Investigating a sequential mediation effect between unethical leadership and unethical pro-family behavior: Testing moral awareness as a moderator

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Abstract

This study aims to investigate the effect of unethical leadership on unethical pro-family behavior through the sequential mediating effect of emotional exhaustion and unethical pro-organizational behavior and the moderating role of moral awareness among hospitality industry employees. Data were collected from frontline employees of 5-star hotels in Iran's leading tourist destination cities. Testing hypotheses were conducted using models 6 and 8 of PROCESS Macro SPSS. The results indicated that unethical leadership contributed to unethical pro-family behavior through direct and sequential mediating effects of emotional exhaustion and unethical pro-organizational behavior. Empirical evidence also confirmed that moral awareness moderated the relationship between unethical leadership and unethical pro-organizational behavior. In contrast, its moderating effect on the relationship between unethical leadership and unethical pro-family behavior was insignificant. This study offers new insights into our understanding of unethical leadership and its consequences in the hospitality industry.

Keywords: unethical leadership, emotional exhaustion, unethical pro-organizational behavior, unethical pro-family behavior, moral awareness, stimulus-organism-response theory.

1. Introduction

In service-based organizations, particularly in the hospitality industry, the mutual and favorable relationship between leaders/supervisors and employees can significantly generate positive outcomes (Schwepker Jr & Dimitriou, 2021). Meanwhile, many scholars posit that unethical leadership (UL) erodes valuable resources and gives rise to negative outcomes due to its inappropriate, abusive, dark, and unfavorable nature (Hassan et al., 2022; Karatepe et al., 2023; Qin et al., 2021). UL is defined as "behaviors conducted and decisions made by organizational leaders that are illegal or violate moral standards and those that impose processes and structures that promote unethical conduct by followers" (Brown & Mitchell, 2010, p. 588).

Aside from being illegal and antisocial, UL is also characterized by the outrageous purpose of motivating employees to engage in unethical actions (Brown & Mitchell, 2010; Hassan et al., 2022). Scholars concur that inappropriate, abusive, dark, and unfavorable leadership styles deplete valuable resources and result in negative outcomes, such as increased turnover intentions (Bani-Melhem et al., 2021; Hassan et al., 2022), psychological distress (Albashiti et al., 2021), service sabotage (Ye et al., 2022), absenteeism (Karatepe et al., 2023), and task performance (Moin et al., 2022). Despite the well-documented consequences of dark leadership style in the existing literature, Elkhwesky et al. (2022) have pointed out that research on the impact of different leadership styles, including UL, in the tourism and hospitality industry still needs to be improved. It is indeed surprising, as the positive relationship between leaders/supervisors and employees is widely recognized as a crucial factor contributing to success in service-based organizations, particularly in the hospitality industry (Schwepker Jr & Dimitriou, 2021).

In addition, the literature on UL has identified two mainstream perspectives. Researchers assert that employees' perception of and inclination to engage in unethical behavior depends

heavily on how they respond to UL (Malik et al., 2022; Milosevic et al., 2020; Vogel & Mitchell, 2017; Wang et al., 2022). For example, as highlighted by Milosevic et al. (2020), while some employees might respond to UL in a deviant or unethical way, others may choose to handle it positively. In other words, instead of simply internalizing UL's negative traits and characteristics, employees can proactively take steps to mitigate its negative effects and exhibit positive behaviors, such as engaging in unethical pro-organizational behavior (Malik et al., 2022). On the other hand, UL has been linked to unethical and immoral organizational behaviors (Castille et al., 2018; Hassan et al., 2022; Hou et al., 2022; Javaid et al., 2020), such as unethical pro-family behavior. For instance, Javaid et al. (2020) demonstrated that employees' interactions with UL contribute to the development of unethical cultures characterized by unethical behaviors, including unethical pro-family behavior. Consequently, there needs to be more literature regarding whether UL encourages employees to engage in prosocial behavior that benefits the organization, such as unethical pro-organizational behavior, or unethical pro-family behavior as unethical and immoral behavior. Thus, this study aims to fill this research gap and ask: Does UL contribute negatively or positively to employees' unethical behavior?

Furthermore, in a recent systematic review of UL, several intervening or mediating mechanisms, such as emotional exhaustion and moderating mechanisms, like moral awareness were highlighted as crucial factors in the relationship between UL and its behavioral consequences (Hassan et al., 2022). From the mediating role of emotional exhaustion, numerous studies have demonstrated the significant impact of leadership styles on employees' emotional exhaustion (McKenna & Jeske, 2021; Zheng et al., 2015; Zhou et al., 2020). In line with the conservation of resources (COR) theory, it is also suggested that when employees perceive threats, such as work-related stressors (e.g., UL), their valuable resources are depleted, and they

experience emotional exhaustion (Hobfoll, 1989). In addition, according to Grobelna (2021), it is essential to identify factors that can contribute to emotional exhaustion, as reducing employees' emotional exhaustion is crucial for improving overall performance. However, to the best of author's knowledge, the mediating role of emotional exhaustion between the impact of UL on unethical pro-family behavior, specifically within the context of tourism and hospitality, merits further study (Elkhwesky et al., 2022; Hassan et al., 2022). As a result of assessing these associations, we aim to answer the following research question: Does emotional exhaustion mediate the impact of UL on unethical pro-family behavior?

On the other hand, from the moderating perspective, several studies have indicated that employees' moral awareness has been observed to mitigate the adverse effects of unethical behaviors (e.g., unethical leadership) on their propensity for engaging in unethical behaviors (Gok et al., 2017; Javaid et al., 2020). However, the literature has yet to explore whether moral awareness in the context of tourism and hospitality can serve as a moderating factor in reducing the negative effects of UL on unethical pro-organizational behavior and unethical pro-family behavior. Therefore, it remains unclear whether moral awareness can moderate the impact of UL on unethical pro-organizational behavior and unethical pro-family behavior.

In light of all those linkages, several objectives were set for the study in order to reduce the gaps in the research mentioned above. First, in response to a recent gap regarding investigating the positive and negative behavioral consequences of UL (Hassan et al., 2022), this study examines the impact of UL on unethical pro-family behavior using social learning theory (SLT) and COR theory. Second, it has been noted that several studies indicate there is little focus on testing different leadership styles, such as UL and its effect on negative behavioral consequences (e.g., unethical pro-family behavior) in the hospitality and tourism industries (Elkhwesky et al.,

2022) as well as testing emotional exhaustion as a mediator (Hassan et al., 2022). To address this research gap, this study proposes research based on the stimulus-organism-response (SOR) model and applies social cognitive theory (SCT) to fill the research linkage. Third, it remains unclear whether moral awareness can ameliorate the detrimental effects of UL on unethical pro-organizational behavior and unethical pro-family behavior. Fourth, despite the fact that unethical pro-organizational behavior was found as a criterion variable in the extant literature, Mishra et al. (2021) recommended further study of the outcome of unethical pro-organizational behavior. Thus, we investigate emotional exhaustion and unethical pro-organizational behavior as sequential mediators between the relationship of UL and unethical pro-family behavior based on moral licensing theory (MLT). Fifth, previous scholars have also emphasized the importance of examining the impact of UL across diverse cultural backgrounds, like developing countries (Hassan et al., 2022). To respond to this linkage, this study explores the impact of UL in Iran as a developing country. For instance, Farivar et al. (2016) found that using Hofstede's six-dimensional model, Iran is a hierarchical society with widespread acceptance, popularity, and dominance of autocratic management and centralization (Farivar et al., 2016; Hofstede & Bond, 1984). The mere centralization and power distance may exacerbate the UL style in Iranian organizations. Moreover, tourism and hospitality recruit international labor forces and seasonal workers, which results in a high level of violence and dark leadership styles, like UL (Arici et al., 2021).

As a final note, this study evaluates the impact of UL on unethical pro-family behavior through the sequential mediation role of emotional exhaustion and unethical pro-organizational behavior by considering the moderating role of moral awareness.

2. Literature review and hypotheses development

2.1. Unethical leadership and unethical pro-family behavior

UL is defined "as behaviors conducted and decisions made by organizational leaders that are illegal or violate moral standards and those that impose processes and structures that promote unethical conduct by followers" (Brown & Mitchell, 2010, p. 588). In this definition, leaders engage in unethical behavior, affecting followers exposed to an unethical environment. UL fosters unethical activity by damaging behaviors and unethical organizational decisions, encouraging followers' deviation and negatively influencing the organization's outcomes (Asnakew & Mekonnen, 2019). These negative impacts increased followers' turnover intentions, psychological distress, and malfeasance (Cialdini et al., 2021). Similarly, unethical behavior observed in institutions can significantly impact job satisfaction, engagement, psychological safety, knowledge sharing, knowledge hiding, deviance, and objectively recorded team-level stress-related absenteeism (Almeida et al., 2022). Therefore, a negative leadership style could lead to counterproductive work behavior and unethical actions, such as unethical pro-family behavior (Fehr et al., 2019; Ruiz-Palomino et al., 2021).

Unethical pro-family behavior is defined as "an employee's actions that are aimed at benefiting his or her entire family or specific family members, but which violate societal and organizational moral rules, norms, standards, laws, or codes." (Liu et al., 2020, p. 639). In other words, in unethical pro-family behavior, employees engage in unethical behaviors to defend the interests of their families, for example, appropriating company assets or supplies to benefit them or their families (Yao et al., 2022). As such, the definition of unethical pro-family behavior encompasses two embedded components. First, unethical pro-family behavior inherently connotes a form of unethical behavior that violates societal and organizational moral principles.

Second, unethical pro-family behavior refers to actions taken by employees to get benefits from organizational resources for their families. Accordingly, some studies declared that unethical pro-family conduct may negatively affect organizations' interests because it violates organizational rules and norms and abuses organizational resources (Cheng et al., 2021; Liu et al., 2020; Yao et al., 2022). For instance, Cheng et al. (2021) pinpointed that unethical pro-family could be reduced through family-supportive supervisor behavior. Furthermore, Yao et al. (2022) utilized the COR theory to highlight that workplace bullying intensifies employees' emotional exhaustion by depleting valuable resources within the organization, ultimately leading to unethical pro-family behavior.

Extant research does not demonstrate that UL significantly impacts unethical pro-family behavior. Given that previous studies have highlighted the influential role of leadership language and behavior on employees' behavioral outcomes (Bani-Melhem et al., 2023; Peng et al., 2023; Saleem et al., 2022; Zulfiqar et al., 2023), it can be presumed that unethical pro-family behavior may be impacted by UL based on relevant theoretical foundations. To develop the hypothesis, we apply SLT (social learning theory) and COR (conservation of resources) theory. Based on SLT, employees tend to imitate their role models within the organization without any conditions (Bandura & Walters, 1977; Koay & Lim, 2021). Therefore, when employees are exposed to unethical characteristics exhibited by their leaders, referred to as UL, they are likelier to observe and emulate such an unethical leadership style. In other words, regardless of the potential harm employees may cause through UL, they will still imitate and follow the unethical behavior of their leaders.

Consequently, it can be inferred that employees who are exposed to UL will unconditionally replicate their leaders' traits and ethical standards, which ultimately increases unethical pro-

family behavior. Additionally, dark leadership styles like UL can demotivate employees by eroding valuable resources in the organization (Karatepe et al., 2023). COR theory suggests that valuable resources act as stimulators for employees to reach high levels of performance within the organization (Fakoor Saghih & Nosrati, 2021; Hobfoll, 1989; Rahimnia et al., 2019; Rahimnia et al., 2022; Zhu et al., 2022). However, when employees' supervisors and leaders exhibit contrasting styles that threaten these resources, employees become disappointed and may engage in unethical pro-family behavior. Karatepe et al. (2023) demonstrated that machiavellian leadership, which threatens valuable resources, exacerbates employees' turnover intentions in the hospitality field. Therefore, by eroding valuable resources within the organization, UL is likely to increase employees' tendency to engage in unethical pro-family behavior. Based on the above discussion, the following hypotheses can be claimed:

H1: Unethical leadership significantly affects unethical pro-family behavior.

2.2.The mediating role of emotional exhaustion

Evidence shows that UL is associated with followers' emotional reactions (Pelletier & Bligh, 2008). For example, Albashiti et al. (2021) discovered that leaders and supervisors significantly impact work-related emotions. Leadership styles like UL have been shown to negatively affect employee stress levels and job demands, exacerbating emotional exhaustion and leading to other detrimental behavioral outcomes (Hetrick et al., 2022; Sam, 2021). Hetrick et al. (2022) observed that UL may endanger employee health and well-being by amplifying stress and its adverse effects, including emotional exhaustion. Similarly, several studies have demonstrated that emotional exhaustion serves as a mediating factor in the relationship between negative leadership

styles and negative behavioral outcomes (Ding et al., 2018; Murad et al., 2021; Rafiq et al., 2022; Zhang et al., 2022). For instance, Murad et al. (2021) found that emotional exhaustion could mediate the association between despotic leadership and counterproductive work behavior.

In light of the absence of research findings indicating a mediating role of emotional exhaustion between UL and unethical pro-family behavior in the existing literature, this mediating relationship can be developed through the application of SOR (stimulus-organism-response) model and SCT (social cognitive theory). The SOR model suggests that external stimuli (S) create an organism (O), which ultimately leads to a response (R) by individuals (Mehrabian & Russell, 1974). Building on this theory, Chan et al. (2022) demonstrated that organizational respect, as a stimulus, can reduce depersonalization, a response, through the mediating role of emotional exhaustion as an organism. Therefore, in the context of UL, where UL acts as an external factor (S), it can intensify emotional exhaustion (O), ultimately increasing unethical pro-family behavior (R) among hospitality employees.

Moreover, SCT also lends support to the mediating role of emotional exhaustion. According to SCT, external factors within an organization can activate psychological mechanisms within individuals that subsequently impact their behavior (Bandura, 1986; Li et al., 2020). Therefore, as a negative external organizational factor, UL can contribute to emotional exhaustion, triggering unethical pro-family behavior. For instance, Skaalvik (2020), based on SCT, demonstrated that the self-efficacy of instructional leadership can mitigate emotional exhaustion, reducing employee motivation to leave. Therefore, we hypothesize that:

H2: Emotional exhaustion mediates the effect of unethical leadership on unethical pro-family behavior.

2.3.The mediating role of unethical pro-organizational behavior

Umphress and Bingham (2011) define unethical pro-organizational behavior as "actions that are intended to promote the effective functioning of the organization or its members (e.g., leaders) and violate core societal values, mores, laws, or standards of proper conduct" (p. 622). As such, unethical pro-organizational behavior is conceptualized as actions geared toward advancing the interests of an organization or its agents that are unethical but further the organization's objectives (Mishra et al., 2021; Umphress & Bingham, 2011). Despite the positive intent behind unethical pro-organizational behavior, research has shown that it can have negative consequences for both individuals and organizations (Mishra et al., 2021). Studies have also highlighted that social identity and the social atmosphere significantly influence unethical pro-organizational behavior (Effelsberg & Solga, 2015; Effelsberg et al., 2014; Mishra et al., 2021). For instance, Effelsberg et al. (2014) found that through organizational identification, transformational leadership can lead to unethical pro-organizational behavior.

It has been acknowledged in the literature that unethical pro-organizational behavior and unethical pro-family behavior are often treated as distinct concepts (Liu et al., 2020; Umphress & Bingham, 2011). However, employees' engagement in unethical pro-organizational behavior may also indicate their propensity for unethical pro-family behavior. Drawing on the MLT (moral licensing theory), it is possible for individuals who have previously acted in a morally upright manner to subsequently engage in unethical, immoral, and problematic behaviors (Blanken et al., 2015). Simply put, an individual may feel authorized to behave unethically, immorally, and problematically after initially acting

morally. Merritt et al. (2010. P, 344) state, "When people are under the threat that their next action might be (or appear to be) morally dubious, individuals can derive confidence from their past moral behavior, such that an impeccable track record increases their propensity to engage in otherwise suspect actions. Also, they state that "past good deeds can liberate individuals to engage in behaviors that are immoral, unethical, or otherwise problematic, behaviors" (p. 344).

Integration of these theoretical perspectives leads us to propose that employees who experience UL may engage in unethical pro-organizational behavior (even if it is unethical) to safeguard their job security. While they may be driven to assist their organizations, even though unethical, this behavior may later manifest and legitimize unethical pro-family behavior driven by self-interest. Research also suggests that unethical pro-organizational behavior can generate feelings of pride among employees due to its pro-organizational nature (Mishra et al., 2021), which further fuels unethical behavior, including unethical pro-family behavior. Consequently, UL creates an unsupportive and unregulated environment that inhibits followers from developing a moral connection to unethical pro-organizational behaviors, ultimately leading to counterproductive behaviors driven by self-interest, such as unethical pro-family behavior (Mishra et al., 2021). Thus, we hypothesize that:

H3: Unethical pro-organizational behavior mediates the effect of unethical leadership on unethical pro-family behavior.

2.4. The sequential mediating role of Emotional exhaustion and unethical pro-
organizational behavior

Emotional exhaustion and unethical pro-organizational behavior sequentially mediate the impact of UL on unethical pro-family behavior. Despite the well-documented mediating effect of emotional exhaustion (Murad et al., 2021), the mediating effect and the consequences of unethical pro-organizational behavior must be explored (Mishra et al., 2021). In an organization, UL's practice destroys mutual and social relationships. UL is characterized by leaders making not only antimoral but, most often, illegal decisions, instigating other leaders to become unethical (Brown & Mitchell, 2010). Broadly speaking, UL, by eroding moral fibers and social connectedness, stimulates emotional exhaustion in their employees. Following the principles of COR theory (Hobfoll, 1989), employees who believe UL is eroding the company's resources feel stressed and emotionally exhausted, and even though they may feel dissatisfied or demotivated for acting on behalf of UL, they would do unethical pro-organizational behavior in order to protect their jobs.

According to MLT, employees who engage in unethical pro-organizational behavior as a result of UL and depleting psychological resources like emotional exhaustion become more motivated to engage in unethical pro-family behavior in order to gain self-benefits rather than organizational benefits (Mishra et al., 2021), and also compensate the negative behavior of UL. The researchers found that unethical and negative workplace environments, along with bringing about a variety of stressors, increase employees' unethical pro-organizational behavior, which allows them to advance their status and self-interests (unethical pro-family behavior) while simultaneously contributing to the

organization's success (Lee et al., 2020; Mishra et al., 2021). Therefore, we hypothesize that:

H4: Emotional exhaustion and unethical pro-organizational behavior sequentially mediate the impact of unethical leadership on unethical pro-family behavior.

2.5. The moderating role of moral awareness

Moral awareness is "a person's recognition that his or her potential decision or action could affect in interests, welfare or expectations of the self or others in a fashion that may conflict with one or more ethical standards" (Butterfield et al., 2000. P. 982). From another perspective, moral awareness refers to "a person's determination that a situation contains moral content and legitimately can be considered from a moral point of view" (Reynolds, 2006, p. 233). The moral awareness patient is inclined to recognize situations that may cause harm to others or to entities (Gok et al., 2017; Jordan, 2009). Therefore, moral awareness plays a significant role in decision-making within organizations and in situational judgments (Gok et al., 2017; Rest, 1986). In terms of moderating the role of moral awareness, He and Harris (2014), for instance, found that moral awareness moderated the effects of moral identity centrality on vindictive negative word of mouth. Although moral awareness influences organizational behavior and business, no study has been conducted to explore the moderating effect of moral awareness on the tourism and hospitality industries to the best of the authors' knowledge.

Some studies showed that when moral awareness among individuals and groups was high, leadership style had less effect on employees' attitudes and behavior (Kalshoven et al., 2013). The study by Gok et al. (2017) demonstrated that moral awareness could play a moderating role,

such that the higher the level of moral awareness among employees, the greater the effect of ethical leadership on reducing organization-directed deviations. In their study, Javaid et al. (2020) found that moral awareness moderated the effect of UL on obedience crimes which is unethical and immoral. Accordingly, when employees have a higher level of moral awareness, UL has a less detrimental effect on unethical pro-family behavior and a more detrimental effect on unethical pro-organizational behavior. Hence, we propose the following hypotheses:

> **H5:** Employees' moral awareness significantly moderates the relationship between unethical leadership and unethical pro-organizational behavior.

> **H6:** Employees' moral awareness significantly moderates the relationship between unethical leadership and unethical pro-family behavior.

Figure 1 presents the research model and six research hypotheses based on the discussion above.

[Figure 1]

3. Methodology

3.1. Sample and data collection

Since some scholars proved that culture has a prominent impact on leadership styles (Dastmalchian et al., 2001), Iranian employees in service-based organizations were selected as the population. This choice was based on previous research indicating that Iranian culture has a distinct cultural background, making it a meaningful population to study in the field of dark and destructive leadership style (Shaw et al., 2014). Furthermore, as we previously discussed, the

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autocratic management style, high power distance, and acceptance of hierarchies within Iranian culture (Farivar et al., 2016) may all contribute to negative leadership practices within organizations, particularly in those involving interactions with customers and clients. As such, we collected data from frontline employees of 5-star hotels in Iran's top tourist destinations. Frontline employees contribute greatly to creating a favorable organizational image, the effectiveness of in-service delivery, and the pursuit of competitive advantages for the organization (González-González et al., 2021). As studies reported, frontline employees have close relationships with clients, and they strongly influence service quality, performance, and customer satisfaction (Ye et al., 2023). The frontline employees in the hospitality industry need close coordination with supervisors/leaders and regular interaction. For instance, a meta-analysis conducted by Schepers and Van der Borgh (2020) found that motivating employees to demonstrate role behavior through their efforts requires a strong working relationship between a manager and an employee. Moreover, the leader's code of conduct and behavior, often regarded as a symbol of power, is commonly acknowledged as a significant predictor of employees' job behaviors (Ye et al., 2023). Under Iranian organizational culture with its autocracy and hierarchy, UL is more likely to occur (Farivar et al., 2016), eroding the mutual relationship between frontline employees and their leaders. Therefore, frontline employees are chosen because studies show that service quality is crucial to customer satisfaction in the tourism and hospitality industry (Bani-Melhem et al., 2021; Hu et al., 2022). In light of this, selecting frontline employees as a study sample for examining the impact of UL on employees' behavior would be a reasonable approach.

In order to ensure the authenticity of our research procedure and authorize the data collection process, the hotel managers were contacted via email and face-to-face communication and

informed of the entire process. Fifteen hotels agreed to participate after being informed about the study process. This led to one of the co-authors printing out the paper-based questionnaires and providing them to supervisors in order to allow frontline employees to complete them in their free time. In addition, to minimize common method bias, each questionnaire had a cover page compromised the following information: "There are no right or wrong answers in this questionnaire," "Any sort of information collected during our research will be kept confidential," "Participation is voluntary but encouraged," and "Management of your hotel fully endorses participation." Furthermore, this information is also included in each questionnaire mentioning that "Agreeing to fill out this questionnaire shows your consent." Using an identification number, all questionnaires were returned in sealed envelopes through a box (Podsakoff et al., 2003).

To enhance the credibility of our findings and mitigate the possibility of common method bias, we heeded the guidance of Podsakoff et al. (2003). We conducted data collection at three different time points. Therefore, Data were collected in three waves. In time 1, UL and respondents' demographic variables were measured. 420 questionnaires were distributed among employees. In total, 340 surveys were returned. After a two-week time-lag, in time 2, emotional exhaustion and moral awareness questionnaires were measured by distributing 340 questionnaires among the same respondents which 320 surveys were obtained. Finally, unethical pro-organizational behavior and unethical pro-family behavior were assessed in time three by distributing 320 surveys among employees; finally, 310 surveys were received. To justify the sample size, G*Power software was applied to show the minimum sample size. With the assumption of 0.95% of (1-α) error probability and effect size 0.5, the minimum sample size was 210, which clarified the representative of the sample study. Overall, the outline of the

respondents' profiles, like education, organizational tenure, and marital status, are shown in Table 1.

[Table 1]

3.2. Measurement instruments

Back-translation was used in the preparation of this study's questionnaire. In order to determine whether measurement instruments are readable and understandable, a pilot test was conducted with 10 employees and their supervisors. In addition, each survey respondent was interviewed after completing the survey to find out if there were any problems or issues with it. Consequently, no amendments were accomplished. UL, emotional exhaustion, and moral awareness were measured via a five-point scale, while unethical pro-organizational behavior and unethical pro-family behavior were measured through a seven-point scale.

Unethical leadership. Seven items were applied from Bennett and Robinson (2000). A sample of the items includes: "My leader makes fun of someone at work." ***Emotional exhaustion***. This variable was measured via eight items suggested by Maslach and Jackson (1981). The item sample is "I feel emotionally drained from my work." ***Unethical pro-organizational behavior***. Six items were utilized from Umphress and Bingham (2011). One sample of these items is "I misrepresent the truth to make our organization look good." ***Unethical pro-family behavior***. Seven items were utilized and came from Liu et al. (2020). One sample of these items is "To help my family; I took company assets/supplies home for family use." ***Moral awareness***. Five items were selected from Arnaud (2010). One sample of these items is "I am aware of ethical issues." ***Covariates***. Gender and age were considered confounding factors in the analysis due to their potential confounding effect on unethical pro-family behavior (Liu et al., 2020).

3.3. Data analysis

Skewness and kurtosis were checked to determine the normality of the data. Since the results in Table 2 fell within the threshold of ±2, it can be concluded that the normality of the data was justified (George, 2011). In the present study, the data were analyzed in two phases. Firstly, to check the psychometric properties of the study, confirmatory factor analysis (CFA) was performed via AMOS V.23. To evaluate the goodness of fit of the CFA model, the following fit statistics were utilized: "X^2/df, *comparative fit index (CFI), Tucker-Lewis index (TLI), standardized root mean squared residual (SRMR), and root mean square error of approximation (RMSEA), and parsimony normed fit index (PNFI)*" (Hu & Bentler, 1999). Secondly, in SPSS, the PROCESS Macro plug-in was used to assess the direct and indirect mediating hypotheses as well as the sequential mediating hypothesis based on model (6). With 5000 iterations and a 95% bias-corrected confidence interval, bootstrapping was used to gauge indirect effects and sequential mediation hypotheses. A threshold not crossing zero was applied to both the lower-level confidence interval (LLCI) and the upper-level confidence interval (ULCI) to test the bootstrapping procedure's significance. Model (8) of PROCESS Macro was tapped to test the moderated mediation effect.

4. Results

4.1.Measurement model

To conduct CFA, the five-factor measurement model fit the data well: *"x^2= 1118.393; df = 393; x^2/df =2.845; CFI = 0.939; TLI = 0.928; SRMR= 0.042; RMSEA = 0.077; PNFI= 0.769"*.

Statistical analysis showed that standardized factor loadings were all higher than 0.50 in Table 2. In terms of average variance extracted (AVE) and composite reliability (CR), each latent variable was greater than 0.50 and 0.70, respectively (Fornell & Larcker, 1981). Consequently, the results showed that the convergent validity of our study was confirmed. The findings given in Table 2 illustrated that the factor loadings varied from 0.524 to 0.974. The Cronbach's alpha (α) value of all the variables was above 0.7. As such, the internal consistency of measurement instruments was also confirmed. Skewness and kurtosis indices were also assessed to check the normality of the data. The results showed skewness and kurtosis were between the range of $\pm$ 2. Data normality was therefore achieved.

Two statistical remedies were used to check common method variance: the Harmon single-factor test and the common latent factor test (Podsakoff et al., 2003). Harman's single-factor test showed 45.607% of the total variance fixed to one. Harman single-factor test is necessary for the cross-sectional study to evaluate the common method variance. However, it is insufficient to conclude that the common method variance does not exist. In order to confirm the common method variance results, common latent factor tests were conducted as complementary procedures. the common latent factor test results were: *"x^2= 1173.432; df = 392; x/df = 2.993; CFI = 0.937; TLI = 0.926; SRMR= 0.042; RMSEA = 0.080; PNFI = 0.767."* The differences between the fit statistics of CFA and the common latent factor test were below 0.05. Consequently, common method variance was not a problem in this empirical study due to the common latent factor findings.

[Table 2]

The correlations, mean, and standard deviations of variables are depicted in Table 3. Additionally, to address the issue of multicollinearity, we conducted tests for variance inflation

factor (VIF). Given that the threshold for multicollinearity is 3, and the VIF range of the predictive constructs for unethical pro-family behavior is below this threshold, multicollinearity is not a concern in this study. Discriminant validity was assessed by calculating the square root of the AVE of each latent variable shown in the table's diagonal. As a result, discriminant validity will be achieved when the square root of AVEs exceeds the correlations among the variables. The second way to assess discriminant validity is the "*phi-square*" test. In this procedure, the square of each variable's correlation should be lower than its AVE. The results of this test are delineated in Table 4.

[Table 3]

[Table 4]

4.2.Testing research hypotheses

Figure 2. shows the results of the hypothesized testing. In hypothesis 1, UL was positively affected by unethical pro-family behavior. The results showed that UL significantly increased unethical pro-family behavior (a_3) ($\beta = 0.311$, t-value = 5.083). Hypothesis 2 assumed that emotional exhaustion mediated the impact of UL on unethical pro-family behavior. The findings demonstrated that UL was positively related to emotional exhaustion (a_1) ($\beta = 0.473$, t-value = 8.716). Likewise, emotional exhaustion positively impacted unethical pro-family behavior (b_2) ($\beta = 0.164$, t-value = 3.193). Furthermore, findings indicated that emotional exhaustion mediates the positive effects of UL on unethical pro-family behavior (a_1b_2) ($\beta = 0.077$, LLCI = 0.023, ULCI = 0.139). Therefore, hypothesis 2 was supported.

Hypothesis 3 proclaimed that unethical pro-organizational behavior mediated the effect of UL on unethical pro-family behavior. As evidenced by Figure 2, UL negatively impacted unethical pro-organizational behavior (a_2) (β = -0.524, t-value = -10.580), and also unethical pro-organizational behavior had a negative effect on unethical pro-family behavior (c_1) (β = -0.320, t-value = -5.294). The findings delineated that unethical pro-organizational behavior significantly mediated the indirect effect of UL on unethical pro-family behavior (a_2c_1) (β = 0.168, LLCI = 0.098, ULCI = 0.246). The sequential mediation hypothesis (4) was also confirmed since emotional exhaustion and unethical pro-organizational behavior serially mediated the effect of UL on unethical pro-family behavior ($a_1b_1c_1$) (β = 0.037, LLCI = 0.017, ULCI = 0.065). Additionally, the results of testing covariates (gender and age) did not significantly affect the overall analysis.

Hypotheses 5-6 assumed the moderating effect of moral awareness between the impact of UL on unethical pro-organizational behavior and unethical pro-family behavior. The findings revealed the moderating role of moral awareness between the impact of UL on unethical pro-organizational behavior was (d_1) (B = 0.224, t-value = 3.903) and unethical pro-family behavior was (d_2) (B = -0.091, t-value = -1.436). The results indicated that moral awareness had negative moderating effects on the impact of UL on unethical pro-organizational behavior. In contrast, the moderating role of moral awareness in the relationship between UL and unethical pro-family behavior was not supported. The slope test results are also depicted in Figure 3.

[Figure 2]

[Figure 3]

5. Discussion

This study aimed to investigate the impact of UL on unethical pro-family behavior, exploring the sequential mediating effects of emotional exhaustion and unethical pro-organizational behavior, as well as the moderating effect of moral awareness. Six hypotheses were formulated and tested through statistical analysis. Overall, the findings supported most of the hypotheses, with one hypothesis being rejected.

The findings indicated that UL, as an independent variable, directly impacted unethical pro-family behavior, a criterion variable. This significant relationship suggests that employees in the hospitality industry are more likely to engage in unethical pro-family behavior when subjected to UL. While no previous studies have specifically examined this relationship in the existing literature, this finding aligns with prior research demonstrating that dark and negative leadership styles can evoke counterproductive behaviors and turnover intentions among hospitality industry employees (Elkhwesky et al., 2022; Karatepe et al., 2023). As suggested by Hassan et al. (2022), the current study reveals that UL can contribute to unethical pro-family behavior among hospitality employees by displaying negative and oppressive leadership styles within the hospitality industry. In other words, UL undermines the mutual and reciprocal relationship within the organization, encouraging hospitality employees to prioritize the needs and well-being of their families over the values and interests of the organization. This finding holds particular relevance for the hospitality industry, where negative leadership styles, such as UL, are prevalent in organizations within developing countries due to top-down and autocratic organizational structures and the significant influence of leadership on employees. That means Iran, a developing country in which autocratic management and centralization are dominated (Farivar et al., 2016), employees are more inclined to act unethically. Furthermore, in response to the

research question of whether UL negatively or positively influences employees' inclination toward unethical behaviors, the study's findings unequivocally resolve any controversies in the existing literature and show that UL negatively impacts hospitality employees. In particular, in developing countries like Iran, where cultural dimensions such as power distance and masculinity hold prominence, employees may be more likely to tolerate UL due to distinctive moral fibers. However, they may also feel obligated to compensate for their family's benefit when exposed to UL.

This study supports hypothesis 2, which suggests that emotional exhaustion mediates the relationship between UL and unethical pro-family behavior in the hospitality industry. Previous research has demonstrated the mediating role of emotional exhaustion in the relationship between leadership styles and behavioral outcomes (Albashiti et al., 2021; Hetrick et al., 2022; Sam, 2021). However, the present study adds to the existing literature by specifically examining the mediating role of emotional exhaustion in the linkage mentioned above in the hospitality sector. Our findings suggest that UL acts as a stressor for employees in the hospitality industry, leading to a high level of stress and emotional exhaustion. This, in turn, motivates employees to engage in unethical pro-family behavior, such as using organizational resources for personal reasons in order to fulfill their family obligations. Based on these findings, according to the SOR model, UL serves as a stimulus that triggers emotional exhaustion in the organism, leading to unethical pro-family behavior as a response among hospitality employees. Moreover, the results provide a clear response to the recent call for testing the mediating role of emotional exhaustion in the relationship between UL and unethical behavioral consequences in organizations (Hassan et al., 2022). As such, the findings of this study indicate that emotional exhaustion among

hospitality employees can partially mediate the relationship between UL and unethical pro-family behavior.

The findings of this study also suggest that unethical pro-organizational behavior mediates the effect of UL on unethical pro-family behavior (H3). This particular relationship has yet to be extensively addressed in previous literature, as previous studies have primarily focused on unethical pro-organizational behavior and unethical pro-family as separate outcomes (Liu et al., 2020; Miao et al., 2013). These results contribute significantly to the literature, particularly in response to Mishra et al.'s (2021) systematic review, which highlighted the neglect of examining the consequences of unethical pro-organizational behavior. By demonstrating that unethical pro-organizational behavior acts as a mediator, this study sheds light on the importance of understanding the influence of UL on both organizational and unethical pro-family behavior. Moreover, following the MLT proposed by Blanken et al. (2015), it can be argued that hospitality employees who engage in unethical pro-organizational behavior as a result of the dominant characteristics of UL may feel a sense of pride in their ability to assist the organization (albeit in an unethical manner). In such circumstances, this feeling of pride may serve as a form of moral license or reward, encouraging them to engage in further unethical behaviors, including unethical pro-family behaviors. Accordingly, these findings highlight the complex interplay between UL, unethical pro-organizational behavior, and unethical pro-family behavior. It suggests that hospitality organizations need to address not only the direct impact of UL on unethical pro-family behavior but also the indirect influence through unethical pro-organizational behavior.

This study's findings also support hypothesis 4, which proposed the sequential mediating effects of emotional exhaustion and unethical pro-organizational behavior in the relationship

between UL and unethical pro-family behavior. According to this study, employees exposed to UL practices and illegal actions may experience emotional exhaustion due to the deterioration of their reciprocal and mutual relationship with the organization. This aligns with the COR theory proposed by Hobfoll (1989), which suggests that when resources are depleted, it leads to detrimental stressors, such as emotional exhaustion, ultimately resulting in negative behavioral outcomes (Khorakian et al., 2018). Considering Iranian organizations in which UL dominates, and employees feel emotionally exhausted, hospitality employees should obey the rules and instructions of the organization when exposed to UL. As such, they should involve with unethical pro-organizational behavior even though they are reluctant. Under these circumstances, however, in line with the MLT proposed by Blanken et al. (2015) and in response to Mishra et al.'s (2021) systematic review, it is proved that hospitality employees who engage in unethical pro-organizational behavior are motivated to engage in unethical pro-family behavior in order to gain personal benefits rather than organizational benefits. This motivation may arise from the moral licensing effect, where engaging in unethical behavior within the organization (unethical pro-organizational behavior) creates a sense of entitlement or justification for further unethical behavior in other domains, such as the family context.

According to the findings, it was found that there is a moderating role of moral awareness in the relationship between UL and unethical pro-organizational behavior. This finding aligns with a study by Javaid et al. (2020). When employees in the hospitality industry have a higher level of moral awareness, it reflects their morality and ethical sensitivity, which helps them make ethical decisions even when faced with unethical situations. In other words, employees more aware of moral values are less likely to engage in unethical behavior even after being exposed to their leaders' unethical behavior. However, there was no evidence based on the study's findings that

moral awareness moderates the relationship between UL and unethical pro-family behavior. This finding contradicts other studies that showed moral awareness could mitigate the impact of UL on negative behaviors like unethical pro-family behavior, as shown by Javaid et al. (2020). As such, Hofstede's cultural dimensions can be cited as a rational explanation for this hypothesis's rejection (Hofstede and Bond, 1984). According to the Hofstede 6-D model, Iranian culture is collectivist, meaning that employees in the hospitality industry may prioritize their family's needs and demands over their moral values. This suggests that employees may compromise their morality to fulfill their family obligations in organizations with high levels of UL. These findings shed light on the significance of cultural diversity in understanding and interpreting research findings. It highlights that cultural differences can lead to contradictions in employees' moral awareness, which they should be taken into consideration.

5.1. Theoretical implications

The present study makes theoretical contributions to the literature of UL within the tourism and hospitality industry. Firstly, by employing SLT and COR theory, this empirical study offers insights into the direct impact of UL on unethical pro-family behavior in the hospitality sector (Bandura & Walters, 1977; Hobfoll, 1989). Moreover, to the best of our knowledge, this study is among the first to utilize SLT and COR theory to bridge the research gap regarding the influence of UL on negative behavioral outcomes, such as unethical pro-family behavior (Elkhwesky et al., 2022; Hassan et al., 2022). On the other hand, the present study's findings indicated that negative consequences arise in a developing country like Iran, where power distance and the distinct power of leadership are highly prevalent. The result of these circumstances is that UL acts as a

resource depletion factor within the hospitality industry, stimulating frontline employees to benefit from the organization for the sake of their families.

Second, the current study's findings support the hypothesis that emotional exhaustion serves as a mediator in the relationship between UL and unethical pro-organizational behavior, as viewed through the lens of the SOR model. This suggests that UL in the hospitality industry acts as a stimulus that can trigger emotional exhaustion among employees (the organism), exacerbating unethical pro-family behavior (the response). Furthermore, this result addresses a previously unexplored research gap in the existing literature, specifically in investigating the mediating role of emotional exhaustion in the impact of UL on negative behavioral consequences, such as unethical pro-family behavior (Hassan et al., 2022).

Third, in response to the question of whether moral awareness of hospitality employees can reduce unethical behaviors, the findings of this study demonstrate that moral awareness can indeed serve as a beneficial tool in mitigating the negative effects of unethical leadership on employees. This is achieved through SCT, as highlighted in some previous studies (Javaid et al., 2020; Jordan, 2009). This study's outcomes contribute to the literature in the hospitality sector by addressing and diminishing issues related to UL within organizations through the promotion of moral awareness. It can be argued that employees in the hospitality industry with higher moral awareness and development are more inclined to behave ethically when faced with UL. This particular interrelationship among these constructs lacks evidence in the current relevant literature, making it the most important contribution of the present study, as emphasized in studies by Hassan et al. (2022) and Elkhwesky et al. (2022).

Lastly, it has been strongly recommended and noted by previous tourism and hospitality scholars that combining various theories would be useful in applying various leadership styles,

such as UL (Elkhwesky et al., 2022; Hassan et al., 2022). This study incorporates the SOR model, SLT, COR theory, SCT, and MLT to address these research gaps. These theories explain how UL is associated with unethical pro-family behavior through the sequential mediating effects of emotional exhaustion and unethical pro-organizational behavior. In addition, while unethical pro-organizational behavior has been found to be a criterion variable in the literature (Shaw & Liao, 2021; Umphress & Bingham, 2011; Yao et al., 2022), recent calls emphasized for further research on the outcomes of unethical pro-organizational behavior (Mishra et al., 2021). Due to this, the current study showed that UL could have a detrimental effect on unethical pro-family behavior of hospitality employees through the serial mediation effects of emotional exhaustion and unethical pro-organizational behavior.

5.2. Practical implications

In light of our research findings, several practical implications highlight the detrimental impact of UL on employees in the hospitality industry, both in terms of their emotional well-being and their unethical behavior. Firstly, due to the specific cultural characteristics of developing societies like Iran, where UL may be more prevalent, top managers and chief executives of hoteliers must be aware of the dimensions, characteristics, and consequences of dark leadership styles such as UL. Accordingly, managers should implement strict rules and regulations based on organizational codes of conduct and moral principles to mitigate the widespread occurrence and cultural acceptance of UL within the organization. For instance, based on the study's findings that UL can exacerbate unethical pro-family behavior, it is recommended that managers and chief executives consider the unique challenges faced by organizations operating in collectivist cultures like Iran. This can be achieved by implementing

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flexible work arrangements, offering support programs to address employees' family needs, and promoting a healthy work-life balance.

Secondly, considering the uncontrolled and power distance aspects of Iranian culture, as highlighted in previous studies (Farivar et al., 2016), hospitality employees need to be informed and feel secure in reporting any illegal violations that can be characterized as UL. To achieve this, hoteliers should organize seminars and workshops to educate employees about dark, destructive, and negative leadership styles, particularly UL. These sessions should emphasize the importance of reporting any acts of violence or unethical behavior they may witness in the organization. Hoteliers must create an environment where employees feel comfortable and motivated to report such violations. This helps promote a culture of accountability and discourages the acceptance or tolerance of unethical behavior. By implementing these measures, hoteliers can reduce the impact of UL and create a safe and ethical work environment in the hospitality industry.

Thirdly, the study showed that UL can increase emotional exhaustion, leading to unethical pro-family behavior. Managers must provide adequate support and resources to address these issues in the hospitality industry, particularly among frontline employees who directly interact with customers. Ensuring employees have the necessary resources, support, and tools to carry out their responsibilities effectively can help reduce emotional exhaustion. This may involve sufficient training, appropriate staffing levels, and effective workload management to prevent excessive stress and burnout. Moreover, organizations should consider implementing measures to address UL and mitigate its negative consequences, such as providing support programs for employees to manage their workload and balance their work-life responsibilities. By doing so,

organizations can create a healthier work environment and reduce employees' likelihood of unethical behavior.

Lastly, the study's findings suggest that unethical pro-organizational behavior can serve and benefit the organization in various ways. However, it is important to note that the study also assumes that engaging in unethical pro-organizational behavior is a stimulator, motivating hospitality employees to view their unethical actions as normal and acceptable. Given this assumption, hospitality organizations must proactively prohibit and discourage unethical behaviors that may serve the organization—creating a culture that promotes and cultivates moral awareness among employees is essential in preventing unethical behavior in the hospitality industry. By fostering an environment of moral awareness, organizations can encourage employees to make ethical decisions and discourage them from engaging in unethical actions. This can be achieved through ethics training programs, clear ethical guidelines and policies, and leadership that demonstrates and upholds ethical behavior.

5.3. Limitations and future research

Although the present study has made valuable contributions to the existing literature from various angles, there are still some limitations worth considering for future research. Even though the study employed a time-lag procedure to mitigate common method bias inherent in cross-sectional studies, future research can further contribute to the field by employing longitudinal methods to investigate the long-term negative impacts of UL. Additionally, studies have highlighted the significant influence of cultural contexts on the emergence of UL within organizations (Hassan et al., 2022). Since cultural influences are closely tied to service-based

industries, particularly the hospitality sector, it would be beneficial for future research to explore Hofstede's cultural dimensions and their effects on the constructs of this study, specifically UL. As such, conducting a comparative study on cultural backgrounds between developing and developed countries could provide novel insights into the literature.

Future research should also explore the main predictors of UL within an organization in a thorough and comprehensive manner at the macro level. The impact of organizational structure on UL behavior presents an interesting avenue for investigation, including the effects of organizational hierarchy, organizational morality, and administrative control on the relationship between UL and other mechanisms from an organizational perspective. In the hospitality industry, for example, UL behavior may be influenced by institutional uncertainty and power distance, thus warranting further examination. Future research is also recommended to explore different types of leadership styles, given the prevalence of negative and dark leadership styles in the hospitality industry today (Elkhwesky et al., 2022; Karatepe et al., 2023). This suggests the need to investigate the impact of dark triad leadership styles, such as Machiavellianism, psychopathy, and narcissism, on employees' emotional exhaustion and engagement in unethical behaviors.

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Table 1. Participants' profile (n = 310).

	# of participants	%
Age		
18-27	176	56.8
28-37	124	40.0
38-47	10	3.2
48 and elder	0	0
Gender		
Male	241	77.7
Female	69	22.3
Education		
Secondary and high school	32	10.3
Two-year college degree	221	71.3
Four-year college degree	47	15.2
Graduate degree	10	3.2
Organizational tenure		
Less than 1 year	142	45.8
1-5	152	49.0
6-10	16	5.2
Marital status		
Single or divorced	236	76.1
Married	74	23.9

Table 2. Scale items, confirmatory factor analysis, and normality results (n=310)

Scale items	Factor loading	AVE	CR	α	Skewness	Kurtosis
Unethical leadership		0.807	0.962	0.960		
My leader makes fun of someone at work.	0.876				-0.357	-1.117
My leader says something hurtful to someone at work.	0.867				-0.407	-1.106
My leader makes an ethnic, religious, or racial remark at work.	0.908				-0.420	-1.069
My leader curses someone at work.	0.877				-0.394	-1.057
My leader plays a mean prank on someone at work.	0.917				-0.299	-1.019
My leader acts rudely toward someone at work.	0.942				-0.367	-1.157
My leader publicly embarrasses someone at work.	-				-	-
Emotional exhaustion		0.852	0.979	0.979		
I feel emotionally drained from my work.	0.923				-0.312	-1.333
I feel used up at the end of the workday.	0.940				-0.416	-1.079
I feel fatigued when I get up in the morning and have to face another day on the job.	0.938				-0.365	-1.308
Working with people all day is really a strain for me.	0.932				-0.533	-1.057
I feel burned out from my work.	0.916				-0.282	-1.216
I feel frustrated by my job.	0.923				-0.396	-1.215
I feel I am working too hard on my job.	0.873				-0.392	-1.162
I feel like I am at the end of my rope.	0.936				-0.430	-1.202

Unethical pro-organizational behavior		0.881	0.978	0.977		
I misrepresent the truth to make our organization look good.	0.945				0.922	-0.354
I exaggerate the truth about our organization to help the organization.	0.948				0.891	-0.625
I withhold negative information about our organization to benefit the organization.	0.939				0.822	-0.633
I downplay a mistake made by our organization to avoid damaging the organization's image.	0.974				0.929	-0.421
I engage in "questionable" behavior to benefit the organization.	0.915				0.985	-0.181
I conceal information from the public could be damaging to our organization.	0.910				0.920	-0.605
Unethical pro-family behavior		0.658	0.928	0.926		
To help my family, I took company assets/supplies home for family use.	0.834				-0.356	-0.764
To help my family, I submitted my family's household receipts (e.g., gas) to my company for reimbursement.	0.904				-0.408	-1.049
I took advantage of my position in the company to make things more convenient for my family.	0.940				-0.232	-1.112
I took my family members to work to enjoy company resources and benefits that were intended for employees.	0.567				-0.903	-0.080
I helped my family member get a job in my organization, even though I knew the family member was not qualified.	0.524				-0.826	-0.364
I disclosed confidential company information to my family members so that they can have advantages/benefits.	0.874				-0.238	-1.093
To help my family, I spent work resources to deal with family-related issues when at work.	0.921				-0.363	-1.043
Moral awareness		0.589	0.849	0.852		
I am aware of ethical issues.	-				-0.860	-0.116
In my department, I recognize a moral dilemma right away.	0.767				-1.248	0.807
If a rule or law is broken, I am quick to notice.	0.748				-0.844	-0.329
In my department I am very sensitive to ethical problems.	0.630				-0.559	-0.729
I do not pay attention to ethical issues.	0.900				-1.221	0.588

Table 3. Descriptive statistics, multicollinearity test, and correlation matrix

Variables	VIF	Mean	SD	1	2	3	4	5	6	7
1. Gender	-	0.22	0.41	-						
2. Age	-	1.46	0.56	-0.056	-					
3. Unethical leadership	1.865	3.36	1.20	-0.378**	0.032	**(0.898)**				
4. Emotional exhaustion	1.431	3.36	1.29	-0.184**	0.029	0.475**	**(0.923)**			
5. Unethical pro-organizational behavior	2.001	2.65	1.50	0.296**	-0.011	-0.660**	-0.503**	**(0.938)**		
6. Unethical pro-family behavior	-	4.58	1.50	-0.161**	0.005	0.570**	0.458**	-0.585**	**(0.811)**	
7. Moral awareness	1.142	3.90	0.92	0.130*	-0.054	-0.246**	-0.275**	0.329**	-0.242**	**(0.767)**

Notes: VIF (variance inflation factor); SD (standard deviation)

* $p < 0.05$; ** $p < 0.01$ (two-tailed test)

The bold numbers in parentheses of diagonals are the square roots of AVE.

Table 4. The results of testing Discriminant validity

Variables	1	2	3	4	5
1. Unethical leadership	0.807				
2. Emotional exhaustion	0.225	0.852			

3. Unethical pro-organizational behavior	0.435	0.253	0.881		
4. Unethical pro-family behavior	0.324	0.209	0.342	0.658	
5. Moral awareness	0.060	0.075	0.108	0.058	0.589

Note: the diagonal line shows the AVE of each latent variable.
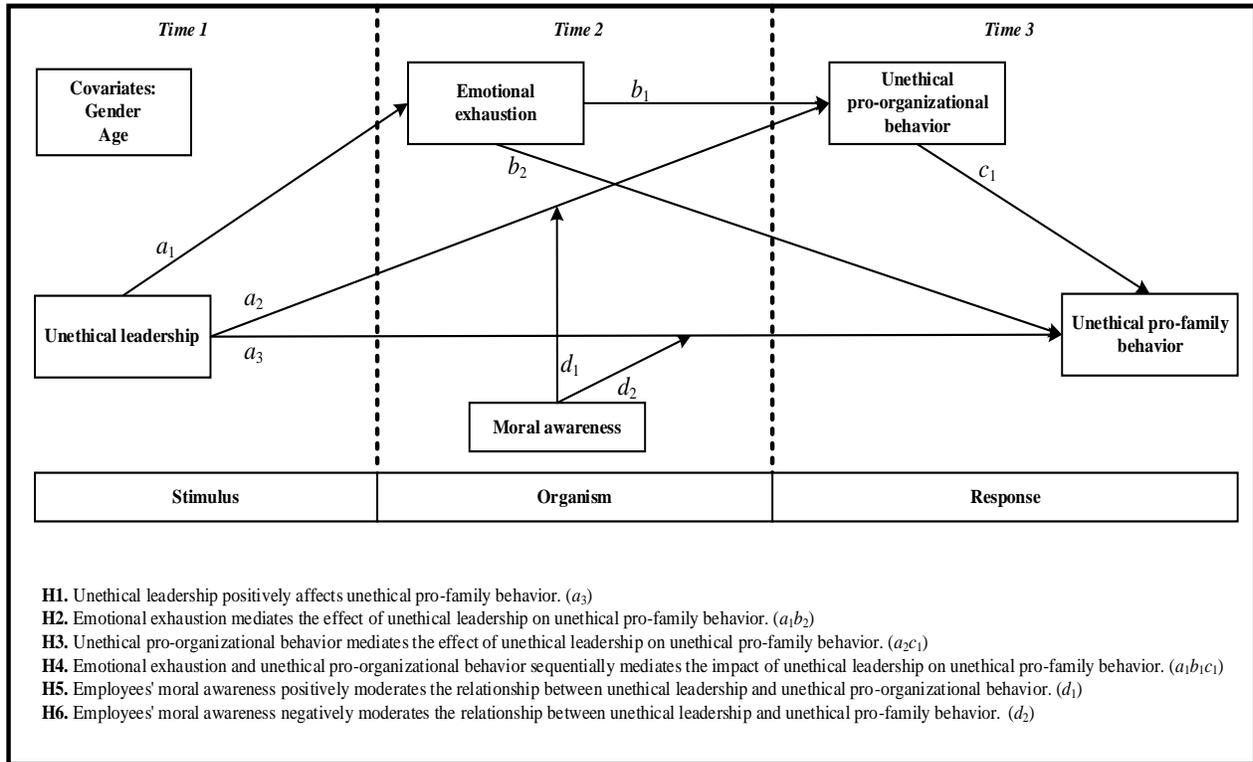
Figure 1. The research model
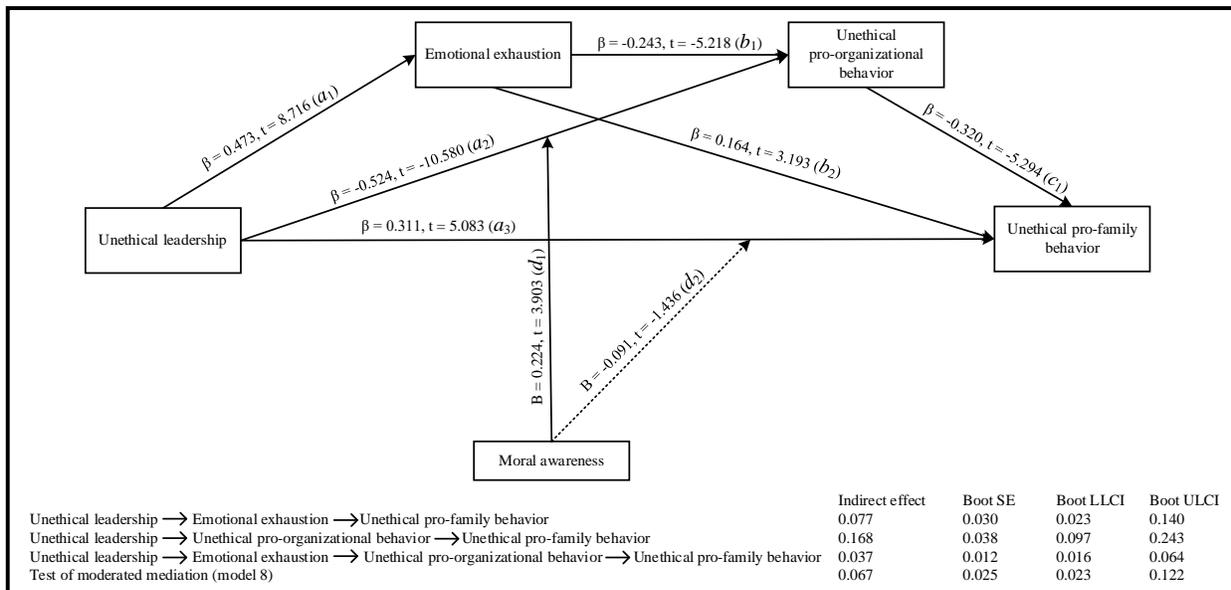
Figure 2. Model test results
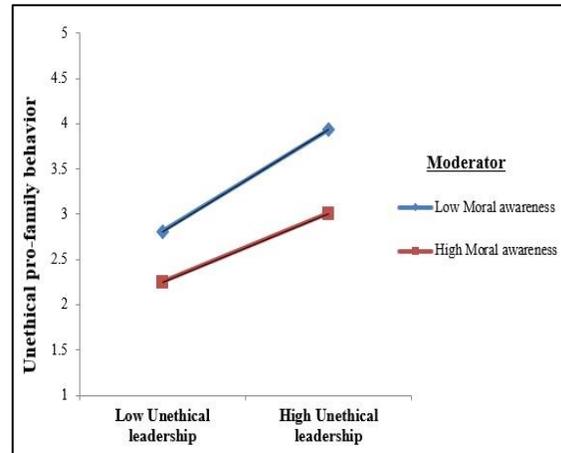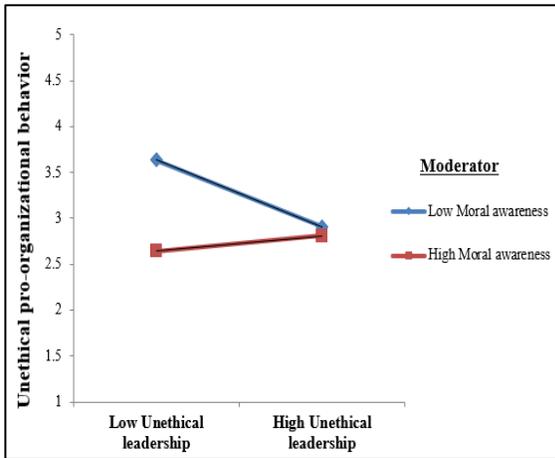
Figure 3. Slopes of interaction effects