Amoral management as underlying cause to knowledge hiding where moral disengagement acts as a mediator and instrumental thinking acts a moderator in the context of real estate industry of Pakistan

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ABSTRACT

Amoral management practices have been a topic of concern for long in the business world. It is because of the negative outcomes that emerge with amoral practices, one of the negative outcomes is knowledge hiding behavior. This study aims to examine the relationship between amoral management and knowledge hiding in the context of the real estate industry in Pakistan, as well as the mediating role of moral disengagement and moderating effects of instrumental thinking. This research followed quantitative method using survey questionnaire to collect data from the real estate workers based in Pakistan. The usable sample size for this study is 407. Results are analysed using SPSS and Smart PLS. The results indicated a positive relationship between amoral management and knowledge hiding, which is found to be mediated by moral disengagement. However, no moderation effect of instrumental thinking is found. These findings have important implications for organizations in the real estate industry, as well as for practitioners seeking to promote ethical behavior and prevent knowledge hiding. A future recommendation of studying the relationship with ethical leadership, servant leadership, and authentic leadership is put forward to get further insights on knowledge hiding behavior and the hypothesized framework.

Keywords: Amoral management, moral disengagement, knowledge hiding, instrumental thinking

CHAPTER 1

INTRODUCTION

1.1   Introduction

This chapter begins with explaining background of the study, explain rationale behind chosen topic and identify gap in the literature. It further highlights problem statement, research questions guiding this study, and the aims and objectives of this study. The chapter ends with focus of significance and scope of the research.

1.2   Background

Researchers in organizational behavior are for long interested in exploring the impact of management practices on the outcomes and performance (Robbins & Judge., 2017). Despite the fact that ethical and moral leadership is widely preached and recognized across research, yet amoral management continues to persist in organizations (Aquino & Reed., 2002). Amoral management is referred to the lack of moral principles and values in decision making and has been widely studied in corporate responsibility and organizational behaviour (Aquino & Reed., 2002; Grueneberg & Aiken., 2017). In order to gain better understanding and to address these problems, it is important to identify the causes that drive such behaviors. Out of numerous negative outcomes as result of management practices, knowledge hiding is worth highlighting. It refers to the withholding information on purpose that may have relevancy in making decisions or carries importance (Grandey, 2000; Liu, Tjosvold, & Fan., 2013; Brown & Trevino, 2006; Lau & Wong-On-Wing, 2009). This behavior can occur where individuals find a threat to their reputation, financial position, or any other interest by sharing information (Al-Rafee & Rababah., 2009). Identifying the underlying cause of knowledge hiding is important particularly in the context of Pakistan in real estate industry because this industry is known for lack of transparency and

prevalent unethical practices of bribery and fraud (Awan & Kazi, 2020; Gao, 2014; Lamb, Hair, & McDaniel., 2011). For instance, real estate developers make false claims about properties, selling properties without having ownership rights, pre-approved NOC from government bodies, duplicate selling, and selling with fake documents just to name a few (APREA, 2023). There are some prevalent examples of scandals such as a renowned real estate developer scam which involved illegal acquisitions of land and misappropriation of funds by the developers who in turn were asked to pay fine in millions by the judicial system of Pakistan for this illegal activity (Dawn, 2018). Often times, developers after taking money from buyers use for their personal gains instead of investing in the project, this eventually leaves the project abandoned leaving customers without homes or refund money. This can further have negative impact such as lower investments from investors because of reduced trust, and ultimately poor economic growth (Krambia-Kapardis & Kapardis., 2013).

The real estate industry in general is complex and dynamic sector and it plays a significant role in the economy, generating employability and development of social and physical infrastructure. In recent years, particularly in Pakistan, the real estate has seen a boom and rapid growth. As a result, increased number of developers and real estate companies have been established. In spite of this rapid growth, the industry continues to face challenges and criticized for low trust, lack of transparency, and unethical practices including fraud and bribery (Ali & Khan, 2015; Awan & Kazi., 2020). These practices to some extent can be attributed to amoral management that leads to negative outcomes including knowledge hiding (Aquino & Reed., 2002). In context of real estate industry of Pakistan, knowledge hiding may be an important element. It is because the real estate industry has never been transparent due to the malpractices, Moreover, real estate business employees earn profit more from the commissions based on certain factors such as

selling price of properties, in this case, employees become rivals to attract more clients for themselves to earn more commission unlike other industries where developing a more collaborative culture and teamwork is important (Investopedia, 2022). Additionally, to sell properties, employees will get involved in lying and hiding any important information from potential buyers to trap them to invest which will lead to agent's own personal gain through profit. In other words, the real industry promotes culture of individualism which in turn can lead to knowledge hiding. Likewise, the developers who are involved in malpractices tend not to reveal any information to employees that can cause trouble to them. Overall, this industry is more prone to knowledge hiding and lack of transparency. Amoral management in the organizations can lead to moral disengagement which refers to the psychological process that allows individuals to engage in the unethical behaviours alongside maintaining a positive self-image of oneself and justify unethical behaviour without feeling guilty (Bandura.,1991). Furthermore, with unethical practices in place, it is natural tendency for individuals to think in terms of personal interest leading to instrumental thinking. It refers to the focus on individuals own interest that benefits them over considerations that are ethical in nature (Aquino & Reed, 2002). Researchers also explain instrumental thinking as a belief by individuals where actions are evaluated and justified based on productivity or efficiency outcomes instead of morality (Korsgaard & Robinson, 1997). These concepts have also been studied in ethics and organizational behavior context (Grueneberg & Aiken, 2017). Despite extensive research on amoral management, knowledge hiding, moral disengagement, and instrumental thinking, there is limited research that examines the interplay between these variables in the real estate industry of Pakistan (Kiewitz, & Gollwitzer, 2013). The real estate industry specifically is popular for unethical and malpractices, it is also involved in providing false information, fake advertisements and highly individualistic culture focusing only

on personal gains. In such industry what role is played by amoral management in knowledge hiding is worth noting. Researchers time and again have emphasized on the importance of ethical leadership and ethical practices which proves to be more beneficial for organizations, yet unethical practices prevail in the organization (Den Hartog, 2015; Piccolo et al., 2010), Here it becomes important to investigate the amoral practices and its relation to the negative behavior specifically knowledge hiding.

Studying the interrelationships between amoral management, knowledge hiding, moral disengagement, and instrumental thinking is important because it can help us better understand the factors that contribute to knowledge hiding and identify potential strategies for mitigating these behaviours. Furthermore, investigating these variables in the context of the real estate industry in Pakistan can shed light on the unique challenges facing organizations within this industry and identify potential interventions to address these challenges. Moreover, the concepts have widely been studied in developed countries, whereas the unique cultural and institutional context of developing countries such as Pakistan has not been fully examined. This research aims to fill this gap in the literature by examining relationship between amoral management and knowledge hiding while considering the mediating role of moral disengagement and moderating role of instrumental thinking in the real estate industry of Pakistan.

1.3   Research Gap

Researchers time and again have emphasized on the importance of ethical leadership and ethical practices which proves to be more beneficial for organizations, yet unethical practices prevail in the organization (Den Hartog, 2015). Additioanlly, the relationship of amoral management and knowledge hiding remains unclear with moderating role of instrumental thinking in the relationship (Brocato et al, 2018). By identifying underlying cause to knowledge hiding will help

preventing knowledge hiding behaviors by mitigating the negative impact of knowledge hiding (Robbins & Judge, 2017). Thereby this research aims to study amoral management as an underlying cause to the knowledge hiding with role of moral disengagement and instrumental thinking as mediator and modertaor in the relationship respectively.

1.4   Problem Statement

Although the research has emphasized on the importance of ethical leadership, and detrimental impact of practices that are amoral, yet to the best of researcher's knowledge, there is limited research examining the relationship between amoral management and knowledge hiding that too in particular context of real estate of Pakistan (Awan & Kazi, 2020). Additionally, the previous research role of moral disengagement leading to unethical behaviors have been examined but the role of moral disengagement as a mediator in the relationship between amoral management and knowledge hiding is yet to be investigated. Likewise, the role of instrumental thinking in the ethical decision making have been established in literature, but moderating role of instrumental thinking in the relationship of amoral management and knowledge hiding remains unclear (Brocato et al, 2018). Researchers time and again have emphasized on the importance of ethical leadership and ethical practices which proves to be more beneficial for organizations, yet unethical practices prevail in the organization (Den Hartog, 2015; Piccolo et al., 2010), Here it becomes important to investigate the interrelationships between amoral management, knowledge hiding, moral disengagement, and instrumental thinking is important because it can help us better understand the factors that contribute to knowledge hiding and identify potential strategies for mitigating these behaviours. Therefore, it is noteworthy to examine if amoral management leads to knowledge hiding alongside mediating role of moral disengagement and moderation role of instrumental thinking.

1.5   Research Aim

The basic aim of this study is to examine amoral management as underlying cause to knowledge hiding where moral disengagement acts as a mediator and instrumental thinking acts a moderator particularly in the context of real estate of Pakistan.

1.6   Research Objectives

The study aims to achieve following research objectives.

1- To investigate the relationship between amoral management and knowledge hiding in the context of real estate of Pakistan

2- To examine mediating role of moral disengagement in the relationship between amoral management and knowledge hiding

3- To investigate the moderating role of instrumental thinking in the relationship between amoral management and knowledge hiding through moral disengagement

1.7   Research Questions

Following questions will guide the research study.

1- What extent does the amoral management plays the role in knowledge hiding in the context of real estate of Pakistan?

2- Does moral disengagement mediate the relationship between amoral management practices and knowledge hiding?

3- Does instrumental thinking moderate the relationship between amoral management practices and knowledge hiding through moral disengagement?

1.8   Rationale of the Study

Unethical behaviour at workplaces is a topic of concern for both individuals and organizations. In the context of real estate in Pakistan, amoral management practices can have serious implications

for organizational performance. Additional implications of morals for an organization can be added benefit such as it can lead to increased trust, credibility, and improved business outcomes (Brown et al., 2005; Saks, 2006). Conversely, ignoring moral principles can lead to reputational damage, legal and regulatory risks, and decreased employee morale and motivation (Treviño et al., 2006). The relationship between amoral management and knowledge hiding is of particular concern, as it can lead to poor decision-making, lack of trust among employees, and decreased organizational performance (Alavi & Leidner, 2001). Given the potential negative impact of amoral management, moral disengagement, instrumental thinking, on knowledge hiding it is important to understand the relationship between these variables in the context of real estate in Pakistan.

To address the gap in literature to investigate the relationship between amoral management and knowledge hiding, this study aims to examine the said relationship with mediating role of moral disengagement and moderating role of instrumental thinking in the context of real estate of Pakistan for its prevalent unethical practices and low trust perception (Aquino & Reed, 2002; Brocato, Mitchell, & Darley., 2018). The examination of the relationship is important as it tend to help us identify the underlying causes that continues to contribute to knowledge hiding in organizations.

1.9   Practical Significance of the Study

The results of this study have important implications for the real estate industry in Pakistan by highlighting the negative effects of amoral management practices on knowledge hiding and the potential mediating and moderating roles of moral disengagement and instrumental thinking. By identifying the underlying causes of knowledge hiding, organizations will be in a position to modify the practices to address the causes and promote a healthy, ethical, and transparent work

environment preventing knowledge hiding behaviors by mitigating the negative impact of knowledge hiding (Robbins & Judge, 2017). This ultimately contribute to the overall performance and productivity of employees and organization as a whole.

1.10   Theoretical Significance of the Study

Additionally, the findings contribute to the knowledge base of existing literature by establishing relationship between amoral management and knowledge hiding, and the mediating and moderating role of moral disengagement and instrumental thinking respectively in the relationship, The study also provides insights for future studies to further investigate the underlying causes of knowledge hiding and alternate mediating and moderating roles in the relationship. Overall, the contribution will help to advance the field of organizational behavior and ethics.

1.11 Scope of the Study

The scope of this study is limited to the real estate industry of Pakistan. The data is collected through survey questionnaire from personnel working in the real estate companies based in the country. Since our purpose is to identify amoral management as an underlying cause for knowledge hiding, therefore real estate industry is best fit for this study because of its general perception of low trust, lack of transparency, and unethical practices, fraud, and bribery, despite the fact that it is one of the largest and rapidly growing industries (Aquino & Reed, 2002; Brocato, Mitchell, & Darley., 2018; Lamb, Hair, & McDaniel., 2011). For instance, real estate developers make false claims about properties, selling properties without having ownership rights, pre-approved NOC from government bodies, duplicate selling, and selling with fake documents just to name a few (APREA, 2023). There are some prevalent examples of scandals of renowned real estate developer which involved illegal acquisitions of land and misappropriation of funds by the developers who

in turn were asked to pay fine in millions by the judicial system of Pakistan for this illegal activity (Dawn, 2018). Often times, developers after taking money from, buyers use for their personal gains instead of investing in the project, this eventually leaves the project abandoned leaving customers without homes or refund money.

1.12   Chapter Summary

This chapter explained background of the study, highlighted rationale behind chosen topic and identified gap in the literature. It further identified problem statement, developed research questions guiding this study, and stated aims and objectives of this study. The chapter conclude with focus of significance and scope of the research.

The following chapters will be as follows a)Literature review explaining the foundations of variables and underpinning theory ending in the development of hypothesis; b) Methodology which explains the view and stance for the current study, followed by the instruments used for data collection; c) Results and analysis explains the process of analysing obtained data and results achieved through it d) And finally this thesis ends with discussion where results are interpreted followed by explaining the implications, limitations of the study and providing future recommendations.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The fact that organizations operate in increasingly complicated and frequently global environments, where members of the organization face challenging moral issues, is becoming more widely acknowledged (Sroka & Szántó, 2018). The requirement to operate across various cultures that constitute diverse sets of values, the expansion of organizational stakeholders with conflicting interests, and the need for organizations to work across conflicting governmental and legal systems are some of the causes of this increased complexity (Hannah et al., 2011a). Other contributing factors include increased scrutiny of people's actions, increased transparency demands, expanded organizational stakeholder groups, and expanded organizational stakeholders. According to popular belief, the magnitude and extent of greed and misbehavior in organizations are expanding at the same time that organizational challenges are becoming more complex (Hannah et al., 2011b). In light of these trends, an increasing number of businesses and governments are setting up ethics offices, developing new ethical guidelines, and requiring ethics training (Shneiderman, 2020). It is due to these changing trends that it has become inevitable to give due attention to moral management and organizational leaders' ethical behaviors.

Ethical leaders in today's world can drive an organization to heaven or hell. A person who firmly believes in upholding the correct standards of morality and principles in their decisions, actions, and conduct is considered to be an ethical leader. Besides, trustworthiness, moral excellence, concern for other people, and assertive communication are required of him. Among other qualities, an ethical leader is also responsible for acting impartially and in the group's overall best interests (Sharma et al., 2019). Consequently, leaders can influence their community to act morally by working together and by offering them a course of action that will serve everyone's

interests and offering guidance for moral conduct, which will encourage others to follow (Lumpkin & Achen, 2018). Thus, it can be argued that the well-being of an organization in general and that of the group in specific is dependent to a large extent on the ethical behavior of the leader.

However, being a leader is a long-term endeavor, and failing to uphold moral principles can cause a leader to be immediately sacked from their position and seriously damage their organization or their prestige (Villirilli, 2021). Additionally, a leader's unethical behavior can frequently harm a person's self-esteem, which leads to less-than-ideal outcomes and a missed opportunity to reach one's full potential (Tunçel & Kavak, 2022). In this regard, it could be said that organizations need to be attentive to the ethical behavior of the leaders as well as employees so that each performs their assigned responsibilities in compliance with formal rules. Hence, an organization's failure to develop a management culture that values ethical behavior results in undesirable behaviors that can be referred to as amoral management.

Amoral management refers to leaders who keep their personal ethics separate from their business ethics, not to a lack of moral influence and even when they are aware of their moral obligations, some executives opt not to lead ethically (Quade et al., 2022a). Quade et al. (2022b) consider an amoral manager as distinct from an unethical manager, even though an amoral manager may also be unethical. Amoral executives may be conscious of their own ethical and moral standards, but they do not communicate these standards explicitly to their organization or serve as ethical role models (LeFevre, 2021). Bello (2012) provides a macro-picture of what might happen if organizational leaders do not practice moral management or follow a shared code of ethics. Without a moral strategy, business-as-usual expediency and an 'anything goes' mentality will prevail, encouraging questionable behavior, promoting amorality or even moral depravity, and discouraging ethical course of action (Newstead et al., 2021).

When a leader consistently fails to act morally in certain circumstances, it negatively affects employees (Walumbwa & Schaubroeck, 2009). It implies that employees who work for amoral supervisors have displayed less moral behavior and higher levels of unethical behavior (Greenbaum et al., 2017). Thus, such leaders can cause employees to engage in unethical behaviors such as discussing private information with unauthorized parties, fabricating receipts to increase reimbursements, damaging company property, stealing from the workplace without authorization, misusing resources (Fernando et al., 2021), saying or doing hurtful things to others on purpose, knowledge hiding, and moral disengagement.

As a major repercussion of amoral management, knowledge hiding as a construct has drawn more attention in recent years from academics and practitioners due to its effects on organizational development, innovation, and worker performance (Anand et al., 2021). Knowledge hiding has been defined as an individual's concerted effort to restrict or conceal knowledge asked by another service user (Oliveira & Brohman, 2020). Many studies have looked into the causes and effects of this behavior since the construct of knowledge hiding was developed. Organizations, relationships, and people can all suffer negatively from knowledge hiding (Connelly et al., 2019). Reduced levels of innovative and creative work engagement, along with decreased performance outcomes, have all been linked to it (Xiao & Cooke, 2019). Recent studies have also focused on the causes of knowledge hiding. In environments with high levels of distrust and competition, knowledge hiding has been shown to have increased (Hernaus, 2018). On the contrary, organizations with more moral management ensure that there is an enough flow of knowledge delivery from one employee to another for the best working of an organization.

Similarly, another repercussion of amoral management, moral disengagement has also been studied extensively and was first described by Albert Bandura's Social Cognitive Theory

(Ilmiani et al., 2021). Bandura (1996) conceptualized it as the cognitive restructuring process that enables people to violate their own moral principles and act unethically without feeling guilty. Moral disengagement is a cognitive process related to ethics that frees people from the moral weight of their actions. Since the leader serves as a role model and affects followers' behavior, this process and, in particular, the mechanism of displacement of responsibility, have been linked to leadership (Martins, 2020). Moral disengagement enables people to avoid distress when engaging in actions that go against their moral principles (Newman et al., 2020a). Because of moral disengagement, one can easily build up the perspective about how to get anything one wants. It does not even bother an individual anymore about the guilt they should have because of showing moral disengagement. When an individual has established this kind of attitude, it is safe to say that all their work processes have self-interest, and they are now being involved in instrumental thinking to achieve their desired goals.

Instrumental thinking, in its purest form, instructs entities to use whatever strategies are required to bring about the desired results. This type of rationality has gained widespread acceptance as the only uncontroversial standard of practical thinking in the modern period (McFarland, 1989). The objective principle does not make assumptions about the likelihood of examining peoples' goals rationally. Such rational criticism appears to assume the existence of objective criteria and norms for the evaluation of purposes that are separate from psychological information about human motivations (Wallace, 2001). Epistemic and instrumental rationality are the two categories that cognitive scientists identify. The most straightforward explanation of instrumental rationality is; interacting with the world in a way that, given your physical and mental resources, ensures you achieve your goals (Kroes et al., 2009). Technically speaking, instrumental rationality could be defined as the enhancement of a person's ability to achieve their goals. The

idea of optimizing goal fulfilment has been further developed by economists and cognitive scientists into the technical idea of expected utility (Stanovich et al., 2008). The core concept of the current study is to describe how amoral bosses can involve in knowledge hiding in order to get self-interested goals and appreciation that they are the only ones who know more than anyone else in the specific organization and how moral disengagement frees them from the moral weight of their actions. Instrumental thinking in this whole scenario can cause a person to think that they are not doing anything wrong, instead, they are making their best possible ways to achieve their desired set of goals.

2.2   Underpinning Theory

This study is guided by the Social Cognitive Theory (SCT) which is mainly focused on clarifying how people regulate and reinforce behavior to produce goal-directed behavior that can be sustained over time. Particularly, an amoral manager with past experiences of gaining self-interested goals by not acting ethically in an organization can choose to act the same way in the future to get desired outcomes. For example, if a person (amoral manager) is hiding knowledge from her/his colleagues and employees, it can be a reciprocal determinism because all his behavioral capabilities are involved in this action. And in response, if a person is getting a reward (desired outcomes) for his displayed behavior, it can be said that reinforcement is playing its part. Reinforcement can be linked to moral disengagement because it frees the person from the moral weight of their actions. Furthermore, if employees are learning from their amoral manager that by upholding ethical values, they can be benefitted, then it is said to be observational learning. The expectation is the ability to think about the consequences of the activity before doing it. Similarly, instrumental thinking is the enhancement of a person's ability to achieve their goals. So, these two are in contrast and can moderate the relationship.

Employees see and learn from their leaders about what constitutes appropriate and inappropriate

conduct at work, according to social cognitive theory (Bandura, 1977, 1986). Leaders that uphold

ethics motivate their teams to act morally by rewarding and punishing them for bad behavior.

Employees who report to ethical leaders are thus less likely to hide knowledge that they have

requested from coworkers in order to avoid disciplinary action because knowledge hiding is

regarded as unethical workplace conduct. Based on social cognitive theory, this study also suggests

moral disengagement as a mediator of the link between amoral management and knowledge

concealment. According to social cognitive theory, moral leaders can encourage their team

members to think about moral principles, which will reduce their propensity to act unethically at

work (Den Hartog, 2015). Therefore, we hypothesize that amoral management could increase the

possibility of moral disengagement among workers, which would enhance knowledge hiding. This

is the reason the SCT serves as the study's hypothesized framework.

Albert Bandura founded the Social Learning Theory (SLT) in the 1960s; it eventually went

by the name Social Cognitive Theory (SCT). The SCT was developed in 1986 to incorporate the

notion that learning occurs in a social setting with a dynamic and mutual interaction of the person,

environment, and behavior. What distinguishes SCT is the emphasis on social impact and both

external and internal social reinforcement. SCT addresses many methods through which people

pick up and use behaviors as well as the social environment in which such behaviors are applied.

The concept takes into account an individual's past experiences, which determine whether

behavioral action will be taken. Past experiences have an impact on reinforcement, expectations,

and expectancies, which all affect whether or not someone would engage in a given activity as

well as the motivations behind that conduct. Clarifying how people regulate and reinforce their

behavior to produce goal-directed behavior that can be sustained over time is the main purpose of

SCT (Hommel, 2021). The self-efficacy construct was added when the theory developed into SCT, but the first five constructs were created as part of the SLT (LaMorte, 2019).

2.2.1 Reciprocal Determinism

The core idea behind SCT is that when a person (a person with a variety of acquired experiences), their environment (outside social setting), and their behavior (goals are achieved through reactions to stimuli) interact dynamically and reciprocally.

2.2.2 Behavioral Capability

This refers to a person's actual capacity to engage in a behavior utilizing the required skills and information. To properly engage in a behavior, a person must comprehend both the why and the how. People learn from the effects of their activities, which also affect the environment in which they live.

2.2.3 Observational Learning

This asserts that someone's behavior can be witnessed, observed, and imitated by another person. By "modeling" behaviors, this is commonly illustrated. If they see another person performing an action effectively, they are more likely to do the same.

2.2.4 Reinforcements

This word refers to the feelings or responses to a person's behavior that have an impact on whether or not the behavior will continue or stop. Positive or negative reinforcement can occur, and it can be self-initiated or environmental. The SCT idea most closely related to the reciprocal interactions between behavior and environment is this one.

2.2.5 Expectations

This refers to what can be inferred from someone's conduct. People think about the consequences of their activity before doing it, and the success of the behavior depends on the imagined consequences. Past events have a big impact on expectations. Although expectations are grounded in prior experiences, they are more individualized and focus on the value given to the outcome.

2.2.6 Self-efficacy

This has to do with how strongly a person is feeling they can effectively carry out an activity. Self-efficacy is influenced by a person's particular skills and other personal variables, as well as by environmental factors (barriers and facilitators) (LaMorte, 2019).

Drawing on the hypothesized framework of social cognitive theory, the study explores the mediation model in which moral disengagement mediates the direct relationships between amoral management and knowledge hiding, and instrumental thinking is working as a moderator. As discussed above, social cognitive theory explains that an individual performs certain behavior for the successful completion of the desired goal. This theory also supports the current study mediation model. Recent studies in this context have also worked on the hypothesized framework of social cognitive theory.

2.3 Variable of the study

2.3.1 Amoral management

Amoral management, a contemporary management concept, forgoes implementing sensible decisions inside a company. This may have negative moral repercussions and encourage unethical behavior, such as forgery or misbehavior (Davidson-LeFevre, 2021). Amoral management is the practice of executives failing to act morally when appropriate. Amoral directors refrain from acting

in a manner that is ethical or from conveying an ethical message to personnel. Employees have ethical standards for how their leaders should comport themselves. When they fall short of those standards, as an immoral boss does, employees are forced to spend precious resources trying to figure out how to act morally. They get even more emotionally worn out as a result. Consequently, employees' susceptibility to acting unethically and performing below par increases as resources are limited (Quade et al., 2018).

In an attempt to comprehend obstacles to moral leadership, Greenbaum et al. (2015) developed a theoretical model of amoral management. It strongly correlated amoral management with the number of projected negative effects of moral management, and contextual variables exacerbated these correlations. In some situations, amoral supervisors may feel enough morally motivated to initiate beginning moral management practices The leader will give up on moral management practices and revert to the status quo of being an immoral manager, however, if the leader's newly acquired moral management practices are met with resistance, resulting in significant role stressors, short-term performance reductions, and victimization by supervisor-directed deviance.

The literature makes two distinctions between amoral executives, those that are deliberate and those that are not. A notion that moral issues are irrelevant or inapplicable in business or other areas of organizational life defines intentional amoral management. According to amoral management, corporate operations are carried out outside of or beyond the scope of moral standards. These administrators believe that the commercial world and the moral world are two distinct realms that should never collide. In the present times, intentional immoral leaders are a dying breed (Carroll, 2000).

The degree to which a person feels persistent about moral integrity and/or demoralization depends on how manageable they consider the organizational response is. Continuous moral activity is made possible by enduring character strength, which hinders demoralization. It is claimed that moral efficacy, resilience, and endurance planning strengthen the actor by improving the perceived manageability of the response after it has occurred, just as emotional self-regulation fortifies the actor by improving the perceived manageability of the organizational reaction (Comer & Sekerka, 2018). It is further suggested that planning for endurance and durability develops emotional self-control, planning for endurance strengthens planning for durability, and planning for endurance and durability both directly contribute to long-lasting moral bravery.

Therefore, owing to the vitality of amoral management and its stanch effect on organizational performance, the stakeholders have found it inevitable to further understand the concept of amoral management.

2.3.2 Knowledge hiding

Knowledge hiding, which is the deliberate retention and concealment of knowledge from others (such as peers and supervisors) (Connelly et al., 2012a) who have asked for it, is a major problem in the social structure of the workplace. When practiced, knowledge hiding has a negative impact on both employee productivity and organizational performance (Zhao & Xia, 2019a). Knowledge hiding undermines the dynamics of interpersonal relationships, including relationship quality and pro-social behavior overall, and puts at risk chiefs' initiatives to encourage employee learning and creativity. It also hinders executives' efforts to assist organizations in gaining a sustained competitive advantage (Wang et al., 2018). Despite these adverse effects of knowledge hiding on workers' employment behaviors and the protracted survival of businesses, there is still a lack of theoretical and empirical research on how supervisors may deal with it. Recent appeals (Men et

al., 2020) have appropriately brought attention to the fact that the literature on the causes and consequences of knowledge hiding is currently in its infancy.

Recent studies have also focused on the causes of information concealing. In environments with high levels of mistrust and competition, knowledge hiding has been found to grow (Hernaus et al., 2018). According to reports, knowledge hiding and other related concepts like sharing and hoarding have certain similarities or points of intersection as well as distinctions. While information hoarding does not initially ask the knowing individual for the knowledge, knowledge hiding is a deliberate and purposeful activity that is tied to one's willingness and intention to conceal the information. Second, there are three distinct forms of knowledge-hiding behavior which include rationalized knowledge hiding evasive hiding, and playing dumb (Atif Saleem Butt & Ahmad, 2020; Connelly et al., 2012).

Three aspects together make up the multidimensional construct known as knowledge hiding. Connelly et al. (2019) claim that when a hider explains why the information will not be forthcoming is referred to as rationalized knowledge hiding and it is the least deceptive type of knowledge hiding. Evasive hiding occurs when the hider provides incorrect or incomplete information or makes a false promise of a more comprehensive answer in the future. Similarly, playing dumb refers to situations in which the hider pretends to be ignorant in order to avoid providing any information to the requestor (Connelly et al., 2019). This study finds out, among the three aspects discussed above, which one is more frequently used by employees for hiding knowledge.

However, when it comes to knowledge sharing, the primary drivers are comfort and relevance (Salloum et al., 2018). External factors promote hiding information and also demonstrate how work engagement affects these motivations for information sharing, specifically how

autonomous motivation and cognitive job requirements encourage sharing of knowledge and inhibit knowledge hiding. Through external regulation to share knowledge, task interdependence is found to be significantly associated with the three types of knowledge hiding (deceptive, justified concealing, and playing dumb) (Gagné et al., 2019). It has not yet completely clarified the entire repercussions of knowledge hiding on knowledge hiders (Jiang et al., 2019), while the impact of knowledge hiding on individuals who do not get the information, they requested is enormous.

Similarly, research from the past few decades has demonstrated the requirement for employee knowledge control and sharing for successful organizational change, creativity, and a competitive edge. Despite several initiatives to encourage knowledge sharing in firms, employees may not always be ready to share information due to personal opinions or situational limits, leading to knowledge hiding (Anand et al., 2020). The previous studies work on different factors which influence the person to knowledge hiding, such as workplace environment, mistrust, etc. This study is an attempt to find out the effect of amoral management and knowledge hiding on each other and the role of moral disengagement as a mediator.

2.3.3   Moral Disengagement

Management experts have recently focused on moral disengagement, a cognitive restructuring process that enables people to behave unethically while remaining disassociated from their moral norms (Martins, 2020). A growing body of literature has looked at the causes of moral disengagement in people as well as the results in the workplace. However, there is an ongoing discussion among scholars about how to conceptualize moral disengagement, how to assess it, how it develops, and how it affects job results (Newman et al., 2020b). It has been discovered that greater degrees of certain aggressive and bullying behaviors are associated with moral

disengagement (Lo Cricchio et al., 2021) which ultimately results in an individual's unethical behavior.

Moral disengagement describes a series of cognitive strategies people use to circumvent the moral self-regulatory mechanisms that ordinarily stop wrongdoing. In an organizational setting, abusive supervision and the perception of corporate politics are powerful context enhancers of moral disengagement, but unmoral management and organizational justice are just modestly effective deterrents (Ogunfowora et al., 2022). Thus, it can be said that moral disengagement in organizations is a result of foul leadership, and the same leadership can lessen its effects.

Moreover, individuals can also lessen the morally damaging effects of their actions by morally disengaging from their destructive behaviors toward others (Zhang et al., 2018). By disengaging from the moral self-sanctions that would ordinarily be connected with the activity, these justification and rationalization mechanisms enable people to operate outside of the confines of conventional norms of human behavior. There are four main ways that cause moral disengagement: (1) cognitive re-construal of the conduct, (2) hiding personal agency, (3) ignoring the negative effects of one's activity, and (4) vilifying the targets of one's behavior by blaming and/or demeaning them (Bandura, 2006).

The greater the level of moral disengagement and the lesser the perceived ability to fend off peer pressure to participate in immoral behavior, there will be more entanglement in antisocial behavior (Bélanger et al., 2019). Regardless of age, sex, color, religion, or socioeconomic position, the propensity to moral disengagement predicts both felony and misdemeanor thefts and attacks. By using moral justification, sanitizing language, and advantageous comparisons, one can cognitively restructure cruel behavior into something good or deserving Bandura, 2016). Also,

moral disengagement can involve ignoring or downplaying the negative effects of one's actions, blaming the victim, and dehumanizing the perpetrator.

2.3.4   Instrumental thinking

Instrumental thinking is an individual's obsession with calculating measures to attain some strictly defined, self-interested goals. Employees with strong instrumental thinking, as a result of their high economic orientation, appear to seek the most expensive and effective ways of achieving their goals (Lee et al., 2015) and thus can be more successful in assisting directors in achieving their targets (Orehek & Forest, 2016). As a result, administrators frequently reward individuals who exhibit strong instrumental thinking (Belmi & Pfeffer, 2015) as it results in better organizational performance.

Moreover, the concept of instrumental thinking is offered as a generic way of thought that could be traced across several academic areas (Dizdar, 2014). However, individuals with strong instrumental thinking may provide supervisors with a choice, ethics against productivity. Understanding the consequences of instrumental thinking for the link between moral management and knowledge hiding, as well as the link between leadership behavior and relational social connections among workers, is critical (Abdullah et al., 2019a) as instrumental thinking holds a significant standing in organizational productivity and efficiency.

Instrumental thinking in present times encompasses practical rationality which is a significant and presumably necessary component of having a competitive edge. Take the idea that instrumental thinking, or some tendency toward it, is a component of intention, desire, or action, for instance (Hui et al., 2000). Another, more significant, example is the claim that instrumental thinking is not merely a portion of practical rationality, but rather a unique portion, or even the entirety of it (Kolodny & Brunero, 2020).

The question of whether the standards of instrumental thinking only apply to the fixation of means after ends are specified or whether the determination of goals can likewise be rationally evaluated has long been a source of debate in discussions of rationality (Abdullah et al., 2019b). The most common understanding of instrumental thinking restricts the scope of rationality to the successful and effective completion of objectives or aspirations, with the efficacy or efficiency of a given accomplishment being evaluated in light of one's views (Kroes et al., 2009).

2.4   Hypotheses Development

2.4.1   Amoral Management and Moral Disengagement

Employees are not only harmed physically and psychologically as a result of aberrant behavior in the workplace but also significant financial losses to the company where they work. In a study conducted by Zhang et al. (2022) using SCT theory, they investigated the mechanism of family-supportive supervisor behavior on workers' workplace deviant behavior. They found that employees' workplace deviant conduct was negatively affected by family-supportive supervisor behavior, while moral disengagement acted as a mediator in the link between these two variables.

In another study conducted by Kapoor et al., (2021), the role of moral disengagement and narcissism was empirically examined on the relationship between leader integrity and power distance using the moral disengagement theory. The findings indicate that leaders' integrity was negatively correlated with their power distance, that leaders' moral disengagement mediated that relation, and therefore that narcissism significantly moderated the association between those two variables (Shen et al., 2021). So, the current study finds out the role of amoral management in showing moral disengagement.

According to Ametepe et al., (2022), a significant positive relationship and predictive abilities were discovered between an employee's amoral behavior and dishonest motives on the

one hand, and an employee's job insecurity and dishonest motives on the other, followed by the identification of additional variance when each variable was added in each step, implying that employees who exhibit amoral behavior are more likely to engage in fraudulent intentions.

Amoral management has been identified as a significant factor in promoting moral disengagement among employees. According to Treviño et al. (2006), amoral management practices can lead employees to believe that the organization prioritizes profits and results over ethical principles, which in turn can create an environment in which unethical behavior is normalized. Studies have shown that exposure to amoral management practices can contribute to moral disengagement in individuals, who may begin to view unethical behaviors as acceptable in the context of their workplace culture (Bandura et al., 2016; Elbæk & Mitkidis, 2023).

Moreover, the impact of amoral management on moral disengagement can have far-reaching consequences for organizations. A culture of moral disengagement can contribute to a decline in ethical standards, a loss of trust among stakeholders, and potentially serious legal and reputational consequences. As such, it is essential for organizations to prioritize ethical leadership and to cultivate a culture of integrity and social responsibility in order to prevent the negative impact of amoral management on employee behavior and organizational outcomes.

The previous studies identify different variables which work with amoral management and moral disengagement such as leader integrity, narcissism, fraudulent intentions, etc. but the current study leads the relationship between amoral management and moral disengagement that how an amoral manager can affect the organization's interests, workplace environment, and its employees by showing moral disengagement.
Therefore, this study hypothesizes that:

H1. Amoral management has a significant effect on moral disengagement.

2.4.2   Moral Disengagement and Knowledge Hiding

According to Jiang et al. (2019), a knowledge hider's own well-being is harmed as a result of knowledge hiding. This concept is expanded upon in the research, which looks at how and why knowledge hiders fail to succeed at work. They claim that knowledge hiding negatively affects employees' thriving through psychological safety and that this influence is reliant on organizational cynicism by integrating self-perception theory and the socially embedded model of thriving. Particularly, the detrimental effects of knowledge hiding on psychological safety and the indirect effects of knowledge hiding on flourishing via psychological safety were larger under higher levels of organizational cynicism. These findings have ramifications for both the management and the employee in terms of both the knowledge hiding and the flourishing literature.

Knowledge hoarding, territoriality, rudeness at work, social undermining, deception, workplace aggression, and a lack of knowledge sharing are examples of other dysfunctional behaviors that should not be confused with knowledge hiding (Connelly et al., 2012b). Therefore, knowledge hiding can have various causes and effects on people as well as organizations. According to the social cognitive theory, followers pick up leadership qualities like honesty, integrity, and altruism from their leaders. It anticipates that followers who exhibit traits like altruism, honesty, integrity, and other similar qualities through their behavior will not partake in dishonest practices like knowledge hiding (Erkutlu & Chafra, 2021).

According to a study by Zulfiqar et al. (2023), moral disengagement can lead to a willingness to engage in knowledge hiding behavior. The authors found that employees who exhibited high levels of moral disengagement were more likely to engage in knowledge hiding, as they viewed such behavior as acceptable and justified.

Similarly, research by Enwereuzor (2023) found that moral disengagement can contribute to a negative workplace climate that encourages knowledge hiding. The authors found that when employees perceive a lack of ethical leadership and social responsibility in their organization, they may be more likely to engage in knowledge hiding as a way to protect themselves from potential harm. These findings highlight the importance of promoting ethical leadership and cultivating a positive workplace climate in order to reduce the prevalence of knowledge hiding behavior.

As moral disengagement frees a person from the weight of their unethical actions, knowledge hiding is neither an unethical behavior for them nor a threat to organizational stakeholders. Amoral executives with higher levels of moral disengagement can show more unethical behaviors such as knowledge hiding.

The discussion in this subsection postulates the following hypothesis:

H2. Moral disengagement has a significant effect on knowledge hiding.

2.4.3   Moral Disengagement as a Mediator

Follower scheming not only moderates the relationship between leader's moral disengagement and trust in the leader, but also lessens the indirect link between leader's moral disengagement and follower knowledge hiding through trust in the leader (Erkutlu & Chafra, 2021). A leader's moral disengagement positively impacts follower knowledge hiding, while trust in the leader mediates this influence.

The study by Valle et al., (2019) investigates moral disengagement as a potential converging factor between oppressive management and organizational deviation and also examines how leader-member exchange (LMX) can influence this mediated interaction. The findings show that workers with abusive executives adopted moral disengagement tactics, which

led to organizational deviant behaviors (Valle et al., 2019). Additionally, those who scored higher on LMX showed a stronger relationship.

Another study by Zhao and Xia (2019b) discovered that the relationship was partially mediated by moral disengagement between nurses' knowledge-hiding behaviors and their negative affective states, and that moral management decreased the inverse association between knowledge-hiding and moral disengagement. In other words, nurses who are experiencing negative affective states are more likely to engage in moral disengagement, a secondary cognitive process that temporarily obscures one's own moral principles. This causes them to withhold information that other team members have asked them for.

Specifically, studies have found that exposure to amoral management practices can lead to moral disengagement, a psychological process by which individuals justify unethical behavior or actions that violate their moral standards (Zulfiqar et al. 2023). This, in turn, can lead to an increase in knowledge hiding behaviors, as employees may feel less obligated to share information and more willing to engage in behaviors that benefit themselves at the expense of others (Enwereuzor, 2023). These findings suggest that organizations should prioritize ethical leadership and cultivate a culture of integrity in order to mitigate the negative impact of amoral management on knowledge hiding behaviors. Therefore, this study postulates that moral disengagement is positively related to knowledge hiding.

In sum, the following hypothesis is developed:

H3. The relationship between amoral management and knowledge hiding is mediated by moral disengagement.

2.4.4   Instrumental thinking as a moderator

Focusing on achieving group objectives, a focus on upholding the rights of the company's stakeholders is demonstrated by ethical executives through their acts and conduct (Brown et al., 2005). Contrarily, a person's obsession with calculating the methods to accomplish certain clearly defined, self-interested ends is known as instrumental thinking, and it suggests an incongruence between the guiding ideals of ethical leaders and the followers who exhibit high instrumental thinking (Abdullah et al., 2019b). According to earlier research, people are less open to and responsive to information, actions, and behaviors that are inconsistent with who they are and could get in the way of their self-interested goals (Hui et al., 2000). Based on this line of thinking, this study comprehends that employees who have a high level of instrumental thinking may view moral management's emphasis on achieving the group's goals as a barrier to their own goals. The collective focus, integrity, and altruism of their leaders will therefore likely have less of an impact on followers who have high instrumental thinking (Abdullah et al., 2019b). As a result, people with high instrumental thinking are less likely to interact with their peers in a way that demonstrates altruism, integrity, or other similar traits.

Several studies have found that persons pursuing self-interested goals are more likely to participate in lying, bribery, and other immoral and dishonest acts, such as withholding required knowledge. People who put their own interests above the group's or organization's interests tend to keep information from others because they perceive sharing information as endangering their interests (Gkorezis & Bellou, 2016). According to this reasoning, employees with high instrumental thinking (self-interest) may perceive sharing this knowledge as posing a greater risk to themselves than employees with low instrumental thinking (self-interest). As a result, personnel

with high instrumental thinking are more inclined to conceal information than those with low instrumental thinking (self-interest) (Abdullah et al., 2019a).

This is where instrumental thinking comes into play. Instrumental thinking refers to a cognitive orientation where individuals prioritize their personal interests and focus on productivity and efficiency outcomes rather than ethical considerations (Baden & Higgs, 2015). In line with social cognitive theory, in the context of knowledge hiding, individuals who engage in instrumental thinking may be more inclined to withhold information if they perceive personal gain or benefit from doing so. They may view their actions solely from the perspective of achieving their own goals, disregarding ethical principles. By considering instrumental thinking as a moderating variable, researchers can gain a better understanding of the conditions under which amoral management leads to knowledge hiding. This knowledge is crucial for designing interventions and strategies aimed at mitigating knowledge hiding behaviors in organizations. It also highlights the importance of promoting ethical decision-making and cultivating a culture that prioritizes ethical principles over self-interest in order to minimize knowledge hiding tendencies.

Additionally, self-centred people may make unethical decisions and act unethically to further their personal interests, such as to maximize their financial gains, implying a perceived discrepancy between employees who are preoccupied with instrumental thinking and moral management principles; such a discrepancy may be more obvious between moral leadership and team members who have strong instrumental thinking (Rijsenbilt & Commandeur, 2013). Employees who have a high level of instrumental thinking will therefore be less receptive to moral management traits like honesty, integrity, and shared values. Therefore, high instrumental thinking can counteract the beneficial effects of moral leadership on relational social capital (Abdullah et al., 2019b).

There are significant implications for theory and practice when instrumental thinking is used as a moderator. The emphasis on the moderating function of instrumental thinking provides a detailed explanation for why social active learning might have various consequences for different workers (Abdullah et al., 2019b). In addition, it also explains the disparities in knowledge-hiding practices and attitudes toward personal communication.

So, we hypothesized that;

H4. The relationship between amoral management and moral disengagement is moderated by instrumental thinking.

2.5   Hypothesized Framework

First, the current study utilizes social cognitive theory to construct the model and to introduce moral disengagement as a mediating mechanism of the relationship between amoral management and knowledge hiding. The model also shows that there is a significant impact of amoral management on knowledge hiding. Moral disengagement, which is working as a mediator here between independent and dependent variables can either strengthen or weaken the relationship between both variables. Furthermore, significant importance for theory and practice can be found in instrumental thinking as a moderator and can impact the direct relationship between amoral management and moral disengagement. This model affiliates the hypotheses of the study and
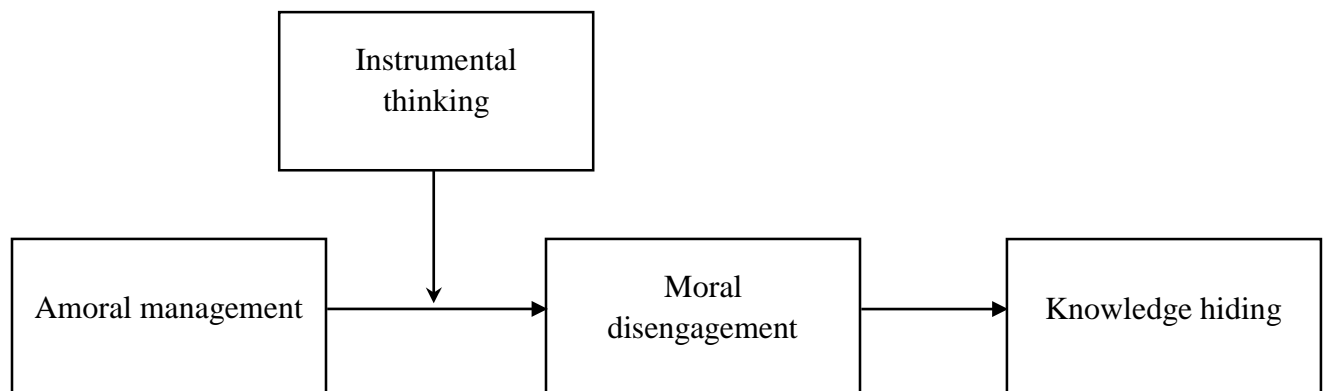
depicts it in the form of a visual model. The same model is used for generating results in Smart-PLS. The model is shown in Figure 2.1.

2.6   Conclusion

In this chapter, the study variables were introduced one by one with the relevant cited articles. There are four variables: amoral management, which is an independent variable; knowledge hiding, which is a dependent variable; moral disengagement, which is working as a mediator; and instrumental thinking is working as a moderator. After the brief introduction that what the study

Figure 2.1: Hypothesized Framework

is all about, the underpinning theory is described. This theory fuels the study variables in a way that how they all are interrelated. On the basis of variables and recent studies, the hypotheses were developed. Four hypotheses were developed on which our study will proceed. After that, the hypothesized framework is drawn, which illustrates the hypotheses of the study.

CHAPTER 3

3 METHODOLOGY

3.1 Introduction

This chapter explains the research methodology with details of research philosophy, design, sampling technique, research participants, and measures used for the independent (IV), dependent (DV) and mediator variables are listed. The ontological and epistemological stance are described in this chapter which tends to justify research objectives and aims of this study. Analytical procedure adopted for the study in order to test the proposed hypothesis have also been explained at the end.

3.2   Research Philosophy

Nature of knowledge in the field explains the undertaken research philosophy (Saunders et al, 2009). More specifically, what is done is guided by the research philosophy. The research philosophy usually explained in terms of ontological stance which refers to the underlying assumptions of research knowledge such as what is reality and the knowledge, we have of it; The second is epistemological stance which refers to the sense of reality around us and it and comprehension (Crotty, 2020; Snape & Spencer, 2003; Burnell & Morgan, 1979). Based on these stances, research philosophy is divided into four approaches namely i) realism, ii) pragmatism, iii) interpretivism and iv) positivism. Since the study has undertaken positivism for this study therefore, only this part will be explained to justify the study objectives. The underlying idea of positivism assumes that the social phenomenon can be studied and understood same way as a natural phenomenon. That is to say observations, experiments, facts, and measurements can help understand and obtain knowledge of a social phenomenon (Crotty, 2020; Saunders et al. 2009; Saunders, Lewis, & Thornhill, 2016). It assumes that the reality can be measured in an objective

manner and researchers perspective has no influence on it, reality is independent of one's view hence reality can be understood using facts and measurements (Creswell, 2018). This approach is useful because it focuses on studies that aim to identity the cause-and-effect relationship between social phenomenon variables. Likewise, it establishes generalized laws and principles same as of natural phenomenon (Cooper & Schindler, 2019). This study is also finding the cause-and-effect relationship between Amoral management, moral disengagement, knowledge hiding and instrumental thinking. This study is focused on understanding relationship between amoral management (IV) and its impact on knowledge hiding (DV) while understanding the role of moral disengagement as a mediator and instrumental thinking as a moderator in the relationship. This study deduces that amoral management leads to knowledge hiding. Proposed study is cross sectional that the data was obtained via survey questionnaire at one point in time.

3.3   Research Design

"A research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with the economy and procedure" (Sellitz et al, 1965, p.50). More specifically, it provides a strategic framework that connects the research question and it implementation. The research design is derived from the ontological and epistemological stance taken in the research philosophy. This study based on the stances mentioned above is quantitative which allows to obtain data objectively i.e., in numbers (Veal, 2005). The quantitative study is understood to be best form of understanding the variables with cause-and-effect relationship, this is also supported by another study which lists benefit of quantitative study to maintain researcher objectivity by accessing information using numbers (Goertzen, 2017; McCusker & Gunaydin, 2015). Quantitative research study aims to represent population by proposing and testing hypothesis, and generalizing the results among given

population (Barnham, 2015). Precision, generalizability, and statistical analysis are advantages of quantitative research, it is crucial to take the study objectives and issues into account when choosing the best strategy and the research questions and objectives supports quantitative design since we are looking for generalizability rather than contextual study and subjective experiences. The research design chosen for this study is a cross-sectional survey design. This research design allows to gather data from larger pool of participants at a time (Saunders, Lewis, & Thornhill, 2016). A survey questionnaire was adopted for the variables under study. The survey included multiple choice questions (close ended) to obtain and measure quantitative data. This research design is beneficial for the current study to identify the relationships and patterns of our variables i.e., Amoral management, moral disengagement, knowledge hiding and instrumental thinking (Creswell, 2018). Based on the philosophical stance and time limitations, cross-sectional design is justified for this study. Duration of data collection lasted from December 2021 till August 2022. The data was collected from real estate industry of Islamabad including some of the major real estate developers.

3.4 Participants and Procedures

3.4.1 Population

Target population of this study was employees of real-estate sector which falls in the category of private institutions. The reason for choosing the segment was that private institutions are more intense in terms of competition and to hop up the ladder employees hide knowledge from peers. Hernaus et al., (2018) has also iterated that in environments with high levels of mistrust and competition, knowledge hiding has been found to grow. As mentioned earlier that the amoral bosses retain decision making authority and fails to act morally when appropriate, therefore the private sectors are more prone to make independent decision making in comparison to public

sector where decisions are influenced by political public officials. Although the political public officials with amoral management can trickle down the effect to personnels, however, there is less applicability of knowledge hiding in the sector, as public structure follows seniority basis promotions and raises hence no competition and as a result knowledge hiding behavior may have little to no impact here. The survey was conducted online via google forms and in-person to reach the target population. Since we couldn't obtain accurate data for the real estate population, hence we resorted to previous studies as our reference for the sample size. Previous studies informing the current study used sample size between 400-500 and according to Morgan (1970) if the sample size is unknown, 500 sample size would suffice to represent the population. A large sample size allows accurate estimates of population and greater precision of the outcomes (Cohen, 2012). 400 sample size is considered large sample size for research surveys, it allows high precision and low margin for error (Kothari, 2004; Groves et al., 2009).

3.4.2   Sampling Technique

It is important to choose the right sampling technique based on the research questions and the characteristics of targeted population. Purposive sampling technique was used for this study where only employees were targeted from private companies in real estate sector of Pakistan. However, due to time limitations and hurdle encountered during data collection, the purposive sampling technique was combined with convenience sampling technique. This technique is useful in situations where the access to population is not easy and resources specifically time is limited (Neuwman, 2014). Convenience sampling is a non-probability sampling technique where the researcher aims to reach participants for the study who are available and willing to participate (Shaughness et al, 2016; Etikan et al., 2016). There are critiques for convenience sampling technique who are of opinion that the participants who are available and willing to be part of the

study may actually differ from the ones that are not available and unwilling to participate and this may lead to biased sample and that the results may not be generalizable to the who population as dataset may not be representative of the whole population (Shaughnessy et al, 2016; Neuwman, 2014; Etikan et al., 2016). Despite the limitations, convenience sampling may prove beneficial in certain situations where resources and time are a major issue. For this study, it proved to be a better approach to reach the target numbers of participants for the study.

3.4.3   Procedure

Through personal networking, participants were reached out in Islamabad region of Pakistan. The main purpose of this study is to identify impact of amoral management on knowledge hiding behavior while observing effect of moral disengagement as a mediator and instrumental thinking as a moderator. How many did you know from your personal connections? Tell the readers more about this process. For data collection, a questionnaire of 51-survey responses was designed on Google Forms (in appendices) and was distributed online as well as in paper from with personal visits to the real-estate firms where possible. Utilization of online and in-person data collection was to make sure to get better response rate and reach the target sample size. The electronic or e-surveys are becoming more popular recently among researchers because of the cost-effectiveness and efficiency it offers as opposed to the pen and paper surveys (Dillman, Smyth & Christian, 2014). With pen and paper, one cannot reach larger pool by visiting places far away i.e., geographically dispersed population whereas online surveys can be distributed to greater number of participants, and it is quick and easy way to gather data (McPeake et al., 2014; Heberlein and Baumgartner, 2004; Dillman et al., 2014). The research survey comprising of 51-survey responses could be easily completed within 10-15minutes of duration. The length of the survey was kept in mind as short survey are more prone to motivate participants to complete it and get higher response

rate. A research study has highlighted that approximately 91% of participants agree to complete the survey if it can be completed within 15 minutes of duration (Saleh & Bista, 2017). All of the participants were informed that the responses will be solely used for research purpose only and that their response will remain confidential. The sample size of 400-500 was taken into consideration. This is recommended by Morgan (1970) for unknown population. A large sample size allows accurate estimates of population and greater precision of the outcomes (Cohen, 2012). 400 sample size is considered large sample size for research surveys, it allows high precision and low margin for error (Kothari, 2004; Groves et al., 2009). Also, previous research informing this study also used similar sample size. 500 survey questionnaires were distributed across various real estate organizations in Islamabad including some major real estate developers developers. 432 questionnaires were returned making response rate of 86%. There were some non-usable questionnaires with unengaged responses hence they were discarded leaving us with a total of 407 usable survey questionnaires. The detail of the questionnaire distribution is given in Table 3.1.

Table 3.1: Details of Questionnaires

Survey	Quantity	%
Total Questionnaire Distributed	500	100
Returned	432	86
Rejected after a Defective Responses	25	6.14
Useable and Non-Defective Responses	407	81

3.5   Ethical considerations

To preserve wellbeing of research subjects, ethical issues are essential in quantitative research. When gathering data for quantitative research, following ethical factors were kept in mind:

Before filling the questionnaires, participants were informed participants in a clear and thorough manner about the research's objectives, methods, voluntariness, confidentiality, and their ability to withdraw at any time. Willingness performa were given to every respondent of the real estate organizations and their consent of participation were incorporated.

During questionnaire filling, the respondents were not asked to fill out any question on the opinion of any other sorrounding real estate employee or bosses. The questionnaire was the separate identity of the every individual and the personal information kept confidential all along the surveys.

After the data colllection, the data privcy was ensured and access to the data was limited to the researchers of the study. The participation in the study was entirely volunatry based. No rules and regulations of the organizations were harmed during the study.

3.6 Measures

The questionnaire was designed on a five-point Likert scale (Strongly disagree =1, Disagree =2, Neutral =3, Agree =4, Strongly agree =5). Survey questionnaire was mainly divided into two sections. First, where participants were asked to fill in demographic information including age, gender, and education. Whereas the Second part included survey responses of variables under study.

3.6.1 Amoral management

A 4-item scale developed by Quade et al. (2020) was used to measure Amoral management. Survey responses were measured on 5-point Likert Scale from strongly disagree (1) to strongly agree (5). Sample item included "My supervisor sidesteps responsibilities that involve ethical considerations" Overall scale Cronbach alpha was observed as $\alpha = .8$.

3.6.2 Knowledge hiding

12-item scale developed by Connelly et al. (2012) was used to measure knowledge hiding. Survey responses were measured on 5-point Likert Scale from strongly disagree (1) to strongly agree (5). Sample item included "I tell him/her that I would help him/her out later but stall as much as possible." Since this study aimed to examine the relationship between amoral management and knowledge hiding, therefore this study followed prior research to use overall measure of knowledge hiding (Abdullah et al., 2019; Cerne et al., 2014; Tang et al., 2015; Men et al., 2018). Overall scale Cronbach alpha was observed as $\alpha = .77$.

3.6.3 Moral disengagement

The Mechanisms of Moral Disengagement Scale was used to measure moral disengagement (Bandura et al. 1996). The scale included 32-survey responses measured on 5-point Likert Scale from strongly disagree (1) to strongly agree (5). Sample item included "If a group decides together to do something harmful, it is unfair to blame any one member of the group for it". Overall scale Cronbach alpha was observed as $\alpha = .91$.

3.6.4 Instrumental thinking

The instrumental thinking variable was measured through the 3-item scale developed and validated by Belmi and Pfeffer (2018). The scale has also been used in recent studies (e.g. Abdullah et al., 2019). Survey responses were measured on 5-point Likert Scale from strongly disagree (1) to strongly agree (5). Sample item included "I develop a relationship with people, including my colleague by mainly considering how useful they might be to me". Overall scale Cronbach alpha was observed as $\alpha = .7$.

3.7   Analytical procedures

The data was analysed once the data was collected using SPSS (v.23) and Smart PLS 3.0. SPSS (v.23) was used to process and identify any missing data. SPSS was also used to examine demographics, and descriptive statistics included mean, median, frequency, and standard deviation, skewness and kurtosis to identify normality of the data. Additionally, multicollinearity test was run to identify any significant correlation among the variables (Stigler, 1989; Ullah, 2017). This study aimed to measure the strength and direction of relationship between amoral management, knowledge hiding, moral disengagement, and instrumental thinking. Smart-PLS 3.0 was used to implement variance-based structural equation modelling (SEM), determine convergent and discriminant validity, and to test the established hypothesis. Goodness of measurement model was also examined. The Cronbach alphas were calculated to ensure internal consistency and reliability valuables (Cronbach, 1951). Mediating and Moderating effects in the model were checked using the Preacher and Hayes (2008) protocol.

3.7.1   Data Screening

Before proceeding to the hypothesis testing, the data was ensured to be screened to identify outliers, responses that were not engaged, or any responses that contained missing values. The accuracy and completeness of the data is important to get more accurate results (Hair et al., 2011). Current data was collected using Google forms with all questions to be mandatory, therefore no missing value was identified. To further clean up the data and to make sure the data is ready for use, data was screened to check any skewed responses. 25 responses were found out to be unengaged responses with straight line pattern and hence were rejected. Out of 500 questionnaires received, a total of 407 fully completed questionnaires were usable for this study.

Additionally, the data was used to test normality and multicollinearity issues (Tabachink & Fidell., 2007). It is also important to check the Skewness and Kurtosis of the data. This helps in identifying if data is in symmetry and not too dispersed. Skewness measures the symmetry of data whereas the kurtosis helps to determine of data is heavily or lightly tailed in a normal distribution curve (Cain et al., 2017). If Kurtosis value is found to be higher, then there are chances of outliers present in the data. Prescribed limit for kurtosis found in the literature is (-3 to +3). The normal value of skewness in zero but that is usually a rare case. The positive skewness value signify scores that are below the mean whereas negative values signify otherwise.

3.7.2   Reliability Statistics

It is important to determine the internal consistency of scales used to measure variables hence reliability analysis is done (Melcher & Beck., 2018; Hays and Hayashi., 1990). This analysis is performed to reassure that the scale survey responses for a variable used by the researcher, if used again with same respondents will yield similar results. The standard practice is to calculate Cronbach alpha for multi-item scale of a variable which represents convergence between survey responses (Cronbach, 1951; Hays & Hayashi, 1990). According to Taber (2018), an acceptable Cronbach alpha falls at the value of 0.7 or above.

3.7.3   Correlation Coefficients

Correlation analysis is performed to measure the linkages between the variables. It tends to demonstrate linearity that exists among variables under study. The value of correlation coefficient ranges from -1 which reflects negative relationship among variables; +1 which shows positive association between variables; and zero value shows no relationship exists among variables (Ratner., 2009; Xu and Cheng., 2020).

3.7.4 Multicollinearity analysis

Multicollinearity is one of the crucial part of the analysis. When the correlation between the variables is found to be very high then it is said that multicollinearity exists. It is important to do this assessment as it helps to determine if the multicollinearity issue exists or at least it does not significantly affect the relationships amongst variables under examination. Multicollinearity issue can be put to test via i) Correlation matrix, ii) Tolerance. and iii) VIF (Variance inflation factor). Literature tells us that the VIF scores are important here and if it scores above 5 then there is found to be a problem and the score above 10 reflects a serious collinearity issue that has significant impact on the results. In statistical analysis, the Variance Inflation Factor (VIF) is a crucial metric for assessing multicollinearity among predictor variables in regression models. Multicollinearity occurs when two or more independent variables are highly correlated, which can distort the results and interpretations of the regression analysis. The VIF score is used to quantify the severity of multicollinearity. A VIF score above 5 is generally considered problematic, indicating moderate multicollinearity, while a score above 10 suggests a serious collinearity issue that can significantly impact the reliability and stability of the regression results. Researchers and analysts often use the VIF criteria as a guideline to identify and address multicollinearity in their models. When dealing with predictor variables that exhibit VIF scores above 5, it is essential to investigate the correlations between these variables and consider potential remedies. Common approaches to mitigate multicollinearity include removing one of the correlated variables, combining them into a single variable, or utilizing dimensionality reduction techniques. Furthermore, in cases where the VIF scores surpass 10, immediate action should be taken to address the severe multicollinearity problem. Failing to resolve this issue can lead to biased coefficient estimates, wide confidence intervals, and unstable model performance, rendering the regression analysis unreliable for making

accurate predictions and drawing valid conclusions. In summary, being mindful of the VIF scores and adhering to the specified criteria (VIF > 5 indicating a problem and VIF > 10 indicating serious collinearity) is crucial in regression analysis to ensure the accuracy and robustness of the results and to facilitate sound decision-making based on the model's outcomes. (Johnston et al., 2018; James et al., 2021; Craney and Surles, 2002).

3.8   Chapter Summary

This chapter highlighted methodological and analytical procedures followed by current study. At the beginning of the chapter, research philosophy was explained followed by the stance of current study in terms of research philosophy, ontological and epistemological stance. Later, research design was described along with sampling technique and data collection process. The scales used to measure the survey responses were listed. The chapter ends with mentioning analytical process used by this study.

CHAPTER 4

4 DATA ANALYSIS

4.1 Introduction

After a detailed discussion about the methodology that has been employed to test the hypotheses of the current study, this chapter discuss the results obtained through the acquired data. The chapter starts with a brief introduction of the descriptive statistics that have been used in this study. Then it discusses the results of the measurement model followed by the structural model. The chapter ends in discussing the conclusion of the chapter.

4.2 Demographics

The analysis of the study sample demographic data reveals that the males comprise the majority of the sample with a representation of 62%. With respect to age, most of the respondents (60%) were between the age group of 31 to 40 years. Similarly, most of respondents' education was master's degree with a total of 83.05% and 42.26% had an experience of 6 to 10 years. A detailed description of demographics is given in Table 4.1.

Table 4.1: Sample Demographics

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	253	62	62	62
	Female	154	38	38	100.0
	Total	407	100.0	100.0	
Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 30 years old	43	10	10	10
	Between 31-40 years	243	60	60	70
	Between 41-50 years	109	27	27	97
	Between 51-60 years	10	2.45	2.45	99.45
	Above 60 years old	2	0.495	.495	100.0
	Total	407	100.0	100.0	
Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school	17	4.18	4.18	4.18

		Frequency	Percent	Valid Percent	Cumulative Percent
	Diploma holders	13	3.19	3.19	7.37
	First Degree holders	27	6.63	6.63	14
	Master's Degree holders	338	83.05	83.05	97
	PhD. and Professionals	12	3	3	100.0
	Total	407	100.0	100.0	
Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	13	3.2	3.2	3.2
	Between 6 and 10 years	172	42.26	42.26	45.5
	Between 11 and 15 years	109	26.8	26.8	72.3
	Between 16 and 25 years	95	23	23	95.3
	Above 25 years	18	4.4	4.4	100.0
	Total	407	100.0	100.0	

4.3 Descriptive Statistics

Descriptive analysis aims to describe the key characteristics of the data in the study (Cooper & Schindle, 2013). The descriptive analysis is carried out so the characteristics of the data concerning the impact of amoral management on knowledge hiding through moral disengagement can be analyzed.

This section presents the descriptive analysis summary, which shows the most significant findings from each category in terms of the number of responses produced by them. By using descriptive statistical methods within SPSS, this study analyzed the data, comprising of mean, standard deviation, skewness statistic, and kurtosis statistic. All hypotheses combination's reliability was above 70% and the overall reliability was over 95%. Therefore, it can be summarized that the tools which are utilized in this study are reliable and consistent.

Table 4.2 Descriptive Statistics

	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Amoral Management	3.99	1.002	1.005	-1.129	.172	1.133	.342
Knowledge Hiding	2.91	1.132	1.282	.021	.172	-.837	.342
Moral Disengagem ent	3.06	1.244	1.549	-.014	.172	-.967	.342
Valid N (list wise)	407						

4.4 Interpretation of Descriptive Statistics

In Table 4.2, the mean (M) values are ranged from 2.91 to 3.99, which indicate that change in moral disengagement and knowledge hiding have shown a positive relationship between amoral management and knowledge hiding.

The standard deviation (SD) values are between 1.00 to 1.24 signaling that the study data are dispersed and less concentrated around the mean (Bryman & Cramer, 2012) which identify suitability of the data.

4.5 Data Entry Process and Identification of Missing Data

After collecting the data, the next step is to enter the data and identify any missing data. All the information submitted by the respondents through the questionnaires must be comprehensively checked to make sure that the data is accurate and complete. These phases are essential to have a complete understanding of the data employed (Hair et al., 2011). However, the current study gathered data through Google forms with the option of mandatory answers to all the questions. This method was chosen for speed, uniformity, and accessibility of use (Regmi et al., 2016). Consequently, the gathered data did not have any missing value.

4.6   Analysis of Field Study Data

The target population of this study was the senior executives, dealors, consultants, administrators and supervisors of the real-estate organizations in the region of Islamabad, Pakistan. This target was chosen due the readily availability in the region. Therefore, questionnaires were distributed to these organizations.

The participants were identified using their websites and through personal contacts. In both the cases, they were first briefed about the aim the study and requested if they agreed to participate in the study. Upon their confirmation, they were sent the link of the Google forms containing the survey responses of the study. The final data sheet consisted of 432 responses.

However, all the responses were not fit to be included in the final analyses. Therefore, the data was put to the screening phase.

4.6.1   Data Screening

Data screening, a crucial stage in the preparation for data analysis, is done to clean up the collected data. Data screening involves evaluating the data to weed out incorrect and undesirable responses. In the received that, there were certain responses that followed a straight line pattern, hence, they had to be rejected. The detail of the data screening is shown in Table 4.4.

Table 4.3: Summary of Surveys

Survey	Quantity	%
Total Questionnaire Distributed	500	100
Returned	432	86
Rejected after a Defective Responses	25	6.14
Useable and Non-Defective Responses	407	81

The aforementioned table makes it obvious that a total of 500 respondents received questionnaires for this study. A total of 432 individuals returned the completed questionnaires from the given questionnaires. However, 25 of the questionnaires were disregarded because the answers were insufficient. Results could have been skewed as a result of incomplete or flawed responses. Thus, a total of 407 fully completed questionnaires were usable replies for this study.

4.6.2 Normality Test

Data normality is handled through Skewness and Kurtosis analysis in SPSS. This validates the normality assumption of the data where 80% and above data falls within the prescribed limits in the literature (-3 to +3). Skewness ascertains the unimodal distribution shape and its symmetry in regard to its mean. Positive values signify scores that are below the mean whereas negative values signify otherwise. This attribute constitutes the normality assumption in data (Kline, 2010). Table 6 shows the results of Skewness and Kurtosis analysis.

Table 4.4: Descriptive Statisitics of Surveys

	No.	Missing	Mean	Median	Min	Max	Standard Deviation	Excess Kurtosis	Skewness
AM1	1	0	3.661	4	1	5	1.405	-1.089	-0.567
AM2	2	0	3.56	4	1	5	1.515	-1.388	-0.437
AM3	3	0	3.526	4	1	5	1.5	-1.383	-0.385
AM4	4	0	3.501	4	1	5	1.443	-1.401	-0.315
MD1	5	0	3.59	4	1	5	1.283	-0.596	-0.704
MD2	6	0	3.319	4	1	5	1.439	-1.297	-0.299
MD3	7	0	3.457	4	1	5	1.405	-1.174	-0.411
MD4	8	0	3.521	4	1	5	1.389	-1.098	-0.496
MD5	9	0	3.386	4	1	5	1.411	-1.113	-0.458
MD6	10	0	3.536	4	1	5	1.377	-1.098	-0.497
MD7	11	0	3.386	4	1	5	1.383	-1.203	-0.346
MD8	12	0	3.285	4	1	5	1.413	-1.3	-0.257
MD9	13	0	3.194	3	1	5	1.402	-1.318	-0.188
MD10	14	0	3.243	3	1	5	1.382	-1.329	-0.151
MD11	15	0	3.199	3	1	5	1.405	-1.313	-0.181
MD12	16	0	3.283	4	1	5	1.401	-1.267	-0.297

MD13	17	0	3.317	4	1	5	1.455	-1.41	-0.217
MD14	18	0	3.961	4	1	5	1.199	0.105	-1.056
MD15	19	0	3.794	4	1	5	1.201	-0.267	-0.828
MD16	20	0	3.934	4	1	5	1.213	-0.077	-0.991
MD17	21	0	3.892	4	1	5	1.278	-0.28	-0.965
MD18	22	0	3.776	4	1	5	1.318	-0.51	-0.869
MD19	23	0	3.799	4	1	5	1.357	-0.52	-0.886
MD20	24	0	3.636	4	1	5	1.359	-0.783	-0.693
MD21	25	0	3.85	4	1	5	1.277	-0.22	-0.967
MD22	26	0	3.865	4	1	5	1.368	-0.497	-0.94
MD23	27	0	4.875	5	1	5	0.571	27.69	-5.176
MD24	28	0	4.695	5	1	5	0.65	14.437	-3.307
MD25	29	0	4.735	5	1	5	0.789	10.611	-3.318
MD26	30	0	3.518	4	1	5	1.48	-1.357	-0.39
MD27	31	0	3.42	4	1	5	1.519	-1.458	-0.295
MD28	32	0	3.322	3	1	5	1.511	-1.479	-0.206
MD29	33	0	3.366	3	1	5	1.484	-1.495	-0.184
MD30	34	0	3.334	3	1	5	1.519	-1.486	-0.206
MD31	35	0	3.428	4	1	5	1.515	-1.432	-0.327
MD32	36	0	3.442	4	1	5	1.549	-1.544	-0.274
INSTH1	37	0	3.162	3	1	5	1.613	-1.635	-0.071
INSTH2	38	0	2.86	2	1	5	1.587	-1.549	0.213
INSTH3	39	0	3.177	4	1	5	1.505	-1.52	-0.117
KH1	40	0	4.209	5	1	5	1.103	1.297	-1.435
KH2	41	0	4.199	5	1	5	1.098	1.315	-1.429
KH3	42	0	4.189	5	1	5	1.089	1.312	-1.402
KH4	43	0	4.108	4	1	5	1.108	0.932	-1.271
KH5	44	0	4.221	5	1	5	1.038	1.469	-1.407
KH6	45	0	4.437	5	1	5	0.982	3.603	-2.014
KH7	46	0	4.253	5	1	5	1.041	1.905	-1.558
KH8	47	0	4.182	5	1	5	1.075	1.408	-1.403
KH9	48	0	4.091	4	1	5	1.101	1.03	-1.3
KH10	49	0	4.268	5	1	5	1.006	2.059	-1.56
KH11	50	0	4.455	5	1	5	0.965	4.34	-2.152
KH12	51	0	4.378	5	1	5	1.006	2.607	-1.787

Data normality in the estimation process is a conventional assumption (Bai & Ng, 2005). The above table shows that the data has values that are less than -1 or greater than +1 which means that the data is not normally distributed. Therefore, this study chose Smart-PLS for the analysis of a non-normal data as suggested by Hair et al. (2016).

4.6.3 Multicollinearity

Multicollinearity is a state in which there is a significant amount of correlation between the independent variables (Hair et al., 2006). If the independent variables exhibit a correlation index of 0.9 or more (r>90), multicollinearity is present (Pallant, 2005). One of the SEM's underlying presumptions is broken by the existence of multicollinearity. By contrasting the Tolerance values and Variance Inflation Factor (VIF) values with the corresponding threshold values, multicollinearity is examined.

For the current study, a multicollinearity test was run for the analysis. The results are summarised in Table 4.6. The table shows that the analysis did not violate the multicollinearity assumption. As a result, additional analysis of the data may be performed.

Table 4.5: Multicollinearity Statistics among Independent Variables

4.7 Evaluation of PLS Path Model Results

In this work, Smart-PLS 3.0 is used to implement variance-based SEM. Measurement and structural models make up the division. The PLS algorithm is used in the first to address convergent and discriminant validity, and the PLS algorithm is used in the second to evaluate whether a hypothesis should be accepted or rejected.

4.7.1 Assessment and Goodness of Measurement Model

The measuring model examines each item to see if it significantly improves the suggested model as a whole. As reflective measurement models are used in the study, their internal consistency reliability, convergent validity, and discriminant validity are all examined. The examinations are

	Amoral Management	Instrumental Thinking	Knowledge Hiding	Moral Disengagement
Amoral Management		1.125		1.001
Instrumental Thinking				1.008
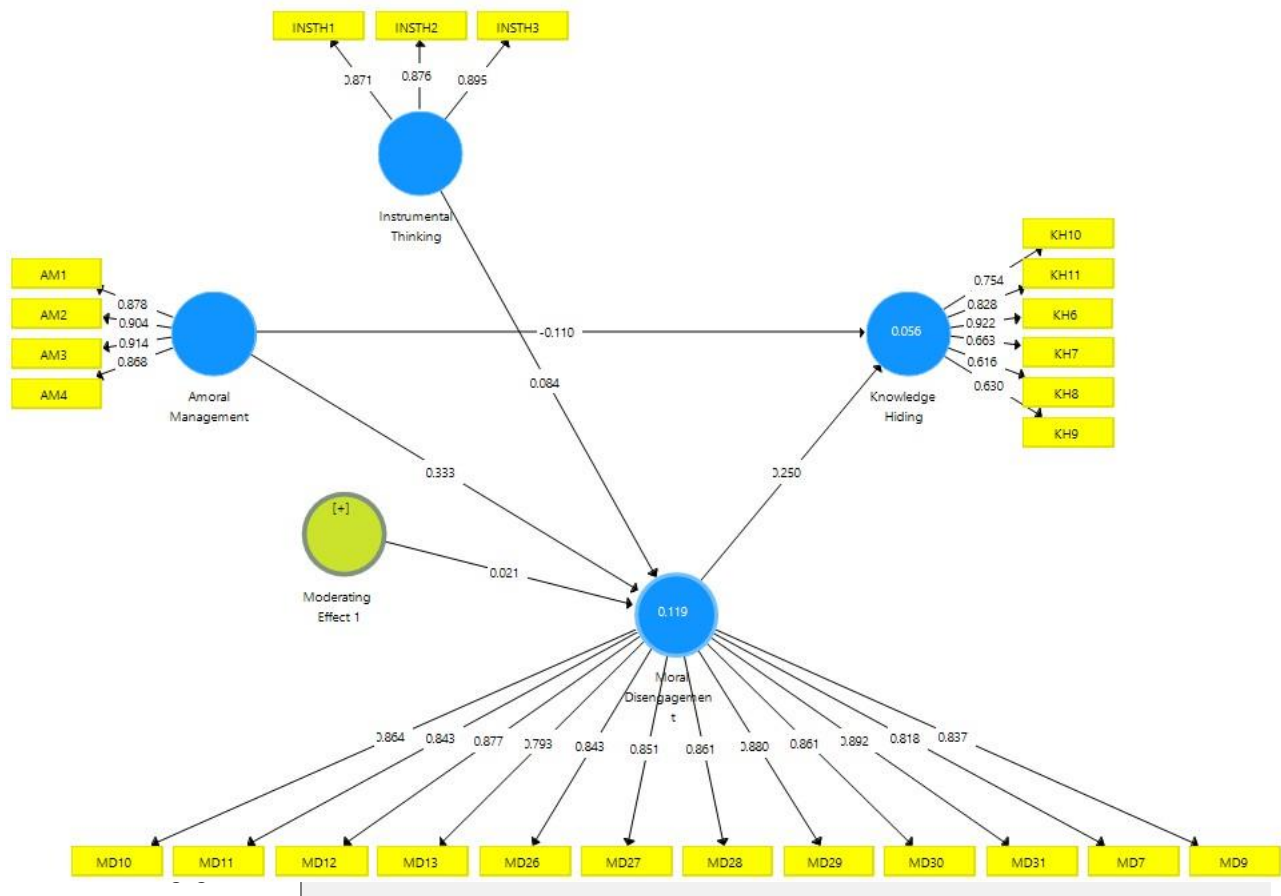
thoroughly covered in the section that follows. The measurement model for the current study is shown in Figure 4.1.

4.7.2 Construct Validity

Construct validity is described as "the degree to which a test measures what it claims or purports to be measuring" (Brown, 1996). It encompasses convergent and discriminant validity (Hair et al., 2014).

4.7.3 Convergent Validity

Convergent validity, which considers construct loadings and Average Variance Extracted (AVE), is defined as the degree of correlation between assessments of the same construct (Hair et al., 2014). Higher outer loading on a construct in terms of construct loading denotes a high degree of agreement between the associated indicators or the objects used to measure the same idea (Hair et al., 2014). Since it shows when any of the objects on a build are dramatically filled, the outer loading (standardised) indicator should be 0.70 or higher. You can eliminate the outer loading if

Figure 4.1: Measurement Model

its value is less than 0.7. The survey responses can be kept, though, if the construct's AVE value is higher than 0.50. The results are shown in Table 4.7.

Table 4.6: Measurement Model details

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Amoral Management	0.914	0.924	0.939	0.794
Instrumental Thinking	0.857	0.88	0.912	0.775
Knowledge Hiding	0.882	1.093	0.894	0.588
Moral Disengagement	0.966	0.968	0.969	0.726

The AVE criterion is known as "the grand mean value of the squared loadings of the indicators associated with the construct." The values of AVE for the current study are shown in the chart below.

Table 4.7 presents the details of the measurement model, including various statistical indicators that assess the reliability and validity of the measurement scales used in the study. Each of the measure is explained below.

Cronbach's Alpha is a measure of internal reliability. It assesses the extent to which the survey responses within each construct (or scale) in the study consistently measure the same underlying concept. Higher values of Cronbach's Alpha indicate greater internal consistency. In this table, each construct has a corresponding Cronbach's Alpha value: Amoral Management (0.914), Instrumental Thinking (0.857), Knowledge Hiding (0.882), and Moral Disengagement (0.966). rho_A is a reliability measure similar to Cronbach's Alpha, but it takes into account the dimensionality of the construct and provides a more accurate estimate of reliability for scales with fewer survey responses. Higher values of rho_A indicate greater reliability. In this table, each construct has a corresponding rho_A value: Amoral Management (0.924), Instrumental Thinking (0.88), Knowledge Hiding (1.093), and Moral Disengagement (0.968). Composite Reliability is another measure of internal consistency reliability. It assesses the extent to which the survey responses within each construct correlate with each other and reliably measure the underlying concept. Similar to Cronbach's Alpha and rho_A, higher values of Composite Reliability indicate greater internal consistency. In this table, each construct has a corresponding Composite Reliability value: Amoral Management (0.939), Instrumental Thinking (0.912), Knowledge Hiding (0.894), and Moral Disengagement (0.969).

Average Variance Extracted (AVE) is a measure of convergent validity. It indicates the amount of variance captured by the construct's survey responses compared to the variance due to measurement error. AVE values should ideally be greater than 0.5 to demonstrate good convergent validity. In this table, each construct has a corresponding AVE value: Amoral Management (0.794), Instrumental Thinking (0.775), Knowledge Hiding (0.588), and Moral Disengagement (0.726). Overall, the table provides insights into the reliability and validity of the measurement scales used in the study. High values of Cronbach's Alpha, rho_A, Composite Reliability, and AVE indicate that the scales are internally consistent, reliable, and capture the intended constructs effectively. The researcher can have confidence in the measurement model's ability to accurately assess the constructs under investigation.
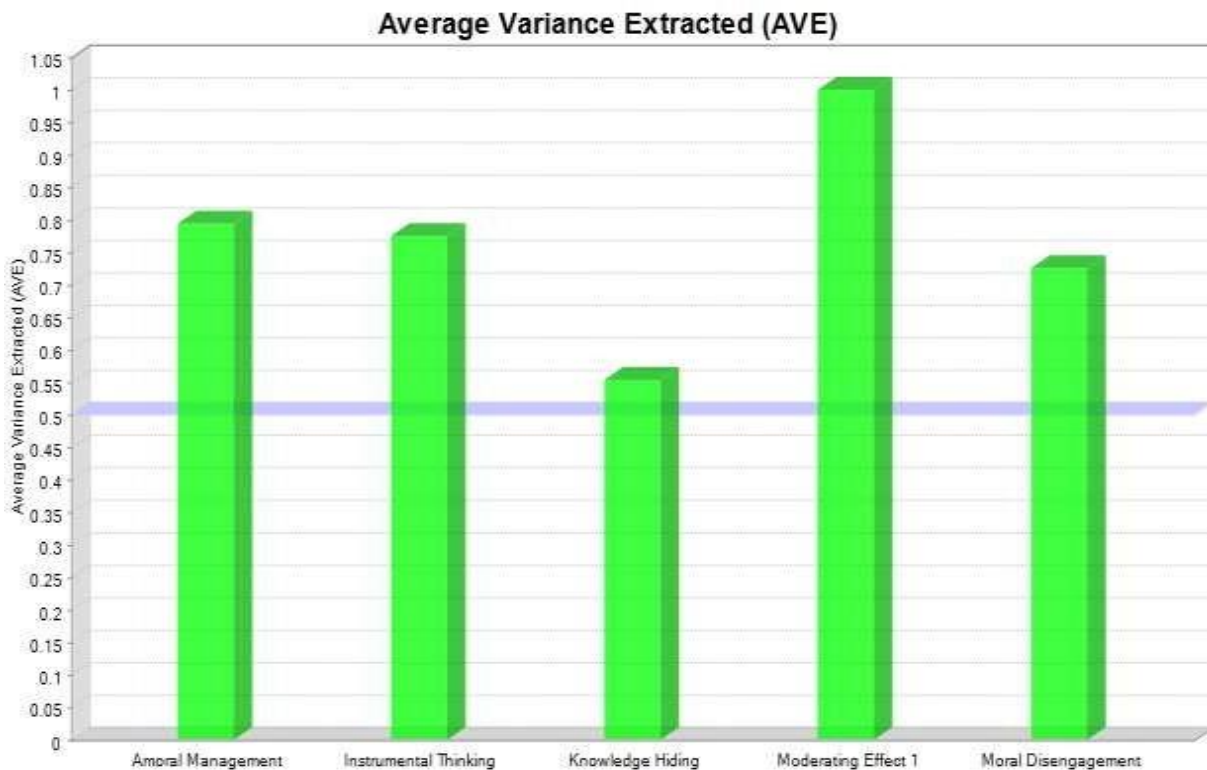
Figure 4.2: AVE Chart

It can be seen in the above chart that the AVE values for all the constructs of the present study are well above 0.5 which shows reliability of the measurements for the current study.

4.7.4 Discriminant Validity

The discriminatory validity measures how distinct different notions are in an instrument (Hair et al., 2014). It pertains to the uniqueness of a concept. By comparing the square root of AVE and inter-construct correlations, with the former being higher than the latter, discriminant validity is evaluated. The Fornell-Larcker criterion and the cross-loading were the two parameters used in this study to assess discriminant validity.

The square root of the AVE of each latent construct that is bigger than the latent inter construct linked to the model's other latent variables meets the Fornell-Larcker criteria (Hair et al., 2014). Cross-loadings apply to the criteria in cases where the external loads in the connected constructs are higher than those in other structures. Table 4.8 explains the Fornell-Larcker criteria for discriminating validity, and Table 4.8 shows the cross-loading of all constructs.

Table 4.7: Fornell-Larcker Criterion

	Amoral Management	Instrumental Thinking	Knowledge Hiding	Moral Disengagement
Amoral Management	0.891			
Instrumental Thinking	0.019	0.88		
Knowledge Hiding	-0.027	-0.006	0.744	
Moral Disengagement	0.334	0.092	0.213	0.852

The outer loading of the markers on the associated construct is larger than the loadings on other constructs in Table 4.9. These measures show that the discriminant validity of all constructs is right.

Table 4.8: Cross Loadings of the Survey responses

	Amoral Management	Instrumental Thinking	Knowledge Hiding	Moral Disengagement
AM1	0.878	0.006	0.004	0.268
AM2	0.904	0.027	-0.051	0.28
AM3	0.914	0.004	-0.038	0.343
AM4	0.868	0.032	-0.006	0.289
INSTH1	-0.009	0.871	0.012	0.082
INSTH2	0.024	0.876	0.005	0.062
INSTH3	0.034	0.895	-0.027	0.092
KH10	-0.077	-0.015	0.754	0.07
KH11	-0.085	-0.04	0.828	0.117
KH6	0.033	0.009	0.922	0.28
KH7	-0.032	-0.008	0.663	0.016
KH8	-0.062	0.074	0.616	0.011
KH9	-0.09	0.004	0.63	0.017
MD10	0.261	0.072	0.156	0.864
MD11	0.258	0.099	0.136	0.843
MD12	0.312	0.122	0.22	0.877
MD13	0.337	0.097	0.186	0.793
MD26	0.313	0.032	0.187	0.843
MD27	0.279	0.046	0.188	0.851
MD28	0.245	0.058	0.159	0.861
MD29	0.26	0.074	0.17	0.88
MD30	0.25	0.093	0.158	0.861
MD31	0.308	0.117	0.227	0.892
MD7	0.307	0.043	0.198	0.818
MD9	0.236	0.069	0.158	0.837

The degree to which constructs discriminate against one another is referred to as their discriminant validity. As shown in Table 4.9, the Heterotrait-Monotrait ratio of similarities was

used to test the discriminant validity (Henseler, Ringle & Sarstedt, 2015). Discriminant validity is poor if an HTMT value is more than 0.85 (Kline, 2015), but it is good if the value is less than 0.85. As seen in Table 4.9, good discriminant validity was determined as all HTMT values being less than 0.85 (Kline, 2015). The measuring objects were determined to be precise and reliable in both analyses, allowing for hypothesis testing.

Table 4.9: Discriminant Validity (Heterotrait-Monotrait ratio)

	Amoral Management	Instrumental Thinking	Knowledge Hiding	Moral Disengagement
Amoral Management				
Instrumental Thinking	0.031			
Knowledge Hiding	0.089	0.049		
Moral Disengagement	0.347	0.096	0.122	

4.8 Assessment of Structural Model

After it was established that the measurement model, or outside models, are precise and correct, the structural model, or inner model, was evaluated. Part of the approach entails assessing the model's prediction power and the relationships between the constructs (Hair et al., 2014). To put it another way, the inner model's predicted interactions are evaluated in light of the structural model. The measurement model for this analysis, which consists of a mediating variable, an autonomous latent variable, and a contingent latent variable, is shown in Figure 4.1. Three criteria are used to draw conclusions about the proposed links between the constructs in this study, and they are as follows:

- Coefficient of Determination (R^2) of endogenous constructs,
- Effect Size (f^2) and,
- Path Coefficients

4.8.1   Coefficient of Determination (R^2)

Coefficient of Determination (R^2) refers to the degree of variance in the dependent variables that the given model describes. It can be demonstrated that the structural model's capacity for prediction increases with increasing R^2 values. To achieve a better R^2, PLS-SEM's primary objective is to define the endogenous latent variable. The range of R^2 is 0 to 1, with values of 0.75, 0.50, and 0.25 denoting significant, moderate, and low predictive precision, respectively, (Hair et al., 2014). The R^2 values for endogenous constructs are shown in Table 4.11.

Table 4.10: Coefficient of Determination (R^2) of Endogenous Constructs

	R Square	R Square Adjusted	Effect Size
Knowledge Hiding	0.046	0.042	Small
Moral Disengagement	0.119	0.112	Small

It can be seen in Table 4.10 that 4.6 per cent of the variation in Knowledge Hiding is explained by the constructs of the study. Whereas the study model explains 11.9 per cent of the variation in Moral Disengagement. As per the threshold values given by Hair et al. (2014), both the constructs have a small degree of variance.

4.8.2   Effect size ($f2$)

The effect size of the predictor latent construct at the structural stage was evaluated as the next criterion in determining model fitness in this study after measuring the R^2 values of both endogenous constructs. By comparing the increase in R^2 to the portion of the endogenous latent variable's variance that remains unknown, the effect size (f^2)—which is used to determine whether the omitted construct has a significant impact on the endogenous constructs—can be calculated. According to Cohen (1988), small, moderate, and large effects are denoted by $f2$ values of 0.02-

0.14, 0.15-0.34, and greater than 0.35 respectively. The $f2$ value for every path is displayed in Table 4.12 below.

Table 4.11: Result for Effect Size (f2)

	Amoral Management	Instrumental Thinking	Knowledge Hiding	Moral Disengagement
Amoral Management			0.011	0.125
Instrumental Thinking				0.008
Knowledge Hiding				
Moral Disengagement			0.059	

4.8.3 Path Coefficients

PLS-SEM uses the route coefficient to quantify the frequency and significance of the proposed interactions between the latent components. Estimates for relationships in structural models with standardised values between -1 and +1 are derived, with coefficients closer to +1 denoting a strong positive association and coefficients closer to -1 denoting a strong negative relationship Figure 4.3 displays the model's direction coefficients.
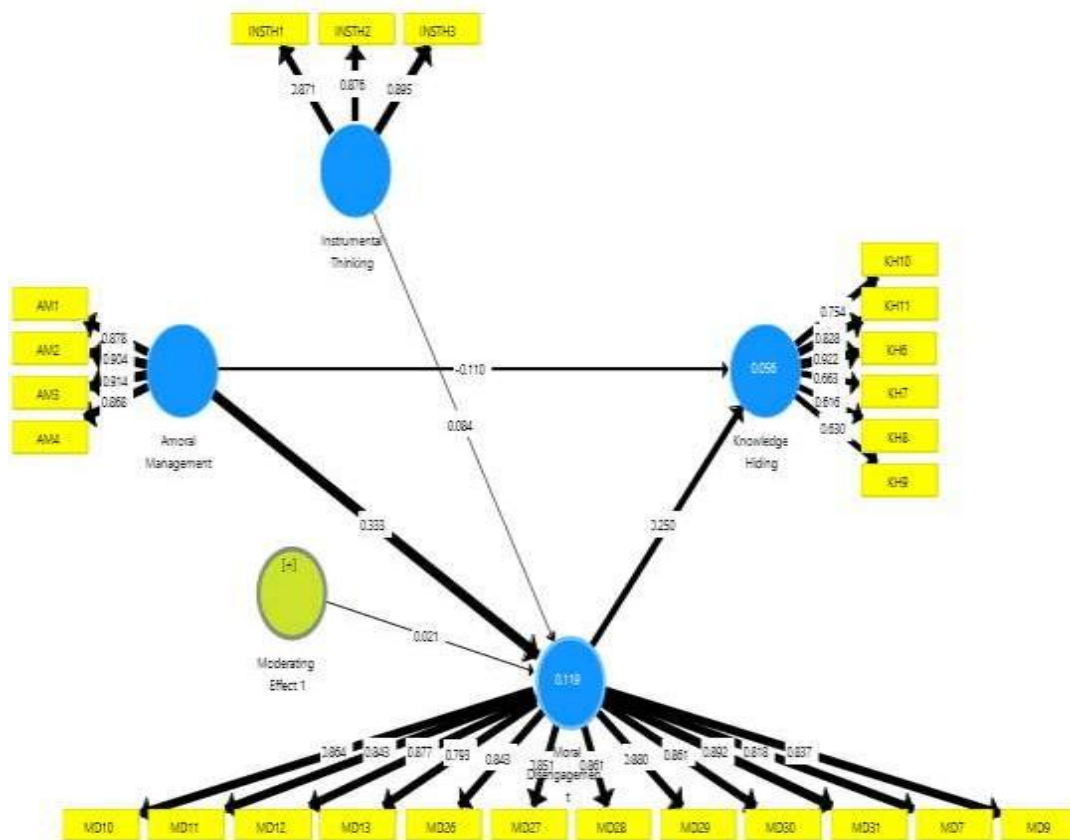

Figure 4.3: Structural Model

4.9 Hypotheses Testing

The path coefficients can alternatively be thought of as standardised beta coefficients for Ordinary Least Squares. The analytical t-value for the path coefficients is calculated using the bootstrapping approach to evaluate the significance of the proposed correlations. Because it will require

managerial consideration, the significance's relevance is crucial. Table 4.12 contains a list of the hypothesis testing.

To evaluate the interaction between the variables, the current study offered four key hypotheses. "Amoral management has a significant effect on moral disengagement" denotes H1. Similarly, "Moral disengagement has a significant effect on knowledge hiding," denotes H2.

Table 4.13 summarises the findings for the structural model, revealing that the Path coefficients for all the variables.

Table 4.12: Table of Hypothesis Testing (Direct Effect)

Path	Original Sample	Standard Deviation	T Statistics	P Values	Confidence Interval Lower Bound	Confidence Interval Upper Bound	Result
AM -> MD	-0.104	0.071	2.556	0.012	0.23	0.45	supported
MD -> KH	0.34	0.046	7.202	0.000	0.251	0.431	supported

It can be seen in Table 4.12 that all the relationships proposed by this study are supported by the data. It implies that amoral management has a positive effect on moral disengagement which consequently has a positive effect on knowledge hiding.

4.10   Analysis of the Effect of Mediator

In this section, the study looks at the hypothesis related to mediation in the structural model. To find out if instrumental thinking mediates the relationship between amoral management and knowledge hiding is the goal of this hypothesis. Using an indirect effect analysis method similar to that discussed by Zhao et al. (2010) and Nitzl et al. (2016), the factors were further elucidated.

Verifying the lower and upper confidence boundaries is crucial towards the end. Preacher and Hayes (2008) state that the mediation hypothesis is only acceptable if it does not contain zero. The outcomes of the analysis of mediation are shown in Table 4.14.

Table 4.13: Type of Mediating Effect

Paths	Path coefficient	Standard Deviation	T Statistics	P Values*	Lower Confidence Interval	Upper Confidence Interval	Results
AM -> MD -> KH	0.089	0.047	5.784	0.015	0.219	0.278	supported

** P<0.05

To ascertain the significance of the indirect direction, the researcher performed bootstrapping with 5000 iterations. The indirect path's t-value was found to be 5.784 with a p-value of 0.029, and the indirect path's path coefficient was found to be 0.089. According to Preacher and Hayes (2008), the mediation impact is significant because neither the upper nor lower conviction limitations include zero. In light of this, hypothesis H3 has been confirmed.

4.11   Moderation Effect

Hypothesis H4 of the current study was to investigate whether "Instrumental Thinking moderates the relationship between amoral management and knowledge hiding." The moderation impact of confidence in the partnership between purchase experience and online repurchase intentions is depicted in Figure 4.4. Preacher et al. (2008) interaction influence technique was used in this analysis (2007). Following that, the moderating effects in the model were checked using the Preacher and Hayes (2008) protocol. Interaction words are generated by multiplying the independent variable amoral management by the moderating variable instrumental thinking in order to measure the moderating results. Since balancing for all of the key influences of the independent variable and the moderator, the relationship concept was introduced. If the

relationship word adds greatly to the variance of the dependent variable when correcting for the key factors, this indicates the presence of moderating effects. To prevent the multicollinearity involved with the usage of interaction terminology, the interaction concept between the moderator and the independent variable was generated after both the independent and moderator variables
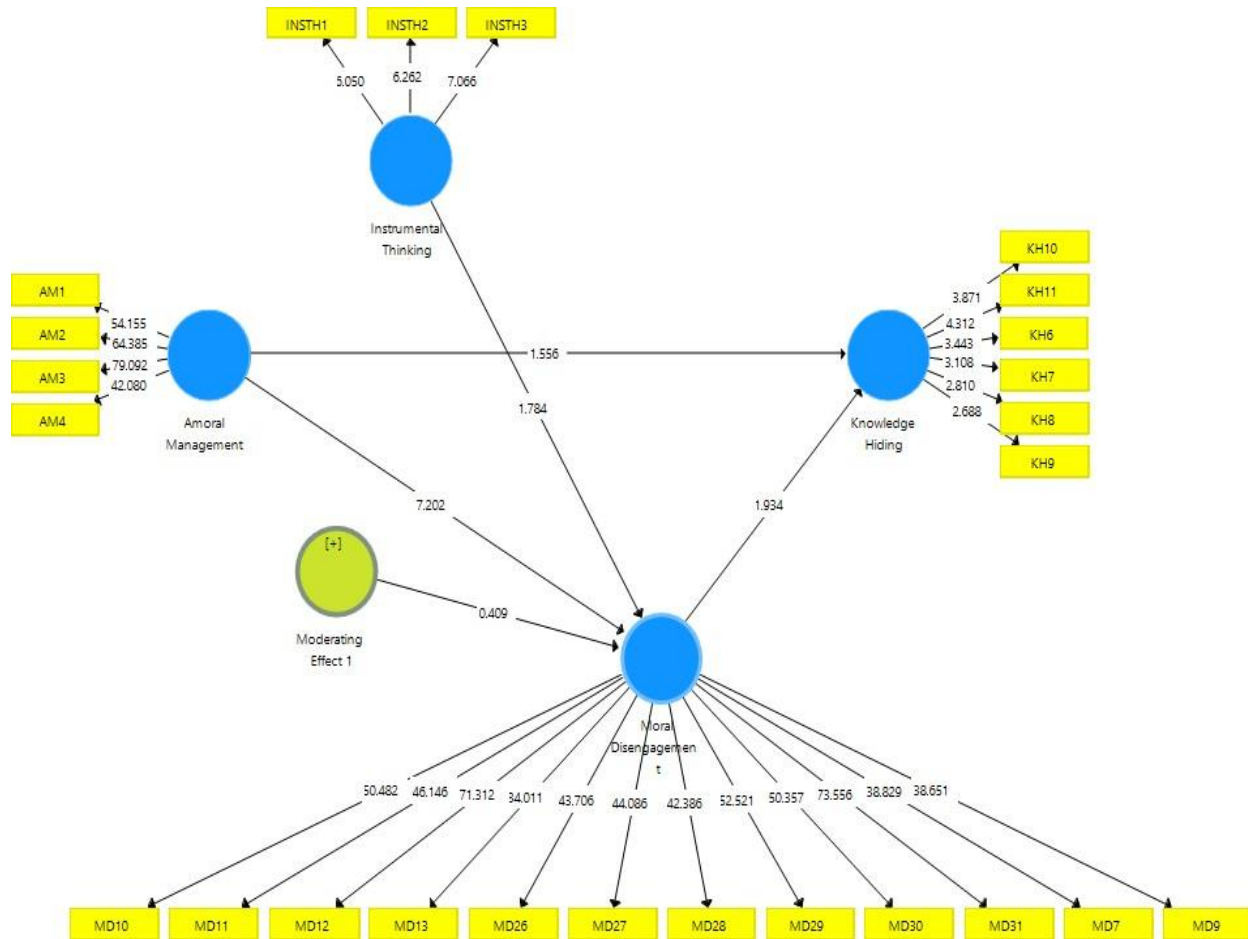

Figure 4.4: Moderation Effects

were standardized (Aiken & West, 1991). Figure 4.4 depicts the SEM for the moderation impact.

The findings are detailed in Table 4.14. The findings show that instrumental thinking has a direct

positive effect on the relationship between amoral management and knowledge hiding. With the t-value of 0.051 (p = 0.409), the direct influence of the interaction word (amoral management*instrumental thinking) was insignificant. This suggests that the non-existence of the moderation effect of instrumental thinking between the relationship of the amoral management and knowledge hiding does not occur.

Table 4.14: Type of Mediating Effect

Paths	Path coefficient	Standard Deviation	T Statistics	P Values*	LCI 2.5%	UCI 97.5%	Results
AM*INSTH -> KH	0.021	0.016	0.051	0.409	-0.09	0.11	Not supported

Moderation is also tested through the slope analysis. Figure 4.5 shows that the moderation effect is negligible at both -1 and +1 standard deviation. This also shows a non-existence of moderation effect in the current study.
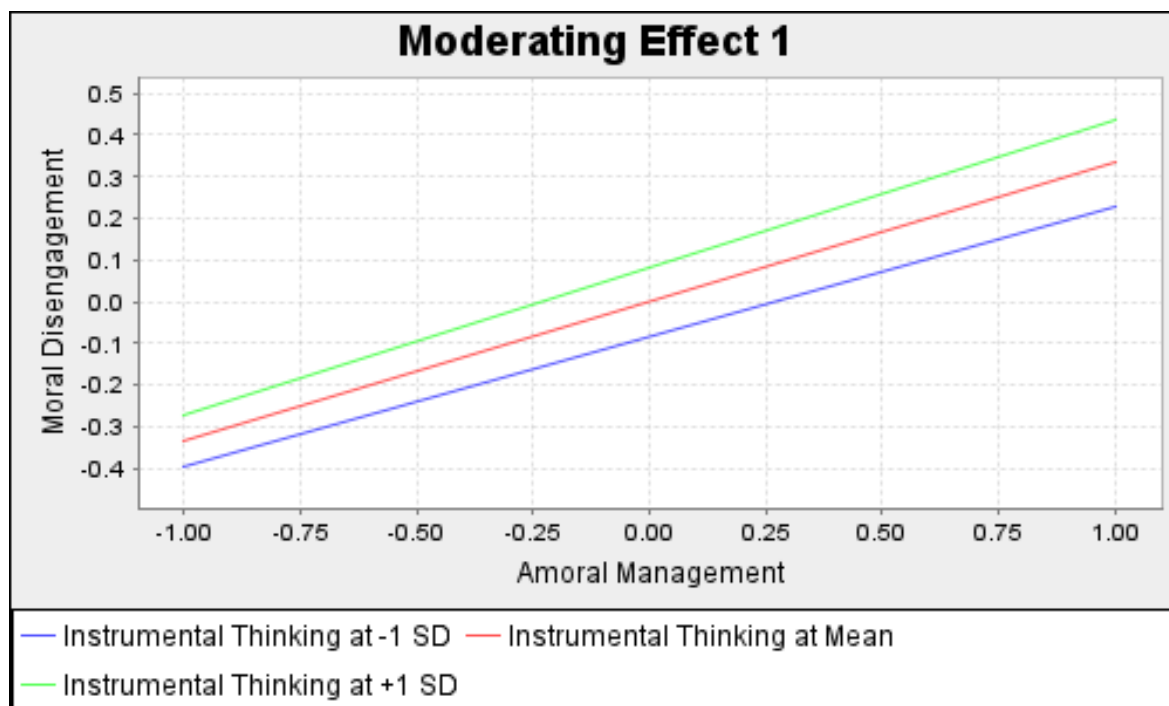
Figure 4.5: Moderation Effects

4.12   Chapter Summary

This chapter discusses the results of the study achieved through the analysis of the acquired data. It elaborated how the acquired data was put to screening and if the acquired data fit into the model of the study. The data was put to go through reliability and validity phases. Following that, the chapter described the structural model of the study. The hypotheses devised in Chapter 2 were put to test and it was found that three out of four hypotheses were supported by the data. However, the study could not find the moderating relationship of instrumental thinking on the relationship between amoral management and knowledge hiding. All the hypotheses were measured through structural equation modelling using Smart-PLS software.

CHAPTER 5

5 DISCUSSION

5.1 Introduction

The previous chapter highlighted the results outcome of research study. This chapter will continue in light of the results and elaborate results with lens of literature review. Additionally, significance of the relationships between amoral management, knowledge hiding, moral disengagement, and instrumental thinking has been described. This study is not without any limitation, therefore the limitations of this study alongside future recommendations are also listed. The end of this chapter highlights implications of the research study.

5.2 Discussion

Despite extensive research on amoral management, knowledge hiding, moral disengagement, and instrumental thinking, there is limited research that examines the interplay between these variables in the real estate industry of Pakistan (Kiewitz, & Gollwitzer, 2013). This study aimed to examine the relationship between amoral management and knowledge hiding where moral disengagement acts as a mediator. The results of the present study provides empirical evidence of the relationships between amoral management, knowledge hiding, moral disengagement, and instrumental thinking in the real estate industry of Pakistan. Findings show that the amoral management practices are positively associated with knowledge hiding behavior. These results are in consistent with the literature which shows that amoral management practices are directly associated with unethical behaviors and negative outcomes in the organization (Aquino et al., 2002; Restubog et al., 2011). This supports prior research that has linked unethical behavior to negative outcomes, such as decreased job satisfaction, lower organizational commitment, and decreased trust in the organization (Aquino and Reed., 2002). The prior research particularly behavioral capability

element of social cognitive tells us that people learn from the effect of their activities, so if knowledge hiding behavior is yielding benefit for individuals they are likely to continue the behavior. Likewise the observational learning of social cognitive theory is also consistent with the results where individuals follow and model what they witness. Here the employees if witness amoral management practices, they will likely to indulge in negative behavior such as hiding knowledge.

Further, this relationship is mediated by moral disengagement. This result suggests that when individuals engage in practices of amoral management, they tend to rationalize and justify their behavior by morally disenageging themselves and is consistent with the social cognitive theory (Bandura, 1986). This means the moral disenagegement plays important role in determining the ethical action of inidividuals and that the individuals indulged in moral disengagement are likely to practice knowledge hiding behvaior as well (Aquino and Reed., 2002). This is consistent with reciprocal determinism element of social cognitive thoery which states that behavior is reciprocated to external stimuli. So this means if amoral management ptactices are found in a workplace, individual contributors are highly likely to morally disengage and lead to knowledge hiding behavior as well for self benefit. Likewise, if actions are not held accountable for the negative behaviors, this works as a reinforcement to continue the behavior.

In contrast, the instrumental thinking showed no significant impact between the relationship of amoral management and knowledge hiding. This suggests that the relationship between amoral management and knowledge hiding is not influenced by the presence or absence of a focus on the instrumental outcomes of one's actions. Instead the result highlights that key element in driving the relationship between amoral management and knowledge hiding is use of moral disengagement to justify unethical actions. This result is not consistent with prior research.

Existing research tells us that instrumental thinking may lead individuals to engage in unethical behavior in order to achieve specific goals (e.g., Jones, 1991). However, it is possible that the lack of a significant relationship between instrumental thinking and knowledge hiding in this study may be due to the specific context of the real estate sector in Pakistan. Further research is needed to examine the role of instrumental thinking in shaping individuals' ethical behavior in other organizational contexts.

CHAPTER 6

CONTRIBUTION, LIMITATIONS, RECOMMENDATIONS AND CONCLUSION

6.1 Contribution of the study

This study contributes in the literature by explaining the relationship between amoral management and knowledge hiding where moral disengagement acts as a mediator. These reults are in accordance with the social cognitive theory. According to Bandura (1999) the theory suggests that the individuals can compromise and disengage their moral values in order to justify unethical behavior. This is consistent with the statement that the amoral management practices in workplace can harm moral values and eventually disengage morally which ultimately results in knowledge hiding behavior. This can be true for the organizations where competition is very high and self interest is put above all than collaborative behavior of team work. Social cognitive theory also tells us that an individual seeks self interest first to benefit oneself and compromises on moral values which justifies our result.

Furthermore, in the particular context of real estate of Pakistan, its known for its prevanlent unethical practices and low trust perception (Aquino and Reed, 2002; Brocato, Mitchell, and Darley., 2018). Our purpose was to identify amoral management as an underlying cause for knowledge hiding, therefore real estate industry was best fit for this study. This industry has general perception of not only low trust, but also lack of transparency, fraud, and bribery, despite the fact that it is one of the largest and rapidly growing industries (Aquino and Reed, 2002; Brocato, Mitchell, and Darley., 2018; Lamb, Hair, and McDaniel., 2011). The examination of the relationship was important to identify the underlying causes that continues to contribute in knowledge hiding in organizations. The results indicate that positive association exists between

amoral management and knowledge hiding where moral disengagement mediates the relatiosship in the real estate industry of Pakistan.

6.2 Limitations of the Study

The current study is not without limitations. While interpreting the results, limitations should also be considered. First and foremost, the study is limited to the real estate industry of Pakistan which may not be generalized in other industries and sectors where way of working is different than real estate. Second, the study used questionnaire to collect data, these self-reported data may be subject to social desirability bias where individuals repond to what is acceptable by the community instead of how they think or feel (Crowne & Marlowe, 1960). Third, the sample size was relatively small and collected from Islamabad city of Pakistan only due to time and resource limitations. This sample size may not be representative of the entire population real estate professionals in Pakistan. Fourth, the research study is cross-sectional in nature which means data was collected in one point in time therefore we do not know if the relationship have any time span effect.

6.3 Future Recommendations

Future studies need to examine the relationship between amoral management and knowledge hiding in other industries where collaboration, team work, and knowledge sharing is important to see how amoral management effects the knowledge sharing/hiding behavior. This will also helpt to extend the generalizability of the findings. Furthermore, the knowledge sharing/hiding behavior can also be examined with different leadership styles for example ethical leadership, servant leadership, and authentic leadership which have gained more attention of researchers recently. It will be exciting to know how ethical and moral practices impact the knowledge behavior of employees at workplace.

6.4 Implications for practice

The results have implications for organizations, supervisors, policymakers. The findings suggest that the amoral management can lead to knowledge hiding behavior which ultimately can negatively impact the workplace, productivity, organization performance as a whole, and stakeholders for instance, real estate industry is found to be have general percetption of low trust, fraud, mishappenings,bribery etc. Therefore, the organizations should focus on moral practices to build a ethical workplace culture where transparency and accountability is promoted and amoral practices are highly discouraged. A culture where everyone behaves in a responsible manner, and are held accountable for their actions. Organizations can also take initiatives aiming to discourage moral disengagement and focusing on ethical outcomes. This in turn will help regain the trust and confidence of stakeholders which will yield positive impact on the organziation's success.

The results of this study also contribute to our understanding of factors that leads to knowledge hiding in the organization. This have important implication for future research. Specifically, the results suggest that moral disengagement plays a key role in mediating the relationship between amoral management and knowledge hiding, and that this relationship may not be influenced by instrumental thinking. This highlights the importance of further research in this area, to better understand the mechanisms underlying knowledge hiding and its consequences.

This research also has theoretical implications. Specifically for social cognitive theory (SCT) which provides the foundation of this study. Results of this study suggest that moral disengagement may be one of the key element in shaping individuals' ethical behavior, and that this behavior may not be influenced by instrumental thinking. This highlights the importance of considering the role of moral disengagement in shaping ethical behavior, and underscores the need for further research in this area.

6.5 Conclusion

The foundation of the relationship studied in this research is social cognitive theory. The study tried to answer what leads to knowledge hiding behavior at workplace. Moreover, this study also attempted fill the gap by studying moral disengagement as a mediator between amoral management and knowledge hiding.

To conclude, this study provided empirical evidence for the relationship between amoral management, moral disengagement, and knowledge hiding behavior in the real estate industry of Pakistan. The results suggest that amoral management practices are positively related to knowledge hiding (Aquino & Reed, 2002; Aquino & Reed, 2009), with moral disengagement acting as a mediator in this relationship. The study have practical implications as it highlighted why it is important promoting healthy and ethical workplace is important over amoral management practices which have potential negative consequences for organizations. Additionally, the results have theoretical implications for social cognitive theory, as they suggest that moral disengagement may play a key role in shaping individuals' ethical behavior, and that this behavior may not be influenced by instrumental thinking. The findings of this study contribute to our understanding of the factors that influence knowledge hiding, and underscore the need for further research in this area.

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Appendices

Questionnaire

Dear Respondent,

I am MS (Management and HR) student at NUST Islamabad. This questionnaire is part of my
research work. My research is expected to have utility for future research, policy makers
and practitioners. The present study is aimed at understanding the role of amoral
management in knowledge hiding behavior of the followers. Your responses will remain
confidential as they will not be shared with your current, previous, and future employers.
Only overall responses will be used to inform the theory and praxis. There is no right or
wrong answer. You are free to choose whichever option you believe is a true representation
of reality. Thank you for participating in this research study in advance. For queries
regarding this research study, you can send me an email at kiran.mhr18@nbs.nust.edu.pk.

Part-One

Age   _____

Gender   _____

Education   _____

Part-Two

Note: Please circle one option on 5-point Likert-scale (Strongly disagree =1, Disagree =2, Neutral =3, Agree =4, Strongly agree =5).

Knowledge Hiding					
Survey responses	**SD**	**D**	**N**	**A**	**SA**
I agree to help him/her but never really intend to	1	2	3	4	5
I agree to help him/her but instead, give him/her information different from what s/he wanted.	1	2	3	4	5
I tell him/her that I would help him/her out later but stall as much as possible	1	2	3	4	5
I offer him/her some other information instead of what he/she really wants	1	2	3	4	5
I pretend that I do not know the information	1	2	3	4	5
I say that I do not know. even though I do	1	2	3	4	5
I pretend I do not know what s/he was talking about	1	2	3	4	5
I say that I am not very knowledgeable about the topic	1	2	3	4	5
I explain that I would like to tell him/her but was not supposed to	1	2	3	4	5
I explain that the information is confidential and only available to people on a particular project	1	2	3	4	5

I tell him/her that my boss would not let anyone share this knowledge	1	2	3	4	5
I say that I would not answer his/her questions	1	2	3	4	5

Moral Disengagement

Survey responses	SD	D	N	A	SA
It is alright to fight to protect your friends.	1	2	3	4	5
It's ok to steal to take care of your family's needs.	1	2	3	4	5
It's ok to attack someone who threatens your family's honor.	1	2	3	4	5
It is alright to lie to keep your friends out of trouble.	1	2	3	4	5
Sharing test questions is just a way of helping your friends.	1	2	3	4	5
Talking about people behind their backs is just part of the game.	1	2	3	4	5
Looking at a friend's homework without permission is just "borrowing it."	1	2	3	4	5
It is not bad to "get high" once in a while.	1	2	3	4	5
Damaging some property is no big deal when you consider that others are beating up people.	1	2	3	4	5
Stealing some money is not too serious compared to those who steal a lot of money.	1	2	3	4	5
Not working very hard in school is really no big deal when you consider that other people are probably cheating.	1	2	3	4	5

Compared to other illegal things people do, taking some things from a store without paying for them is not very serious.	1	2	3	4	5
If people are living under bad conditions, they cannot be blamed for behaving aggressively.	1	2	3	4	5
If the professor doesn't discipline cheaters, students should not be blamed for cheating.	1	2	3	4	5
If someone is pressured into doing something, they shouldn't be blamed for it.	1	2	3	4	5
People cannot be blamed for misbehaving if their friends pressured them to do it.	1	2	3	4	5
A member of a group or team should not be blamed for the trouble the team caused.	1	2	3	4	5
A student who only suggests breaking the rules should not be blamed if other students go ahead and do it.	1	2	3	4	5
If a group decides together to do something harmful, it is unfair to blame any one member of the group for it.	1	2	3	4	5
You can't blame a person who plays only a small part in the harm caused by a group.	1	2	3	4	5
It is ok to tell small lies because they don't really do any harm.	1	2	3	4	5
People don't mind being teased because it shows interest in them.	1	2	3	4	5

Teasing someone does not really hurt them	1	2	3	4	5
Insults don't really hurt anyone.	1	2	3	4	5
If students misbehave in class, it's their teacher's fault	1	2	3	4	5
If someone leaves something lying around, it's their own fault if it gets stolen.	1	2	3	4	5
People who are mistreated have usually done things to deserve it.	1	2	3	4	5
People are not at fault for misbehaving at work if their managers, supervisors and administrators mistreat them.	1	2	3	4	5
Some people deserve to be treated like animals.	1	2	3	4	5
It is ok to treat badly someone who behaved like a "worm."	1	2	3	4	5
Someone who is obnoxious does not deserve to be treated like a human being.	1	2	3	4	5
Some people have to be treated roughly because they lack feelings that can be hurt.	1	2	3	4	5

Amoral management					
Survey responses	**SD**	**D**	**N**	**A**	**SA**
My supervisor does not get involved when ethical issues arise.	1	2	3	4	5

My supervisor is absent when ethical issues arise.	1	2	3	4	5
My supervisor remains neutral when ethical decisions are needed.	1	2	3	4	5
My supervisor sidesteps responsibilities that involve ethical considerations	1	2	3	4	5

Instrumental thinking					
Survey responses	**SD**	**D**	**N**	**A**	**SA**
I develop a relationship with people, including my colleague by mainly considering how beneficial they would be to for me	1	2	3	4	5
I develop a relationship with people, including my colleague by mainly considering how useful they might be to me	1	2	3	4	5
I develop a relationship with people, including my colleague by mainly considering how valuable they might be to me	1	2	3	4	5