al, 2008). It is also considered as antecedent of employees' attitudes and behaviors rather than symbolization dimension (Shao, Aquino and Freeman, 2008).

Moral Disengagement
It has been measured by 24 items scale, developed by Deter et al, (2008), which is a modified scale earlier developed by Bandura et al, (1996).

Cynicism
Cynicism has been measured by using the scale of "philosophies of human nature" (Wrightsman, 1990), which is adopted by Johnson and O'Leary-Kelly (2003) by modifying and shortened by selecting five items.

Perceptions of Organizational Politics (POP)
The scale of Hochwarter et al., (2003) has been used for POP. This instrument shows the politics perceptions at a workplace.

Confirmatory Factor Analysis (Cfa)
CFA has been done to find out the instruments validity and psychometric properties of the data (Byrne, 2010).

CFA and SEM (structural equation modeling) are used in AMOS for the analysis of the hypotheses of this study. SEM shows the goodness of model.

Main Study Results
The hard copy questionnaire has been distributed to collect the data. 430 questionnaires have been returned from 550 distributed. 26 were incomplete, 04 have the missing data, so the data of 400 questionnaires has been put in the SPSS for the analysis of results.

Demographic Characteristics; 76% respondents were males and female were 24%. Response was approximately 87%.

Reliability Analysis

This is defined as "measure to find overall consistency of the items". It is also defined as an "extent to which a scale is consistent with the results for the same individual at different times"

The following table shows the reliability values of the instruments being used in the current study.

Table 2: Alpha Reliability Coefficients of Instruments (N=400)

Instruments	No. of Items	Cronbach's Alpha Value
MIC*	05	0.717
C	06	0.902
POP	06	0.864
MD	24	0.956

*MIC= Moral Identity Centrality
 C= Cynicism
 POP= Perception of Organizational Politics
 MD= Moral Disengagement

Above table shows the reliability statistics of instruments which are used in this research. The minimum value of alpha coefficient is 0.717 which is for MIC and the highest value is 0.956 which is for MD.

Descriptive Statistics

The following table shows the descriptive statistics of the main study data.

Table 3: Descriptive Statistics (N=400)

	Min.	Max.	Mean	Std.d
MIC	2.00	5.00	3.917	
	0.500			
C	1.00	4.00	1.823	0.643
POP	1.00	5.00	1.820	0.569
MD	1.00	4.00	1.832	0.501

The above table shows that the values of the standard deviation are in the acceptable range of 0.50 for moral identity centrality to the 0.643 for cynicism. The lowest mean value is for perception of organizational politics which is 1.820 and highest value is 3.917 which is for moral identity centrality.

Correlation;

Correlation is referred to the establishing of relationship between two or more things.

The following table shows the correlation values of MIC with negative attitudes (cynicism and perception of organizational politics) and behavior (Moral disengagement)

Table 7: Correlations (N=400)

	MIC	C	POP	MD
MIC .385**	1	-.336**		-.370**
C .450**		1	.452**	
POP			1	.421**
MD				1

**. Sig. at the 0.01 level (2-tailed)

The above table shows all the correlation values to be significant. This also shows the negative but significant relation between the independent and dependent variables and positive relation between the mediators and moral disengagement. In this table, it has shown that one unit change in moral identity change brings 33.6% change (decrease) in cynicism and 37% change (decrease) in perception of organizational politics and 38.5% change (decrease) in moral disengagement. Similarly, one unit change in cynicism brings 45% change (increase) in moral disengagement and one unit change in perception of organizational politics brings 42.1% change (increase) in moral disengagement.

CFA (Main Study) N=400

CFA for all the items of the instruments has been done and all values are in the acceptable ranges which show their convergent validity (factor loading). All values of model fit indexes are fit to the model. The values of standardized coefficients and R² are given in the annexures.

While the CFA was used by each factor, it then leads to structural equation modeling to test the proposed hypotheses.

Structural Equation Modeling

Structural equation modeling (SEM) has been used to test the hypotheses of the study. If we focus on the properties of SEM, the model is said to be fit when the value of RMSEA is equal to 0.08 or less. The values of GFI, TLI and CFI are almost 0.90 or greater than it (Hair, Black, Babin and Anderson, 2010).

Hypotheses Testing

In accordance with proposed model, SEM has been used to explore the relationships between MIC and EE (Yu, 2016).

The following SEM diagram shows the direct relation of the independent variable (moral identity centrality) with the dependent

variable (moral disengagement) and negative mediators (cynicism and perception of organizational politics).

MIC has negative effect on cynicism, POP and MD. MIC decreases the moral disengagement level of the employees at work place. Similarly, cynicism and POP increases MD. In addition to it, when there is mediation of cynicism and POP, moral identity acts as a buffer against high levels of MD, by decreasing the effect of these mediators also.
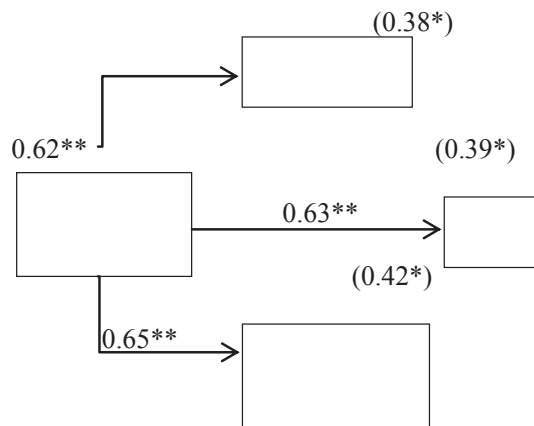
* denotes R square Change
** denotes Standardized coefficients (beta value)
Figure 2: Direct effect of MIC on MD, Cynicism and POP
The above figure shows the direct effect of the independent variable on the other dependent variables. The factor loading of each item is showing the significant values (which should be above 0.30). The value of R square is 0.39 for the effect of MIC on MD, 0.38 for the effect of moral identity centrality on cynicism and 0.42 for POP. The values of standardized coefficient show that one unit change in moral identity centrality brings 63% change (decrease), 62% cahnge (decrease) in cynicism and 65% change (decrease) in POP. The other values are also showing the maximum likelihood estimations.

$\chi2$ /df = 1.895   GFI= 0.847   AGFI= 0.831
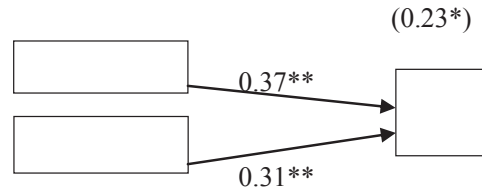CFI = 0.923   TLI= 0.918   RMSEA= 0.047

In the next step, the direct effect of mediators (cynicism and perception of organizational politics) on the dependent variable (moral disengagement) has been measured using SEM. It has been shown as follows.

(0.23*)

*denotes R square change
** denotes Standardized coefficient (Beta Value)
Figure 3: Direct effect of Cynicism and POP on MD
The above diagram shows the significant effect of cynicism and POP on MD, as one unit change in cynicism and POP bring 37% change (increase) and 31% (increase) in moral disengagement respectively. The value of R square is 0.23 and all other values are almost showing the maximum likelihood of estimations.
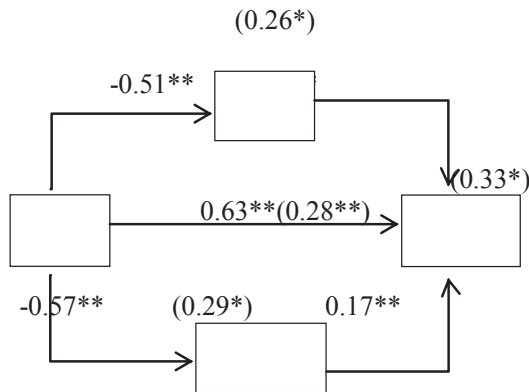
$\chi2$ /df = 2.156   GFI= 0.851   AGFI= 0.832
CFI = 0.921   TLI= 0.915   RMSEA= 0.054

In the final step of SEM, the effect of mediation has been measured. It is shown as follows.

(0.26*)

P<0.05
*denotes R square change
** denotes Standardized coefficients (Beta values)
FIGURE 4: Conceptual model
Note: Results show that cynicism and perception of organizational politics partially mediates the relationship between moral identity centrality and moral disengagement. Standardized coefficients are shown and the value in parenthesis shows the standardized coefficient value after including the mediators in the model.

This is showing the partial mediation between these two variables (MIC and MD). The value is decreased by 0.63 to 0.28 which is the significant effect of the mediators (cynicism and MD) between them. The values of R square change are 0.33 for the effect

of MIC on MD (decreased from 0.39 to 0.33 after partial mediation), 0.26 for the effect of MIC on cynicism and 0.32 for perception of organizational politics. The other values are also near to their maximum likelihood estimations.

$\chi 2$ /df = 1.872   GFI= 0.850   AGFI= 0.833
CFI = 0.925   TLI= 0.920   RMSEA= 0.04

       The above findings show that MIC is significantly associated to MD (b=0.63, p< 0.05), thus leading to support hypothesis 1. It means that one unit change in moral identity centrality brings 63% change (decrease) in moral disengagement.

       The results show that MIC has significant and negative effect on cynicism and MD, as one unit change in MIC brings 51% change (decrease) in cynicism and 57% change (decrease) in perception of organizational politics. It supports the hypotheses 2 and 3.

       Similarly, the above results show the significant and positive effect of cynicism on moral disengagement (b=0.26, p< 0.05) and perception of organizational politics has also significant and positive relation with MD (b= 0.17, p< 0.05). These results show that one unit change in cynicism brings 26% change (increase) in MD and one unit change in perception of organizational politics brings 17% change (increase) in MD, thus supporting hypotheses 4 and 5.

       In addition to it, when we tested the mediation model in structural equation modeling, it has been shown that cynicism and perception of organizational politics partially mediates the relationship between MIC and MD. It also shows that the value of standardized coefficient decreased from 0.63 to 0.28 (p< 0.05), which shows the partial mediation, thus supporting hypotheses 6 and 7.

Results and Discussion
The earlier studies show that MIC can be considered as a vital but silent part of some ones' moral personality (Hardy and Carlo, 2011). Hence, it can be said that moral identity is considered as predictor of different attitudes and behavior in an individual. But there were little knowledge about the dynamics that how moral identity affects the behaviors of individuals so there has been focus on this in the current study. It has been proposed that in addition to moral actions, some specific attitudes play role as mediators between the relationship of moral identity centrality and behaviors (Aquino and Reed, 2010).

       Hypotheses regarding the mediating role of attitudes (cynicism and perception of organizational politics) are accepted. There were significant relationships in all the expected directions. The specified attitudes mediate (partially) the relationships between moral identity centrality and the individual's behavior (moral disengagement). In the proposed way of examining moral identity interaction, it can be the first study to explain the relationships

among moral identity and the individuals' behavior (moral disengagement).

The current study has focused on the effects of cynicism shows the negative thoughts of human nature and untrusty toward others (Hui and Hui, 2009). Cynicism leads to less trust level and increase favoritism (Kurman, 2011 and Singelis et al., 2003). Our findings show that this lack of trust may leads towards the moral disengagement in the employees and it can be buffered by implementing the moral identity characteristics in the employees. Perception of organizational politics also significantly related to the moral disengagement behavior of the employees, as this negative attitude is considered as a workplace stressor and affects the behavior of the employees. This perception of politics can be minimized by incorporating the moral identity characteristics, which further leads to the buffering of moral disengagement.

In all SEM models, latent moral identity variable has been specified with its five items as the observed factor indicators and all the models are considered as fit. All five moral identity indexes have shown strong correlation with all of the other variables which have been studies. Hence, the results showed that there were significant proposed relationships.

In addition to it, the other hypothesized relationships between moral identity and individuals' behaviors, also suggest that these interactions help in the development of positivity and psychological functioning in the young employees (Hardy and Carlo, 2011; Lapsley, 2008). Individuals who have high moral identity are highly engaged in their work, s the moral characteristics help in the development of engagement level in the employees t their workplace. Some earlier studies show the negative relationship with moral disengagement (Aquino et al., 2007), as moral identity characteristics buffers the negative effects of moral disengagement. The results of our research also show that moral identity centrality has some specific power of motivation and self-regulation which leads to lessen the negative social cognitions among employees at their workplace.

Implications

This research has many important implications for theory, research and practice. The current results also suggest that there would be some situations at a workplace which lead to any antisocial behavior, but some aspects of moral personality (e.g. moral identity centrality) may enhance the attitude and behavior of people while controlling that antisocial behavior (Matsuba et al., 2011 and Narvaez et al., 2006).

Moral identity centrality has a negative and significant relationship with moral disengagement (Deter et al., 2008). The earlier studies have focused on the attribution (Hess et al., 2007), perceived justice (Gregoire and Fisher, 2008) and consumer power (Gregoire et al., 200) in relation with moral identity centrality. Firstly, the study shows the recent social-cognitive model of moral identity by exploring the characteristics (helpful, honest, kind etc.) which regulate the moral identity centrality (Aquino et al., 2009). Secondly, the current research explores the significant initial evidence of the roles of mediators (job satisfaction, self-efficacy, cynicism and perception of organizational politics) on the moral identity's regulatory function. Third, if we look at the literature of moral identity itself, so far studies have mainly focused on its effects on the individuals' ethical behavior (e.g. Aquino et al., 2009; Reynolds and Ceranic, 2007; Winterich et al., 2009).

Limitations

In addition to implications of this research, it has some limitations also. These limitations explore directions for future research. Firstly, this study has used the cross-sectional survey which included self-reported measures. if the research model is involved in interaction effects (Siemen et al., 2010). Secondly, we did not include the dimensions of behaviors as separate interaction with the attitudes (as we studied them as unidimensional), that could also be important factors to study separately.

Future Recommendations

The above limitations of study are worthy for the future studies. As a result, future study can explore the effects of corporate ethical values and supportive organizational culture may have different effects on moral identity, which in turn affects employee behaviors. The other work environmental variables for example work shift length, employee level and their skill level affect the engagement level among employees (Simpson, 2009). So it is also recommended that in future studies, there should be some study of those factors which can enhance the complex and dynamic association between employee engagement and other work behavior and outcomes.

This research has used sample in the service sector in Rawalpindi/Islamabad region (Pakistan). It would be important for future research to examine this study in some other Eastern countries also. We encourage testing this model from other cities of Pakistan also in future, which will provide an empirical examination. In conclusion, this research provides further examining the role of moral identity centrality in influencing the engagement level of the employees through different attitudes.

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