LEADER'S GREED, ENVY AND COUNTERPRODUCTIVE WORK BEHAVIORS; CONDITIONAL PROCESS ANALYSIS OF PSYCOLOGICAL CAPITAL AND MORAL DISENGAGEMENT

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CHAPTER NO 1

INTRODUCTION

1.1   Background

Leadership is one of the most important predictor of leader employee behavior.It is a critical component of organizational effectiveness because visionary, accountable, and positive leadership in an organization leads to the establishment of positive social impact, which increases employees' efforts and dedication to the organization's and employees' well-being. The role of responsible and visionary leaders, managers, and supervisors in increasing corporate performance and employee well-being is frequently debated (Nauman et al., 2021). As a result, it's critical to shed light on the dark side of managers or leaders; as a result, new studies have begun to pay attention to managers' damaging activities (Mitchell & Ambrose, 2007). There has been a big paradigm change that recognizes the negative and harmful impact that leaders and managers have on their followers and employees (Naseer et al., 2018).

The dark side of leadership is defined as a supervisor or leader's pattern of conduct or behavior that leads to overall poor organizational outcomes and is dependent on interactions between the leader, employee, and environment. Employee morale and happiness, as well as corporate goals, are harmed as a result of power abuse, exploitation, and the leader's self-interest ((Tanvir, 2021). Supervisor aggressiveness, greed, petty tyranny, abusive supervision, and autocratic leadership are just a few of the terms that have been used to describe dysfunctional leadership (Schyns & Schilling, 2013). Furthermore, while interpersonal interactions at work are crucial, the most important relationship that an individual builds at work is with his or her supervisor, as this relationship has a significant impact on an employee's performance, well-being, and career (Tepper et al., 2009).

Greed has been with us since the beginning of time, and it has evolved over time. Greed has been a topic of discussion for as long as there has been the acquisition of wealth and power. According to researchers, greed can be considered as a motivating element for output for example financial progress as well as a damaging power that stifles improvement and destroys personal interactions (Lambie et al., 2022). Greed is the root cause of war, civil war, and immorality, and that it is inborn in human nature. Greedy persons have a strong desire to obtain economic and social resources, as well as a sense of not having enough (Crusius et al., 2021)

whereas Envy is a universal feeling that affects people from all walks of life and majority of persons, there are likely significant separate differences in the taste to feel it. Envy is a painful feeling that can happen when people lack another person's superior quality, achievement, or ownership, causing a desire to obtain the advantage or a wish that the other person loses it. Because previous study and theory considered jealousy as a single feeling, it's uncertain how greed tells to the numerous types of envy, such as kind and malignant jealousy.

There is a wealth of studies that shows that employees have a negative reaction to supervisor harassment at work, for example, they engage in activities that are harmful to the business, one of which is workplace deviance (Das, 1971). Furthermore, these deviant behaviors are damaging, since many research studies demonstrate that firms have lost billions of dollars due to employee acts that are identified as counter productive work behaviors each year. Furthermore, it is a major worry for businesses, as research studies have found that approximately 75% of employees in a company engage in workplace deviant behaviors (Mekpor & Dartey-Baah, 2017).

Although there have been a number of research on the detrimental effects of employees, such as organizational deviance, the question of who is to blame for that deviant behavior remains unsolved. What motivates an employee to engage in counterproductive work behavior at work needs to be investigated. To answer this question, we employed moral disengagement as a mediator between greed, envy then counter productive work. Moral disengagement is a process in which people justify the evil or harm that their activity essentially serves by providing an excuse or justification, so removing the feeling of guilt associated with the behavior (Fida et al., 2015).

The workplace is one of the most demanding and stressful environments for individuals, where a variety of harmful and destructive behaviors and attitudes are exhibited in a variety of ways, all of which have a detrimental impact on an organization's growth and individual productivity. These damaging activities are against the norms, and they have a substantial and severe impact on the entire business. These negative and undesirable behaviors, such as workplace violence and aggression, counterproductive work behavior, retaliatory behavior, and workplace deviance, which disrupt organization's norms voluntarily and are detrimental to the organization's well-being have been given various names by different studies (Raza et al., 2019).

There has been a surge in interest in research studies on damaging behaviors in businesses, with the majority of them focusing on employee deviant conduct (Mitchell & Ambrose, 2007). Employee deviant behavior is a term used to describe a type of organizational behavior that is a common concern for businesses because of the negative repercussions it has on the organization's overall operation. As a result, researchers and practitioners have made predicting and then preventing workplace deviance a top concern (Pletzer et al., 2019).

Because the majority of employees engage in workplace deviance, which costs businesses billions of dollars in lost productivity each year (Tanvir, 2021), workplace deviance is becoming a severe issue for businesses. Overall, the research investigations have highlighted the need of comprehending workplace deviance and its negative psychological, monetary, and societal consequences. The seriousness of employee deviant behaviors at work necessitates a thorough analysis of the elements that influence the prevalence of such damaging behaviors in a business. Employee perceptions of job pressures induce dissatisfaction and outrage, and are one of the leading reasons of workplace deviant conduct (Zhu et al., 2019). Swearing at and threatening to hurl something at managers and supervisors, as well as deviance directed at organizations, such as removing organizational property without authorization and falsifying business expense receipts and accounting, are examples of employee deviance (Engel, 2014). Based on the aim of the deviant behavior, the idea of workplace deviance has been articulated in two dimensions: organizational deviance and interpersonal deviance.

For over two decades, there has been a flow in interest in workplace practices that are harmful to individuals and the organization, owing to the negative consequences and related costs. The idea of psychological capital is taken into account united of existing organization ideas, it donates in attaining the best stages of performance. This idea has appeared as a results of increasing concern within the organizational behavior field that relies on encouraging psychological science (Yu et al., 2019). The psychological capital comprises of collection of progressive elements that contract as psychological features, these elements are self-efficacy, hope, optimism, and resilience (Profile, 2012). According to moral disengagement theory Bandura 1999, individuals set some sort of moral standards, if violated, can lead them to a serious personal unpleasant experience.

The study explores the moderating roles of psychological capital and the mediating effect of moral disengagement in relation to each other leader's greed and leader's envy and

counterproductive work behaviors. Dependable with hypotheses, it initiate that people with a greater tendency to practice leader's greed and leader's envy were more probable involve in counterproductive work behaviors when they had a higher feeling to morally disengagement where psychological capital moderates this relationship.

1.2 Research Gap

There is a wealth of studies on the dark and unpleasant aspects of leadership, one of which is leader greed and envy. As a result, the focus of this research is on a leader's greed and envy, as well as one of its behavioral effects, which is counterproductive work behavior. There have been numerous studies on employees' counterproductive work behavior and the negative effects it can have on firms, as it has cost them millions of dollars. Workplace counterproductive behaviors are also investigated in relation to various leadership styles, particularly the destructive ones, such as abusive supervision, workplace bullying and envy and so on.

There are a few research on the link among greed, envy, and counterproductive work behavior, but nothing on what motivates an employee to engage in such activity. To prove it, we employed moral disengagement as the underlying mechanism that linked the two variables. It was also discovered that having more psychological capital leads to less counterproductive work behavior (Manzoor et al., 2015). After conducting a literature review, the current study intends to determine the impact of psychological capital on the previously unstudied relationship between leader greed, envy and counter productive work behavior.

Furthermore, the integrated model will be tested from the view of Pakistani banking in this study. As a result, the current study is being done in order to contribute to the literature in a variety of ways. To begin, the goal of this research is to fill a gap in our understanding of the link among greed, envy, and counterproductive work behavior. Prior research studies have found that leadership is one of the most effective factors in influencing work behavior, but there is a deficiency of understanding of how the two variables are linked, i.e. what motivates an employee to engage in counterproductive work behaviors. Furthermore, we have picked the financial industry as the source of our data. The banking sector is crucial to the country's economic prosperity. As a result, the actions of employees can influence whether the company succeeds or fails, and unfavorable employee behaviors can harm the company and its members. As a result, it is critical to explore empirically the elements that can lead to such employee outcomes in order to prevent negative consequences and stimulate favorable ones. We've also looked into a new

moderator for counterproductive work, psychological capital, which hasn't been studied with greed and envy. As a result, of the leader's greed and envy and this study has presented a mediating variable, moral disengagement, which explains the process by which employees allow themselves to break organizational norms and engage in counterproductive activities.

Greed is a concept that has existed with humans from the beginning of time. Greed has been since the beginning of time, as long as there have been rivers and oceans. Greed has been discussed in almost all primary disciplines, including philosophy, psychology, theology, economics, and sociology, but only in sophism. Unfortunately, empirical research into the concept is lacking in the literature (Lambie & Haugen, 2019). Greed as a dispositional component is a relatively new notion in industrial psychology, and psychologists have noted that dispositional greed has both positive and bad results, indicating the need to empirically examine and explain the concept (Hayat, 2019). There is gap are extend our research by suggested that future research could focus on the respondents other than students of university (Azeem et al., 2021).

Another gap is the concept of psychological capital is studied as a whole, however it include four dimensions. Instead of addressing them as a single variable, it would be interesting to examine if diverse views of fairness relate differently with different types of psychological capital - does hope matter more than efficacy? (Hussain & Shahzad, 2021).

Another suggestion was that other positive individual traits, such as confidence, resilience, forgiveness, courage, and thankfulness, were suggested as moderating influences so psychological capital was added as a moderator (Ashraf & Khan, 2021).Lastly, another researcher suggested that the phenomena of moral disengagement from the perspective of eastern culture, particularly Pakistani culture (Saif & Riaz, 2021). So the study fulfilled the gaps.

1.3Theoretical perspective

The workplace is one of the most demanding and stressful environments for individuals, where a variety of harmful and destructive behaviors and attitudes are exhibited in a variety of ways, negatively affecting an organization's growth and individual productivity.

According to social cognitive theory moral principles are taught and enforced through internal values, the social setting, and law enforcement (Guo et al., 2021).

Albert Bandura, a prominent Stanford psychology professor, established social cognitive theory as a learning theory. The idea provides a framework for analyzing how people shape and are

shaped by their surroundings. The theory delves into the processes of observational learning and modelling, as well as the role of self-efficacy in behavior creation. Individuals normally act in a manner that offer them a favorable moral self-perception based on these moral standards, and they tend to stay away from activities that contradict in order to maintain their moral ideals avoid self-condemnation as much as possible (Guo et al., 2021).

According to social cognitive theory, human action is the result of a triadic reciprocal causation of individual (e.g., principles, self-efficacy, outcome opportunities), environmental (e.g., others' behaviors, feedback), and behavioral (e.g., prior behavior) elements (Lim et al., 2020).

1986 Bandura proposed that individual human conduct characteristics containing thought, and environmental factors mutually influenced by each other. Self-efficacy is defined as an individual's belief in their ability to accomplish specific activities and it is the central factor of task-oriented behavior in social cognitive theory according to Bandura, 2004. The great bulk of SCT-based the determinants and effects of physical activity (sport, exercise, and therapy) have been the focus of research in the physical activity domain and various forms of values principles (Beauchamp et al., 2019).Observational learning is a key component of social cognitive theory. Bandura's views on learning differed from those of behaviorists such as B.F. Skinner. Skinner believed that learning could only be accomplished through individual action. Bandura, on the other hand, claimed that observational learning, in which people observe and imitate models they encounter in their environment, allows people to acquire information much faster.

When individuals are mistreated at work by their boss or bosses, they are more prone to engage in counterproductive work behaviors like workplace deviance. Employees' deviant actions are likely to show as incivility toward other people or the organization as a whole. The more a supervisor treats his subordinate unfairly, the more dissatisfaction and anxiety build, which may lead to workplace deviance (Ahmad Bodla et al., 2019). According to the concept of social cognitive theory, perceptions of unfairness in an organization damage these relationships, leading to banking employees engaging in vengeful actions at work, which are often defined as "counterproductive work behavior." Stealing, lying to superiors or bosses, taking excessive breaks, sleeping on the job, and withholding effort are all examples of bitter work practices. The connection between a greedy, envious leader and counterproductive work conduct can be better established using social cognitive theory. When an employee receives an unexpected penalty,

this theory states that he or she will engage in destructive, unfriendly, and aggressive actions at work.

1.4 Problem Identification

Employees of Pakistani banks have been observed engaging in counter productive work behavior due to greed. There are numerous examples of such deviance in the history of Pakistani banks. For example, a bank employee was recently caught transferring dam donations (Diamer-Basha and Mohmand Dams fund recognized by the Supreme Court of Pakistan) to an unknown account using a forged receipt to Zafar (Akhter, 2022). These are just a few examples of greed-driven misbehavior in Pakistani banks. Parallel to these studies, this one looks at the causes and consequences of greed. There has been a lot of research done on ethics and morality in companies and individuals, and there are some issues that need to be addressed on leader's greed and leader's envy and its impacts on counter productive work behaviors while keeping in mind the employee's state of psychological capital. The main focus of this research is greed, envy that forced to perform counterproductive work behaviors. Leader's greed is associated with counterproductive work behavior. We looked into the function of moral disengagement, which occurs when a person's mind's moral self-regulatory processes are deactivated in the middle of a relationship of counterproductive work behaviors and leader's greed, leader's envy which first leads to moral disengagement and then to counterproductive work behaviors.

1.5 Problem Statement

Since its beginning, the domain of leadership has had a lot of attention and focus on the constructive and positive parts of leadership; nevertheless, the dark or negative aspects of leadership have gotten little attention. Regardless of this that recent research have identified the dark side of leadership since 1994, it has yet to be completely examined, as evidenced by recent research studies (A. Harris & Jones, 2018). As a result, the focus of this research is on the dark side of leadership, which includes leader's greed and envy.

Few studies found that due to dark personality of leader employees are involved in counter productive work behaviors. According to the study leader's greed and envy is associated with counter productive work behaviors.

Furthermore; problem that has been investigated in the study is leader's greed and envy due to which employees are involved in counter productive work. Moreover, psychological capital moderates the relationship. As a result, the current study is undertaken completely in Pakistan to evaluate how Pakistani employees under such leadership engage in counterproductive work behavior. We've also looked at how psychological capital influences the relationship between a leader's greed, envy, and counterproductive work. In the past not much of the research has been done on psychological capital with greed and envy, as, this study fulfill the gap and furthermore moral disengagement was added as a mediator in the study.

1.6 Research Questions

By employing moral disengagement as a mediator and psychological capital as a moderator in relation to greed, envy, and counterproductive work behavior, this research aims to explore and examine the correlation between leader greed, envy, and counterproductive work. As a result, following research questions has been addressed:

i. Does leader's envyaffect counter productive work behavior in banking sector of Pakistan?

ii. Does leader's greed impact counter productive work behavior in banking sector of Pakistan?

iii. Does leader's envy impact moral disengagement in banking sector of Pakistan?

iv. Does leader's greed impact moral disengagement in banking sector of Pakistan?

v. Does leader's moral disengagement impact counter productive work behavior in banking sector of Pakistan?

vi. Does psychological capital moderate the relationship of leader's greed and moral disengagement in banking sector of Pakistan?

vii. Does psychological capital moderate the relationship of leader's envy and moral disengagement in banking sector of Pakistan?

viii. Does moral disengagement mediate the relationship of leader's greed and counter productive work behavior in banking sector of Pakistan?

ix. Does moral disengagement mediate in the relationship of leader's envy and counter productive work behavior in banking sector of Pakistan?

1.7 Objectives of Study

The study's aims are as follows:

i. To find out the relationships of leader's envy on counter productive work behavior in banking sector of Pakistan.

ii. To investigate the impact of leader's greed on counter productive work behavior in banking sector of Pakistan.

iii. To investigate the impact of moral disengagement on counter productive work behavior in banking sector of Pakistan.

iv. To examine the influence of leader's greed on moral disengagement in banking sector of Pakistan.

v. To examine the influence of leader's envy on moral disengagement in banking sector of Pakistan.

vi. To analyze the moderating role of psychological capital on the relationship of leader's greed and moral disengagement in banking sector of Pakistan.

vii. To analyze the moderating role of psychological capital on the relationship of leader's envy and moral disengagement in banking sector of Pakistan.

viii. To examine the mediating role of moral disengagement in the relationship of leader's greed and counter productive work behavior in banking sector of Pakistan.

xi. To examine the mediating role of moral disengagement in the relationship of leader's envy and counter productive work behavior in banking sector of Pakistan.

1.8 Significance

Research is critical in Pakistan's current and future prospects, as the country develops and new theories and methods enter the corporate sector. It is critical that such things be detected and remedied. The study is significant from both a scholarly and a practical standpoint. On a scholarly level, this research contributes to the body of knowledge in a number of ways. In various ways, the current study adds to the research and literature on leader greed and jealousy. First, the greedy, envious leader is a new variable, with few studies on this form of leadership. Also, the greed and envy of the leader on employees' counterproductive work behavior have not been researched. Second, moral disengagement as a mediator in the leader-follower relationship has never been studied before; thus, this research aids in a better understanding of how a leader's greed and envy affect employee moral disengagement, which leads to undesirable work place behaviors such as counterproductive work behavior. The study also adds to the notion of social cognitive theory and literature on counterproductive work behavior. This study builds and examines an integrated model for employee greed and envy that predicts both the causes and antecedents of greed and envy, as well as their effects.

Employees self-sanction to die as a result of the irritation and unpleasant emotions emitted by the invariable environment of organizations, and they harm people around them and their belongings referred to the organization. As a result, people do not regard the company as their own. This is not a major issue if taken into consideration, and it can be addressed through training and development, remuneration, assessments, seminars, workshops, extracurricular activities, and other means, the most essential of which is always paying people according to the work they do. Employees are motivated by good compensation supplied by their employers, and this enables them to combat moral disengaging forces, which can reduce counterproductive work behavior. This study will assist firms in identifying what causes moral disengagement, which is what causes employees to engage in counterproductive work behavior. This research will also aid in identifying psychological capital as one of the characteristics that may contribute to diminishing the impact of greed and envy on counterproductive job behavior. Furthermore, the current study will aid the banking industry in comprehending how a leader's greed and envy might influence workers' counterproductive practices. It also helps to raise employee knowledge about greed, envy, and their own behavior. This research will also assist numerous organizations in Pakistan, as well as policymakers, in dealing with issues like as leader greed and envy. As a result, this research study adds to the body of knowledge on greed, envy and counterproductive work behavior. Furthermore, understanding this relationship and the extent of psychological capital and counterproductive work behavior may help in identifying factors that can help leaders in an organization in effectively dealing with undesirable behaviors and making a difference in improving employee loyalty and dedication at their work place.

CHAPTER NO 2

LITERATURE REVIEW

2.1   Leader's Dark Personality

Dark leadership refers to a leader's annoying, insincere, and strict behaviors and attitudes toward a specific employee or employees that inflict physiological and/or psychological harm to those individuals (Başar, 2020). Several empirical studies have examined the relationship between generic personality models (e.g., Goldberg's Big Five model) and leadership theory. More recently, the dark side of leadership has upset people's interest (Schreyer et al., 2021). According

to previous research, earnings manipulation, fraud, and a number of other unethical or undesirable professional practices are more frequent among executives with dark personality qualities. (L. L. Harris et al., 2021).

The word "personality trait" refers to individuals who have consistent patterns of actions, feelings, and emotions. Whereas, when we talk about the Dark Triad—Machiavellianism, Narcissism, and Psychopathy (Corrales, n.d.) have dominated recent research on dark personality. The first component of the Dark Triad, narcissism, indicates a general pattern of imagination or behavioral impressiveness, self-idealization, and egoistic self-admiration in the pursuit of fulfilment (Serenko & Choo, 2020). Over time, the definition of narcissism has evolved. Today, narcissism is defined as "an interest in or concern with the self on a broad spectrum, from healthy to pathological, encompassing notions such as self-esteem, self-system, and self-representation, as well as genuine or false self." Machiavellianism is a personality trait derived through asking people how much they agree with allegations derived from Machiavelli's writings (Spain et al., 2014). Machiavellianism is a "social behavior technique that entails influencing others for personal gain, usually against the other's self-interest," according to wikipedia. According to the second dark triad composite (Serenko & Choo, 2020). Psychopathy is characterized by impulsivity and thrill seeking, as well as a lack of empathy and anxiety (Spain et al., 2014). Psychopathy is characterized by a heartless, indifferent attitude toward others, as well as a lack of empathy for others, which leads to irrational interpersonal aggressiveness (Serenko & Choo, 2020). The "dark triad" of narcissism, psychopathy, and Machiavellianism can be used to identify dark personality traits (Erzi, 2020). Counter productive work behavior has been linked to Machiavellianism, narcissism and psychopathy (Szabó et al., 2021). Leaders, like everyone else, may exhibit varying degrees of dark personality traits. Lower-level executives, such as line managers, are constantly in contact with employees in their everyday work lives. As a result, these leaders' gloomy personality traits and the behaviors they display in response to these traits may have unintended effects, such as employees burnout. Subordinates may perceive dark leadership as a result of leaders' activities that are a result of dark personality qualities.

Leader's Greed

Dark leadership refers to a leader's annoying, insincere, and strict behaviors and attitudes toward a specific employee or employees that inflict physiological and/or psychological harm to those individuals (Başar, 2020).

The dark side of leadership has been revealed to have negative and harmful characteristics such as manipulation, information distortion and corruption, illegal and criminal actions carried out by leaders (Aguilera & Vadera, 2008) but the destructive effects of such negative leadership on subordinate behaviors have been less studied and need to be explored. Several antecedents that contribute to organizational deviance have been explored in previous studies, including supervisor abuse, external motivation, and authoritarian management style (Ahmad Bodla et al., 2019). Such studies are encouraging because developing countries with high-power remote and collectivist cultures have been reported to have workplace issues with unfavorable supervisory behaviors (Islam et al., 2020).

Furthermore, supervisory mistreatment and other negative behaviors are tremendously harmful to businesses (Raza et al., 2019), and deviance is one of the negative consequences of supervisory abuse. Fraud, theft, absenteeism, vandalism, sabotage, spreading rumors, aggressiveness, and sexual harassment are all examples of deviant behavior in the workplace. The economic harm that such aberrant activities provide to businesses is one of the most serious effects.

Dark leadership is characterized as a situation in which a leader's frustrating, dishonest, and strict actions are presented to a specific subordinate or subordinates, causing physiological and/or psychological harm to the subordinates (Başar, 2020). Transformational leadership, ethical leadership (Başar, 2020) , and authentic leadership (Başar, 2020) are examples of virtues, ideals, and techniques that emphasize on desirable leader behaviors and qualities. Some organizational leaders, on the other hand, are far from these values and have bad consequences for their employees. As a result, much research has been done over time to explain the dark side of leadership, different leadership models have been developed to identify leader actions that negatively affect subordinates. (Başar, 2020). These include petty cruelty (Hu & Liu, 2017) abusive supervision, narcissistic leadership (Hu & Liu, 2017), toxic leadership (Hu & Liu, 2017), poor leadership (Kellerman, 2004), despotic leadership (Hu & Liu, 2017), destructive leadership (Hu & Liu, 2017), and dark leadership (Başar, 2020), Moral growth (Erzi, 2020) and moral ideals (Erzi, 2020) are likewise linked to dark triad personality traits. Individuals can protect

themselves from harmful behaviors by using adopted moral norms or ideals, according to Bandura's 1999 social cognitive theory of moral agency. Furthermore, engaging in dangerous behavior has both outward and internal consequences. Individuals try to excuse their damaging or violating activities through a psychological process known as moral disengagement in order to avoid these internal consequences.

Scholars have traditionally treated greed as more of a condition than a trait, with the activation of greed occurring or not occurring in specific circumstances. Many academics claim that greed is more than just a desire; it is an unhealthy desire or striving for something. Even though the majority of scholars believe that greed requires a desire for more, greed is still a subject that is approached in a variety of ways. In a broad sense, greed comprised of acquisition motivations (i.e., a want to acquire more); retention motivation (a desire to keep what one has); insatiability; and a lack of respect for the expense of achieving one's desires (Lambie et al., 2022). Greed is described as an overabundance of material and non-material resources that are socially valued (Crusius et al., 2021). Greedy people are concerned with important aspects of social status, and they should respond strongly when other people have what they want. Greedy people are more likely to make rash decisions and act in a blinkered manner. Changes in reward circuitry and the prospection network have been linked to the greed personality trait (Seuntjens et al., 2015). Both narcissism and greed are based on the concept of self-interest. Unlike greed, narcissism is not defined in economic terms; the severe search of wealth becomes the extreme search of an ideal and grand self-image with narcissism. As a result of this deviation, the two traits may induce opposing behaviors (Sajko et al., 2020).

Greed should not be misunderstood as a synonym for self-serving appropriation. Individual appropriation of communal resources obviously restricts harvesting chances for others, but this does not have to be considered selfish. If the urge to obtain more is overwhelming, individual appropriation is greedy (Nelissen, 2022). Greed can be described as an individualistic propensity focused on comparisons with ever-increasing expectations, as opposed to envy, which necessitates social comparisons. (Seuntjens et al., 2015) describe greed as "a desire to acquire more and the feeling of never having enough." On the other hand greed is a stable personality trait that can be triggered by situational characteristics, according to (Lambie & Haugen, 2019). We discovered that greedy people worked harder and earned more money. This supports

economic theories such as greed being the engine of the economy, encouraging hard work, and generating more profits.

People, frequently regard greed as a negative trait that leads to serious personal and social consequences such as scandal, bankruptcy, fraud, and harm to others (Lambie et al., 2022). Greed is defined as a lack of regard for other people's well-being (L. Wang & Murnighan, 2011). Greed can be an emotional as well as a motivational characteristic, according to theory. Greed is a stable personality trait that can be triggered by situational characteristics, according to (Crusius et al., 2021). Thus, greed can be a combination of an emotional state and a motivational personality trait; however, studies tend to concentrate on state greed in specific contexts, and research on the dispositional essence of greed is minimal. The majority of psychological research on greed looks at it from a situational state viewpoint, manipulating scenarios in social dilemma games to look at people's greedy actions in different situations. Psychologists started to concentrate on greed as a stable motivational disposition subject to individual variations after considering the theoretical distinction between greed as a condition or a dispositional trait.

According to economic theory, people often want more of a beneficial good. This is known as "the axiom of greed" or "the axiom of maximization." and is regarded as a virtue that promotes economic growth and prosperity (Crusius et al., 2021). Greed is often described as a desire for money or material possessions (Seuntjens et al., 2015) occasionally, this term is broadened to include non-material products in addition to wealth (Seuntjens et al., 2016). Greed is both an emotional and a motivational trait, according to the definition. Greed can be described as an individualistic propensity focused on comparisons with ever-increasing expectations, as opposed to envy, which necessitates social comparisons. Greedy people have a deep desire to gain material and social resources, as well as a sense of not getting enough of them (Zeelenberg et al., 2020). As a result, another aspect of greed that is frequently shared through meanings is people's desire to possess something material or non-material (Crusius et al., 2021).

More recently, psychologists have begun to investigate greed's dispositional nature as a trait or stable drive. Individual disparities in the amount to which greed motivates people exist, despite the fact that specific conditions may provoke greed as an emotional state (Lambie et al., 2022). Given the recent attention on dispositional greed from the standpoint of human behavior, a greater understanding and exploration of the development, nature, and manifestation of greed as a stable attribute is required.

2.2 Leader's Envy

When reviewing the literature, it is easy to see how the english concept of envy may be used to explain both the technical terms "envy" and "jealousy." Prior to the year 2000, scholars studied the notion of envy and proposed that envy is formed when a person both lacks and aspires to possess the outstanding characteristics, achievements, or possessions of others, and that it is accompanied by shame, self-discipline, and inappropriate hatred (Liu et al., 2021). Envy is not a subject that is often debated or conveyed in everyday life. It reflects unspoken emotions (Lange, Blatz, et al., 2018). It appears out of nowhere, and accepting it is difficult for one person. The key thing to remember is that an envious person only envies others who are identical to him or her. Envy is a common negative emotion that people feel when they know they are inferior to others in social situations. Envy exists in any culture and group; however, people avoid discussing it. Certain feelings, such as jealousy, are closely associated with envy. Envy can trigger a variety of negative emotional reactions as well as behavioral issues (Lambie & Haugen, 2019) as well as making it impossible for people to integrate into society. Envy is a negative emotion that arises when an individual lacks desirable qualities such as excellence, achievement, or possession (Kemp & Bolle, 2013). According to (Corrales, n.d.) envy is a bad emotion caused by an unfulfilled desire for an object, achievement, or characteristic that belongs to someone else.

Emotions such as envy, according to the feelings-as-information theory, emotions serve as a source of information about one's current situation; people subjectively interpret emotions based on their goals and desires, just as they do with other types of information (Astandu, n.d.). Emotion regulation theory (Gross, 2015) also suggests that personal goals have a role in how people react to emotions (including envy). As a result, depending on their aims, people may opt to stay with or avoid an envy-eliciting stimuli. The term "dispositional envy" has been studied in the fields of organizational behavior and psychology, according to the literature. While envy is an undesirable emotion that arises when people notice that someone else has something they want, dispositional envy describes people's proclivity to feel envious. Envy of disposition is a personality trait (Lange, Blatz, et al., 2018). The word "personality trait" refers to individuals who have consistent patterns of actions, feelings, and emotions. Dispositional envy may develop at work as a result of competition for limited resources, a lack of time, or promotions. Dispositional envy is negatively associated with life satisfaction and self-esteem in (Kemp &

Bolle, 2013) research. Dispositional envy is a personality trait that causes people to priorities their own interests over those of others. When their colleagues have better qualities than them. Individuals with dispositional envy are called proselfs because they have proself importance orientations as a personal characteristic. People with high dispositional envy will feel inferior and therefore priorities their own interests rather than having a common advantage (Kemp & Bolle, 2013). Dispositional envy is negatively associated with well-being indicators such as life satisfaction, vitality, and happiness, according to (Kemp & Bolle, 2013) report.

Envy exists in two qualitatively different forms as a state and a trait (Crusius et al., 2021), according to mounting evidence (Crusius et al., 2021), envy can be both good and bad These two terms are linked to the outcomes of envy, regardless of what envy is. Malicious envy is concerned with the negative consequences of envy, while benevolent envy is concerned with the positive consequences of envy. (Pan et al., 2021) malicious has been linked to bad consequences in the past, including counterproductive job actions, cheating, lying, and social undermining (Lange, Weidman, et al., 2018). Benevolent envy, on the other hand, is characterized by optimistic feelings about other people. In particular, benign envy is an assimilative emotion in which the envier believes that the envious person's superior quality, achievement, or assets are justified, and aspires to be like this superior by advancing up the social ladder (Pan et al., 2021).

Envy is a similar concept to greed, but it is different. While envy may be confused with greed, envy implies a hostile outward attitude toward others, whereas greed motivates people to concentrate solely on their own limitless desire. Despite the fact that envy can be a cause for greed, people who are greedy focus on themselves and inward rather than comparing themselves to others. While both reasons contribute to frustration with current circumstances, envious people compare themselves to others, while greedy people want more of what they want.

2.3   Counter Productive Work Behavior

Counterproductive work behavior has attracted a lot of research attention in recent years since it has been shown to have significant economic, sociological, and emotional consequences in the workplace, including links to unethical leader behavior. For organizations and its members, counter productive work behavior is a destructive act. It includes anything from small breaches to more serious crimes (Mahmood et al., 2021). Counterproductive work behavior almost always breaches essential organizational standards and causes harm to companies in ways that affect their priorities, personnel, processes, competitiveness, and profitability (Bowling & Gruys,

2010). According to the existing literature, counterproductive work behavior has been discussed primarily in developed countries, with less emphasis on developing and underdeveloped countries that are disposed to counterproductive work behavior (Seriki et al., 2020). However, what is considered counterproductive work behavior in one culture may not be considered Counterproductive work behavior in another. As a result, findings from developed countries may not have the same impact on developing/underdeveloped countries. Voluntary activities that violate essential social and organizational laws, norms, and values are generally referred to as counterproductive work behavior (Robinson & Bennett, 1995).

Counterproductive Work Behaviors is an individual's behavior or representative conduct that is against the organizational outcomes (Bowling et al., 2020). Counter productive work behavior is portrayed as deliberate direct that damages organizational norms, rules and approach and in doing as such undermines the prosperity of an organization, its individuals and society (Robinson & Bennett, 1995). These practices can hurt an organization or its workers including clients, customers, or patients. CWB characterizes an arrangement of unlawful, indecently, and deviant work behaviors that incorporate such offenses as employee robbery, fraud, and medication utilization (Dilchert, 2018). CWB incorporate any activities in which their workers connect with that can harm their association or its members or both (Bowling et al., 2020). Counter workplace behavior is willful in that representative either do not have the motivation to fit in with regularizing desires of social setting or get to be motivated to violate those desires (Kelloway et al., 2010).

When employees act with the intent to harm the organization's interests and internal business stakeholders (e.g., coworkers, subordinates, and bosses) breach moral principles and widely held ethical ideals. this is referred to as counterproductive work behavior (Kelloway et al., 2010). The most common issue in the workplace is counterproductive work behavior. The main characteristic of such behavior is a violation of moral and ethical norms. Counterproductive job habits include a broad variety of intentional acts that endanger a company and/or its workers and have negative consequence (Spector & Fox, 2010). Counterproductive work behavior refers to employee actions that are intended to harm an organization's legitimate interests (Dalal, 2005). Employees' counterproductive work behavior involves actions such as stealing, damage, verbal harassment, withholding of effort, dishonesty, refusing to cooperate, and physical attack (Spector et al., 2006). Employee counterproductive work behavior is described as an employee's

deliberate conduct that is detrimental to the firm or another member of the firm, and it involves all actions with the intent to damage the firm or another member of the firm.The activities emphasize the real or projected undesirable and detrimental repercussions of such behaviors on the organization and its members, regardless of counter productive work behavior's multiple definitions (Yiwen & Hahn, 2021).

Cases of counterproductive work behaviors include employee theft, drug abuse, worker with drawl (absenteeism and lateness), workplace violence (Kelloway et al., 2010) sabotage, (Kelloway et al., 2010) robbery (Bowling & Gruys, 2010), absenteeism (Kelloway et al., 2010), digital loafing (Weatherbee, 2010) work environment brutality (Weatherbee, 2010), and incivility (Kelloway et al., 2010). The commonality in all of these forms is that these behaviors are against the interests, effectiveness and benefits of an organization. Sacket and Devore (2001) presented six antecedents of counter productive work behavior: job characteristics (e.g., autonomy, task identity), work group characteristics (e.g., normative deviant behaviors), organizational culture (e.g., informal security controls), injustice (e.g., perceived unfairness), and controls systems are all aspects to consider (e.g., physical security controls).

2.4   Psychological Capital

Previous research has tended to concentrate on psychological capital's consequences, but its antecedents have not been thoroughly investigated. In the field of psychology, psychological capital is a constructive psychological approach. According to some theories, psychological capital may be particularly disposed to the influence of employees' positive behavior, owing to the fact that positive behavior leads to positive affect and cognition, which stimulates creativity (Mao et al., 2020). Personal resources such as psychological capital are also important in coping with job demands, according to the job demands resource hypothesis. The construct of psychological capital is based on four main psychological resources: self-efficacy, optimism, hope, and resilience. These resources help to measure a person's psychological capacities that should be further developed in order to improve his performance (Demands & Capital, 2021).

Psychological capital refers to an individual's self-efficacy in the course of growth and development, as well as a positive psychological state marked by hope, resilience, and optimism (Yu et al., 2019). Psychological capital is an approach characterized by dimensions that can optimize individuals' potential in order to help the organization's performance (Purwanto et al., 2021). The positive psychology literature shows that a person's Psychological capital helps them

cope with stressful situations by reducing stress and improving coping mechanisms (Raja et al., 2020). Psychological capital is described as an essential psychological resource and an intrinsic quality of individuals in their development process (Purwanto et al., 2021).

Furthermore, psychological capital is often analyzed as a single term. However, psychological capital includes self-efficacy, hope, resilience, and confidence, which are all different forms of psychological resources. In general, psychological capital is divided into four categories: self-efficacy, hope, resilience, and optimism (Yu et al., 2019). The psychological capital dimension of hope is a motivating state that reflects how far a person may advance when confronted with challenges. The sentiments of attraction to the desired goals, as well as feelings of both confidence and doubt regarding the outcomes, are all covered by hope (Darvishmotevali & Ali, 2020). Self-efficacy is a person's belief in themselves, expressed as "the ability to complete things successfully. Individuals with self-efficacy have the confidence and ability to put up the necessary effort to succeed in the face of difficult labor. The ability to manage setbacks, pursue goals, and achieve positive results is referred to as resilience. Optimism (Asbari et al., 2021) is a positive outlook on the future. Hope is also described as people's determination to achieve their objectives and, if possible, to change their approaches in order to achieve success. Resilience refers to the desire to change in order to succeed. Optimism refers to an optimistic assessment of current or potential progress (Mao et al., 2020).

Self-efficacy

This idea is based on Bandura's (1997) theory of social cognitive, which was defined as individual's conviction about cognitive resources, motivation, and courses of action required to successfully complete a particular task within a specific environment. (Stajkovic & Luthans, 1998). Individuals with high self-efficacy have the confidence and ability to put in the necessary effort to succeed in the face of difficult tasks. The ability to manage setbacks, pursue goals, and achieve positive results is referred to as resilience Optimism (Asbari et al., 2021) is a positive outlook on the future.

Optimism

Optimists believe that positive occurrences occur as a consequence of their own actions and behaviors, whereas pessimists believe that negative events occur as a result of their own actions and behaviors (Carver et al., 2005). Optimism was first defined as an explanation style in which positive events are attributed to personal, permanent, and pervasive causes while bad events are

attributed to external, transitory, and situation-specific reasons. It is defined as an explanation style in which positive events are attributed to personality and are pervasive, but negative events are attributed to the environment and are transient and limited (Scholarship & Millard, 2011).

Hope

Hope, according to Snyder and colleagues (1991), is a "positive motivational case that is based on an interactively generated sense of long success." Willpower "Agency" (individual power and drive to attain goals) and the way strength "route" are part of the hope (the planning to meet goals and ability to create alternative Paths) (Avey et al., 2009). Hope is also described as people's determination to achieve their objectives and, if possible, to change their approaches in order to achieve success. Resilience refers to the desire to change in order to succeed. Optimism refers to an optimistic assessment of current or potential progress (Mao et al., 2020).

Resilience

(Gendy et al., 2014)   resilience has been defined as a positive power that can be used to counteract both negative and extreme positive occurrences. Resilience is defined as the ability to overcome obstacles, pursue goals, and achieve positive outcomes. (Asbari et al., 2021).

2.5   Moral Disengagement

The exercise of moral agency has two components, according to social cognitive theory (Thornberg & Jungert, 2014). The ability to refrain from acting inhumanely, such as pestering or bullying others, is an example of the inhibitive type. The power to act humanely, such as assisting or defending a victim in a bullying situation, is an example of proactive morality. People, on the other hand, do not always limit their activities according to moral standards. "Self-regulatory mechanisms do not function until they are activated, and there are numerous social and psychological manipulations that can be used to detach moral self-sanction from inhumane behavior" (Thornberg & Jungert, 2014). Moral disengagement is a socio-cognitive strategy that allows people to disengage from moral norms without feeling guilty, guilty, or self-condemned.

Within his paradigm of social cognitive theory, (Kirshenbaum et al., 2020) developed the notion of moral disengagement, which refers to a collection of self-serving cognitive distortions by which self-regulating systems can be deactivated and moral self-sanctions disengaged. This is frequently linked to inhumane behavior and a lack of sorrow or guilt. Moral disengagement can

enhance the occurrence of such immoral conduct in the workplace, which is why immoral acts are becoming more common (Sciences, 2021). The social cognitive theory assumes that human action is the result of a triadic reciprocal causation of personal (e.g., values, self-efficacy, outcome expectations), environmental (e.g., others' behaviors, feedback), and behavioral (e.g., prior behavior) elements (Lim et al., 2020). Social Cognitive Theory states that human conduct is actively guided by cognized goals and regulated by exercising some control over internal cognitions and behaviors, as well as external influences. (Lim et al., 2020). This is often associated with inhumane behavior and a lack of guilt or sorrow. Moral disengagement is increasingly being researched in the context of antisocial behavior. Moral disengagement has been proposed as an important cognitive process that explains why people with certain personality traits are more or less likely to engage in unethical behavior (Christian & Ellis, 2014). Social cognitive theory Bandura, 1999 explains moral disengagement very effectively. Moral disengagement is a process that entails explaining unethical behavior by altering one's moral awareness of the behavior (Sciences, 2021).

Moral disengagement is a cognitive process in which individuals reframe and distance themselves from their immoral behaviors (Kirshenbaum et al., 2020). Moral agency is a self-regulatory process in which people monitor their actions by comparing them to their moral standards (Staub, 1999). Moral thought, rather than moral behavior, has been the focus of psychological theories of moral agency (Erzi, 2020). (Christian & Ellis, 2014) developed a theory of moral disengagement to explain how people justify their actions and commit immoral behaviors in response to the neglect of moral conduct. People can morally disengage from not only their own immoral behavior, but also from the wrongdoing of others. Beliefs that one's group is superior can cause people to morally distance themselves from the group's wrongdoing (Kirshenbaum et al., 2020). Moral disengagement, as a self-regulation process, can assist individuals in reducing the tension created by behaviors such as bullying others that do not correspond to their moral standards or moral norms (X. Wang et al., 2020). According to moral disengagement theory, most people have developed personal moral standards as a self-regulation process to guide good behavior and prevent bad behavior (Erzi, 2020).

Bandura hypothesized eight moral disengagement processes, which he divided into four categories. The first mechanism, moral justification, entails recasting the unethical conduct as beneficial to society or fulfilling a higher moral goal (Kirshenbaum et al., 2020). The second

mechanism is rewording labelling, or the use of less harsh words to downplay the seriousness of an action. People compare their immoral activity to the even more immoral behavior of others in the third process, beneficial comparison (Kirshenbaum et al., 2020). Displacement of responsibility, the fourth mechanism, is the act of putting blame on those in positions of authority, even if those persons did not actually perform the immoral act. An immoral conduct is admissible in the sixth mechanism, diffusion of blame, because it was committed by several persons (Kirshenbaum et al., 2020). The sixth mechanism is minimization of consequences, which involves downplaying the harshness, existence, or duration of harm. Because the victim of the immoral conduct is believed at least somewhat accountable, the seventh mechanism, attribution of blame, permits people to feel less at fault. Last but not least, dehumanization is the act of considering someone as less than human and so undeserving of compassionate treatment (Kirshenbaum et al., 2020). People can lessen or remove cognitive conflict (i.e. having contradicting thoughts, beliefs, or attitudes) that emerges when they violate their moral norms by using these cognitive strategies. Reducing this dissonance in a humane manner (Kirshenbaum et al., 2020).

2.6   Leader's Greed and Counterproductive Work Behaviors

Over the last decade, various research have been conducted to study the broad correlations between leader greed and counterproductive work behavior. Leadership is a responsibility, not a privilege. It's also not a convenience, but a sacrifice. He isn't careless either, but he must put in a lot of effort. It's also not a random act, but rather a command to obey. (Kayani et al., 2021) proposed that because unfair leadership is stressful for employees, it is appraised as a stressor, and people rate it and engage in counterproductive work behavior. These leaders are likely to embrace the fact that they do not belong to them. According to (Lambie & Haugen, 2019) greed is distinct from the other qualities since it is characterized by a "limitless need for excessive acquisition at all costs." Greed showed well-known dark trait features, correlated negatively with agreeableness and honesty-humility and positively with aggression and primary psychopathy, implying that it is fundamentally similar to the other dark qualities. On the other hand individuals engage in counterproductive work behavior with the intent of disrupting the firm's discipline and threatening the satisfaction of its employees. According to proof of a relationship between violent behavior and attempts to adjust one's mood (Tziner et al., 2020), counterproductive work behavior is considered to be a deliberate act that is detrimental to the organization's interests. It

could be a goal construct related to employees' attempts to change their affective state in the workplace. (Dalal, 2005). This occurs as a result of human greed, a lack of morale in the face of adversity, and a lack of motivation to work hard, all of which are encouraged by ideas such as consumerism, individualism, and self-satisfaction, all of which have an impact on changing people's behavior such as lifestyles that are luxurious, extravagant, and so on. Personality traits have recently been shown to play a role in counterproductive knowledge behavior (Serenko & Choo, 2020). Employees' work performance suffers in any organization when they begin to judge their leaders unfavorable personality traits, such as selfishness, violence, greed, personal preferences, bullying, and employee harassment (Kayani et al., 2021). As a result, people with dark personality traits seek for opportunities to participate in unproductive job conduct in order to meet their goals, and psychological contract breach provides them with additional internal motivation to do so.

The traits of leadership and the relationships between leader character and leadership styles vary greatly depending on the context and societal inheritance (KAYANI & ALASAN, 2021). However, the study of the phenomena has focused on the dark side of leadership, exposing damaging aspects of leadership that can negatively affect factors such as non-appearance, turnover, viability, enthusiastic depletion, degenerate work conduct, job fulfilment, stress, and execution. Toxic leadership, abusive supervision, destructive leadership, and exploitative leadership have all been used to describe and evaluate these detrimental leadership characteristics. As a result, workers put in less effort on their duties and refrain from engaging in organizationally relevant adaptive behaviors.

2.7   Leader's Envy and Counterproductive Work Behaviors

Employee characteristics influence how they feel about CWBs and how they interpret others feelings about counter productive work behaviors. In the counter productive work behavior literature, various personality models are utilized, with the Five-factor model (Termini et al., 2020) being the most extensively used. The Big Five Factors may work as internal antecedents of counter productive work behavior, according to research (Termini et al., 2020). Leadership qualities include a leader's personality traits and personal abilities, such as whether the leader is thoughtful (Liu et al., 2021). Envy is no exception, and it can be a relatively stable dispositional tendency or trait (Seuntjens et al., 2015), or it can be aroused in people regardless of their trait or dispositional tendencies under the correct circumstances (Crusius et al., 2021). Whereas,

counterproductive work behaviors, often known as abusive behaviors, are those directed against coworkers and others in the workplace with the intent of physically and psychologically damaging people through threats, harsh comments, ridiculing, and undermining their performance (Spector et al., 2006). Envy has been related by (Astandu, n.d.) to counterproductive work actions such as destroying a competitor's work, backstabbing a competition, and harassing or ostracizing the rival. Counterproductive work practices can be an attempt to eliminate or reduce the pain of comparison in the setting of envy (Lange, Blatz, et al., 2018). Envy can achieve three aims by engaging in counterproductive work practices directed at the envied other. To begin with, injuring the envied other can lessen the other party's envy-provoking benefit, thereby equating the situation of the individual experiencing envy and the envied person (Erzi, 2020). Second, counterproductive work behaviors may be used as an affect regulation approach, in which the envious person expresses indignation or wrath in order to release his or her dissatisfaction (Fox et al., 2001). Third, bitterness is empowering and can help compensate for a sense of inadequacy in the envying individual (Barth et al., 1988).

The term toxic leadership is frequently associated with destructive or dark leadership. Toxic leaders are motivated by fear and intimidation, according to research, and counterproductive work conduct is a more likely outcome for them. It can include overt acts such as hostility and thievery, as well as more subtle activities such as purposefully failing to follow instructions or performing tasks incorrectly. Workplace misconduct has been defined in a variety of ways, including authoritative antagonism, reserved conduct, malfeasance, abnormality, revenge, vengeance, and mobbing/harassment (KAYANI & ALASAN, 2021). As a result, workers put in less effort on their duties and refrain from engaging in organizationally relevant adaptive behaviors. For example, they may put forth effort to develop competences that will help them advance in their careers, even if it means ignoring competencies that will benefit the organization. Because they are focused on their own career development, they may put in less effort on needed duties, miss work, engage in self-serving activities, and finally leave when career-enhancing chances arise (Cohen, 2016).

2.8   Leader's Greed and Moral Disengagement

In recent years, there has been a lot of discussion around employee engagement. The engagement of employees inside a company has been indicated by several researchers to predict employee outcomes, financial performance, and organizational success. Employee engagement has also

been observed to be declining at the same time, and they are becoming more disengaged (Erkutlu & Chafra, 2019). The most common reason for the decline has been attributed to the habits and characteristics of leaders. Employees demonstrate specific cognitions, such as moral disengagement, to get even with their superiors in the case of unethical leadership, according to research (Christian & Ellis, 2014).

Individuals can choose to disable this self-regulatory system, which Bandura (1999) refers to as moral disengagement (MD). Moral decision-making processes. Our internal expectations/standards are decoupled as a result of our disengagement from the way we see and carry out our actions acceptable (Wu et al., 2020). Consumers will overcome their internal moral problems and may continue to have a favorable picture of themselves, which will help them achieve self-exoneration, if they engage in moral disengagement. On the other hand if we see greed it is often described as a desire for money or material possession (Zeelenberg et al., 2020) occasionally, this term is broadened to include non-material products in addition to wealth (Crusius et al., 2021). If the leader shows greed employees will be morally disengaged and that will affect the organization.

2.9 Leader's Envy and Moral Disengagement

Envy has been linked to moral disengagement, with the chance of moral disengagement increasing with the intensity of envy (H. Zhao et al., 2020). Aggressive and negligent behaviors, bullying, and violent acts are all linked to moral disengagement (Erzi, 2020). Employees exercise cognitive control over their emotions, behaviors, and thoughts in light of internal and external moral standards, according to the social cognitive theory of moral disengagement (Bandura et al., 1996). Envy is positively and strongly connected with moral disengagement, according to previous research (H. Zhao & Zhang, 2021). Envious people are envious of others' possessions, and they frequently believe that those who are envied do not deserve their existing advantages. Some evidence suggests that these envious people have abandoned their moral principles by the coveted target (i.e., assignment of guilt and dehumanization), rephrasing unethical behavior in positive terms (i.e., moral justification, advantageous comparison, and euphemistic labelling), or turning the consequences of immorality into innocuous ones (i.e., disregard, diffusion of responsibility, and displacement of responsibility).

Envy is classified as aggressive in some studies (Lange et al., 2018). It is linked to the outcomes of envy, regardless of what envy is. Envy is not a subject that is often debated or conveyed in

everyday life. It reflects unspoken emotions. Relational aggression is a type of violent behavior that includes causing harm to others by destroying their social status, spreading rumors, and rejecting peers (Erzi, 2020). Moral disengagement can be beneficial for people who engage in relational violence because it allows them to escape feelings of shame and sorrow when their actions are not in line with their moral standards. Moral disengagement, as (Moore et al., 2015) shows, it can be both a process and a disposition. As a result, an individual finds himself or herself can alter the disposition to ethically disengage, with envy having the ability to both lessen and increase moral disengagement. People are more likely to participate in moral disengagement when they react to perceived injustices in life with the unpleasant emotion of spiteful envy (H. Zhao et al., 2020). Thus, the morality of an individual's behavior differs depending on the general context and a leader's envy that exist at the time of the behavior (Erzi, 2020).

2.10   Moral Disengagement and Counterproductive Work Behaviors

Moral disengagement is a collection of mechanisms related to the "psychological processes by which moral emotions can be disengaged from inhumane conduct" to engage in activities that violate one's moral standards, according to Bandura's social cognitive theory (Bandura, 1999). According to moral disengagement theory, humans have a self-regulatory system that guides their behaviors and allows them to examine and monitor their activities in light of internal ethical norms. This theory goes on to say that the process of self-regulation, which normally prohibits individuals from engaging in activities that are regarded improper or immoral, can be deactivated, allowing them to maintain a positive image of themselves while engaging in deviant behaviors (Huang et al., 2017). Violations moral norms would result in self-sanction or self-condemnation, which means that employees would be held accountable for their actions. Furthermore, the self-regulation process will only function if it is turned on. Moral disengagement refers to a set of strategies for deactivating moral self-regulation systems. It consists of three sets of cognitive systems that are interconnected and aid in the justification of unethical or deviant behavior. Moral disengagement can arise as a result of advantageous comparison, in which people compare their immoral behavior to that of others who are more destructive (L. Zhao et al., 2021). As a result, employees forced to complete unlawful activities may defend their counter productive work behavior by pointing out the harshness of the assigned labor and downplaying the harm they have caused to their employers.

The first set of moral disengagement mechanisms describes the cognitive construal of conduct and includes euphemistic labelling, moral justification, and advantageous comparison (Bandura et al., 2001). Through these processes, immoral and unethical behavior will be perceived as less harmful. Employees ethically detach by evaluating a behavior until it no longer appears immoral (Shaw et al., 2020). For example, an employee who steals from their company may ethically disconnect by justifying their actions as a way to help a friend or family member.

Diffusion of responsibility, transfer of duty, and disregarding the repercussions of the action are all examples of disengagement strategies that keep people away from the outcomes (Bandura et al., 2001). In order for employees to be able to ignore or minimize the consequences of unethical behavior. For example, a person may do damage to a firm's property while believing that his or her actions have little impact on the organization since it has so many resources.

The third set focuses on the recipient of unethical or immoral conduct and includes assigning blame to the victim or demeaning the victim. It suggests that moral disengagement can happen when a person devalues the targets of their immoral behavior by degrading or blaming them (Huang et al., 2017). For example a bad, violent, or aggressive employee toward a coworker may be seen as "deserving it." As a result, when employees morally disconnect by engaging in these types of cognitive reframing, they are free of self-judgment, which could lead to them engaging in or engaging in deviant behavior at work.

When a person uses one of these moral disengagement mechanisms, he or she can act inappropriately without feeling guilty or self-condemned, and is expected to behave accordingly. Furthermore, as the idea of moral disengagement explains, this process would result in the deactivation of moral self-regulation processes. In line with this, moral disengagement is thought to play a key role in explaining a variety of bad behaviors such as harassment and unethical activity. As a result, we propose in this study that moral disengagement among employees leads to deviant actions at work, such as stealing, carelessness, taking long breaks, and so on, as a means of relocating their aggression and expressing their temper.

Morally disengaged people lack the self-control that would ordinarily keep them from acting unethically (Christian & Ellis, 2014). Furthermore, research in the social psychology literature (Seriki et al., 2020) shows that moral disengagement reduces prosocial conduct like helpfulness and cooperation while increasing bad behavior like violence and misbehavior. Moral disengagement can influence the expression of counterproductive conduct through euphemism

labelling, comparative advantage transfer, diffusion of blame, exaggerating the consequences, and attribution of blame are all examples of denial of accountability. As a result, we believe that moral disengagement will cause employees to engage in counterproductive work behavior directed towards customers, coworkers, and the company.

2.11 Moderating role of Psychological Capital

Psychological capital moderates in the relationship between leader's greed, leader's envy and counterproductive work behaviors. The psychological capital improves cohesion and cooperation, as well as creates positive change in the organization's culture, by encouraging employees to pursue company goals and maximize their own interests. (Durrah et al., 2016). Efficacy, hope, optimism, and resilience are four positive resources found in psychological capital (Hussain & Shahzad, 2021). The four positive psychological capacities of confidence, hope, optimism, and resilience are measurable, open to development, and may be managed for more successful work performance (Hussain & Shahzad, 2021) wrote. According to some theories, psychological capital (PC) may be particularly disposed to the influence of employees' positive behavior, owing to the fact that positive behavior leads to positive affect and cognition, which stimulates creativity (Mao et al., 2020). Psychological capital (PC) is often analyzed as a single term. However, psychological capital (PC) includes self-efficacy, hope, resilience, and confidence, which are all different forms of psychological resources. In general, psychological capital (PC) is divided into four categories: self-efficacy, hope, resilience, and optimism (Yu et al., 2019). (Darvishmotevali & Ali, 2020) observe that in an uncertain work scenario, hopeful employees prefer to work harder and longer in order to demonstrate their value to the firm in the hopes of securing their employment.

According to research, investigating psychological capital (PC) as a resource that helps persons in overcoming the negative impacts of stressors on strains is worthwhile (Raja et al., 2020). Individuals with higher levels of psychological capital may be able to manage with stress more effectively by practicing hope, self-efficacy, resilience, and optimism in their daily lives (Devi & V, n.d.). So Psychological capital moderates the relationship between leader's greed and leader's envy so it is strengthening the relationship. When the moral is down psychological capital strengthen the relationship by giving the employees hope, resilience, efficacy and optimism.

2.12   Mediating Role of Moral Disengagement

In relation to the mediating role of moral disengagement regarding the relationship between leader greed, envy and counter productive work behavior. (Seriki et al., 2020) claim that a leading moral identity prevents moral disengagement processes when it comes to the relationship between leader greed, jealousy, and counterproductive work behavior. Moral identity, in particular, destroys cognitive processes that slope consequences by underestimating or misinterpreting the extent of harm caused by unethical behavior. Although earlier research on moral disengagement has been undertaken, it has not taken into account the role it plays in promoting unethical action. (Beauchamp et al., 2019). To avoid the counter productive work behavior, employees must be motivated using a variety of methods by overcoming morally demotivating elements. Employees in the banking sector told us that when they are frustrated, they damage themselves and abandon their morals, according to the poll. There must be arrangements by the organizations to avoid such circumstances. Employees, who are high on moral disengagement might be more interested in acting upon negative than those who are low on moral disengagement. In other words, when employees experience negative emotions and are more morally disengage, they will perform more counterproductive work behavior than those without a tendency to morally disengage. Employees convince themselves that engaging in counterproductive work behavior such as theft or fraud represents a way of coping with their emotions than more aggressive behaviors such as violence. As a result, we believe that moral disengagement will have a direct impact on engaging in counter productive work behavior (Seriki et al., 2020). People who morally separate may see a few sorts of independent conduct as sensible or defended, at any rate under a few conditions, regardless of the possibility that they have disguised good decides that deny such direct (Thornberg & Jungert, 2014). Morally deficient subordinates excuse themselves depending on the morality they receive from their superiors without acquiring a sense of regret. Previous research have identified numerous acts associated with moral disengagement, including harmful behaviors and attitudes such as bullying, aggressiveness, and immoral attitudes. Others have linked the mediator's moral disengagement to a slew of negative consequences (Ali & Kayani, 2022).

Abusing, misbehaving, and suppressing their supporters are all tactics used by destructive leaders. Almost all harmful leadership styles are accused of having detrimental effects on the organization as well as the psychology of followers. These poor actions are to blame for

establishing a negative and toxic climate in the workplace, which allows for more dark behavior to flourish. Organizations pay a heavy price for these destructive/bad/dark leadership actions. Immoral actions in companies, according to Beckmann 2018, breed more immoral behaviors. When subordinates see immorality in the form of indirectness from their bosses, they are more likely to be immoral in response by becoming morally disengaged (Ali & Kayani, 2022).

In this model, counterproductive work behaviors (is not straightforwardly affecting by leader's greed and leader's envy but rather with the mediating impact of moral disengagement. Because, if a supervisor/boss is envious and greedy it will prompt to the deviant behavior of followers. But through the passage of their mental stage will lead this leader's greed and leader's envy to counterproductive work behavior. And this in between passage is drawn in our model to be as moral disengagement which is characterized as "individuals have set moral standards, which, if disregarded, will prompt to personal discomfort".

Furthermore, moral disengagement is used as a cognitive mediating variable in the relationship between a leader's greed, envy, and counterproductive work behavior because employees perceive greedy, envious leadership as behavior that devalues and degrades the exchange relationship and does not meet organizational standards. As a result, if a leader does not treat an employee fairly, he or she will most likely morally disengage, perhaps through moral justification, to justify following organizational deviance with the goal of restoring the exchange connection with the supervisor (Valle et al., 2019).

2.13 Theoretical Framework
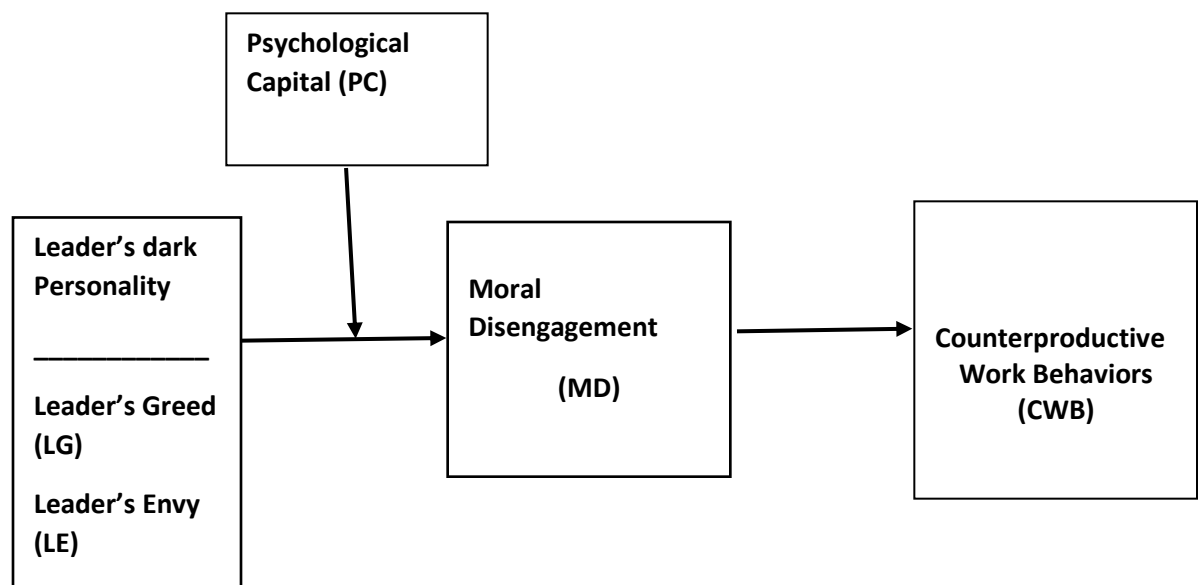
2.14 Hypotheses

H1: There is a significant positive significant impact on leader's envy and counter productive work behavior.

H2: Leader's greed has a positive significant impacts on counter productive work behavior in banking sector of Pakistan.

H3: Leader's envy significantly impacts moral disengagement in banking sector of Pakistan.

H4: Leader's greed significantly impacts moral disengagement in banking sector of Pakistan.

H5: Moral disengagement significantly impactscounter productive work behavior in banking sector of Pakistan.

H6: Psychological capital moderates the relationship of leader's greed and moral disengagement in banking sector of Pakistan.

H7: Psychological capital moderates the relationship of leader's envy and moral disengagement in banking sector of Pakistan.

H8: Moral disengagement mediates the relationship of leader's greed and counter productive work behavior in banking sector of Pakistan.

H9: Moral disengagement mediates the relationship of leader's envy and counter productive work behavior in banking sector of Pakistan.

CHAPTER NO 3

RESEARCH METHODOLOGY

The primary goal of this study is to determine the relationship between all of the variables included in this study and Pakistani organizations. This chapter went over the procedures for analyzing the research findings and determining whether or not the presented hypotheses are accepted or rejected in the context of the investigation.

3.1   Research Design

The overall strategy that a researcher chooses to integrate the many elements of the research rationally and coherently, ensuring the effective addressing of the research challenge, is known as research design. It serves as a blueprint for the data collecting, measurement, and analysis processes.

3.1.1   Research Approach

The research approach plays an important part in determining the research study's generalizability and validity. There are two sorts of research approaches: qualitative research and quantitative research. In research investigations, these two methodologies are used. The qualitative research method is most commonly employed in exploratory studies. In addition, qualitative methodologies are commonly used in social science research, in which the researcher explains numerous objects, events, and items. Furthermore, this type of research approach is used to gain in-depth information about and a deep understanding and knowledge of the central reasons and opinions, as well as to provide a foundation for identifying an underlying problem or issue, which is then used to create a hypothesis that is then used and tested in quantitative research studies.

Although this is an important study method, there is a potential that the researcher's biases will be included in the data gathering and analysis, resulting in conclusions that are biased and erroneous. Quantitative research is commonly used in economic and financial studies. However, academics in the social sciences are increasingly emphasizing the need of employing a quantitative approach while conducting research studies.

This research will be conducted under the quantitative approach therefore, descriptive and causal research designs will be used in this study. The questionnaire will be used as a primary data collection method and for this purpose adapted questionnaire will be used in this research work. Employees of the banking sector of Pakistan will be selected as the population of this study work. There are basically two types of sampling techniques, probability, and non-probability, in this study work non-probability sampling technique will be used. A sample size of 261 employees will be selected from functional level employees of the banking sector of Pakistan and questionnaires will be distributed directly between them.

Quantitative research has been chosen for this study. Because qualitative research was impossible due to the enormous population, time limits, and other restraints, quantitative research was regarded more authentic and valued in this situation. The quantitative research approach was chosen because of its several benefits, including a reduction in the researcher's business level, generalizability of the data, and reliability.

3.1.2   Study Setting

In this study, the non-contrived work situation was used. All respondents were interviewed at their individual jobs to complete the questionnaires; thus, it is a field study. Furthermore, all respondents were assured of the confidentiality of all information provided and their responses, allowing them to express their responses accurately and honestly.

3.1.3   Unit of Analysis

In any research project, the unit of analysis is critical. It refers to the things whose traits and attributes will be examined in the research investigation.

The level at which data is gathered and evaluated is referred to as the unit of analysis. This might be at the person, group, organizational, or even country levelUma Sekaran & Roger, 2013). Data is gathered and evaluated at the individual level in this inquiry based on the issue descriptions (employees, supervisors).

3.1.4   Time Horizon

For this study, data was collected from the financial industry of Pakistan's twin cities. The data from the respondents was collected over the course of about two months. In addition, the study employed a cross-sectional data collection strategy. Lack of resources and a time constraint, all contributed to the decision to choose this strategy and the research study had to be completed within this time range.

3.1.5   Purpose of the study

The purpose of the study is to validate the effects of leader's greed, leader's envy on counterproductive work behavior. Further this study was aimed at examining the underlying mediator mechanism of moral disengagement between leader's greed, leader's envy and counterproductive work behaviors as it was used in many studies as moderator. Further, this study was aimed at exploring whether the psychologically had personality characteristics which compromise of self-efficacy, optimism, hope and resilience can moderate the propensity of employee to morally disengagement when faced by the perception of leader's greed and envy. The results showed a significant relationship between leader's greed, leader's envy and counterproductive work behaviors, leader's greed, leader's envy and moral disengagement. The above-mentioned results show that the perception of leader's greed leads to deviant behaviors (Lambie & Haugen, 2019).

3.1.6   Research Strategy

The study's plan, data gathering strategy, data collection sources, instruments, time dimension, unit of analysis, demographic and sample design, and data analysis techniques are included in the research strategy. The survey technique was selected in this study because it is the most appropriate design for meeting the research objectives and answering the study's research questions. To begin with, survey strategy can be used to model the relationships between various variables. Second, this technique is effective for determining the causes of the correlations between various variables. This method is utilized to deduce and answer questions such as who, when, why, and how and this technique produces quantitative data that allows for easy inferences. This technique is appropriate when the researcher is concerned with the generalization of results from the sample to the entire population. Finally, this approach is cost-effective. Because this study is designed to know the answer of the questions that why the employees are involved in counter productive work behavior and why the leaders are involved in greed and envy and how this will affect the organizations.

3.2   Population and Sampling

3.2.1 Population

Individuals working in Pakistan's banking sector, based in the twin cities i.e Islamabad and Rawalpindi, are the study's population. The reason for choosing this sector for this study is that competition in the service sector is much higher than in other sectors, such as manufacturing, and as a result, it takes a lot of effort to meet daily challenges. As a result, employees in these service organizations must deal with and face customers on a daily basis, which necessitates meeting their expectations and demands, resulting in employees being constantly stressed at work. Furthermore, their chances of being mistreated by their supervisor or boss are increased as a result of this difficulty.

The population for data collection in this study was made up of personnel from several banks in Rawalpindi and Islamabad. Data was gathered by handing out questionnaires to the appropriate respondents at their workplaces. Data was also collected using online questionnaires and online forms. Previous research studies have discovered that online data collection is a more convenient and straightforward technique of collecting data, since participants find it significantly easier to fill out surveys online than they do when using the paper-pen method. While data was also collected by visiting the banks and collected from supervised employees and sub-ordinates.

3.3 Sample and Sampling Technique

3.3.1 Sample

The decision about the selection of sample size is very difficult to process. These are the factors, which influence the decision for selection of sample size: objectives of research, the degree of accuracy required, a satisfactory hazard in foreseeing that dimension of precision and accuracy, a measure of variation in the population, time and cost imperatives, the span of the population (Sekaran & Roger, 2013). By using the non-probability sampling technique, we shall set the sample size of 261 functional level employees of the banking sector from Pakistan.

3.3.2 Sampling Techniques

The information was gathered from the banking sector of Pakistan's in twin cities. The convenience sampling approach was used in addition to the probability sampling methodology. When there is a budget and time constraint, this sampling methodology is considered to be the most appropriate and preferred way of sampling. Furthermore, of all the sampling approaches, this is likely the most popular. Convenience sampling selects samples based on their accessibility to the researcher. As a result, convenience sampling is the simplest, least time-consuming, and least expensive method.

Furthermore, data was collected via self-reported questionnaires and hard copies of the questionnaires were distributed. The decision about the selection of sample size is very difficult to process. These are the factors, which influence the decision for selection of sample size: objectives of research, the degree of accuracy required, a satisfactory hazard in foreseeing that dimension of precision and accuracy, a measure of variation in the population, time and cost imperatives, the span of the population (Sekaran & Roger, 2013). By using the non-probability sampling technique, we shall set the sample size of 300 functional level employees of the manufacturing sector organizations from Pakistan in selected Rawalpindi and Islamabad banks, along with a brief introduction to the research issue. Some questionnaires were also given using online google forms to the appropriate responders.

Out of 384 only 261 questionnaires were used because some were returned incomplete or with missing information, therefore they were discarded.

3.4 Data collection Method

Data collecting is tough and complicated, and respondents are often unaware of how to reply and properly complete out the questionnaires provided for data collection.

As a result, throughout the data collecting procedure, the researcher described the study's purpose and a general overview of the topic to the respondents so that they could fill out the questionnaires correctly. Data was gathered from a variety of banks, as well as references from friends and relatives. It has been found that collecting data from many organizations without a reference is quite challenging, particularly in the case of Pakistan.

As a result, every attempt was made to collect data from as many responders as feasible. Participants in the data collection were asked to assist and consent to the collecting of data. They were also assured of the anonymity of the information they supplied, so that respondents would not be hesitant to complete the questionnaires. Individuals typically refuse to disclose their thoughts or points of view for research objectives. These circumstances make it difficult for the researcher to perform high-quality study. As a result, the entire data collection process for banking staff took a lot of time and effort.

3.5 Extent of Researcher Interference

The study was minimal interference and the results of study was significant as greed, envy of a leader has a direct impact on counterproductive work behaviors whereas; psychological capital moderates the relationship of leader's greed, envy and moral disengagement; moral disengagement mediates the relationship of leader's greed, leader's envy and counterproductive work behaviors.

3.6 Measurements and Measures

Leader's Greed

Operational Definition of Leader's Greed

Greed is a stable personality trait that can be triggered by situational characteristics, according to (Seuntjens et al., 2016).

The greed scale has been adopted from questionnaire developed and used by (Seuntjens et al., 2016) included 3 -items explaining the measures of greed. Respondents will be given used a 5-point scale from 1, "strongly disagree," to 5, "strongly agree," in order to report the frequency with which their boss became greedy and envious with their sub-ordinates.

The greed scale consisted of 3 questions. The responses will be analyzed by using 5-Point Likert Scale and sample question of this variable is I'm never satisfied, no matter how much I have.

1: Strongly disagree, 2: Disagree, 3: Neutral 4: Agree, 5: strongly agree

Leader's Envy

Operational Definition of Leader's Envy

Envy is a negative emotion that arises when an individual lacks desirable qualities such as excellence, achievement, or possession (Kemp & Bolle, 2013).

The envy scale will be develop by (Kemp & Bolle, 2013) which had 8 items. Respondents will be given used a 5-point scale from 1, "strongly disagree," to 5, "strongly agree," in order to report the frequency with which their boss became envious with their sub-ordinates. Sample question of leader's envy is: It's so discouraging to see how quickly other people succeed.

Responses will be measured by using 5 Point Likert Scale where:

1: Strongly disagree, 2: Disagree, 3: Neutral 4: Agree, 5: Strongly agree

Counterproductive Work Behaviors

Operational Definition of Counter Productive Work Behaviors

Counterproductive work behavior refers to employee activities that are intended to harm an organization's legitimate interests (Spector et al., 2006).

Counterproductive Work Behaviors scale will be develop and adopted by (Spector et al., 2006) based on a number of behaviors, of internal consistency. Participants will be asked to show that how often they perform each of the behaviors on their job. Total 33 items of this variable will be included. And sample question of counter productive work behavior is came to work late without permission.

1: Strongly disagree, 2: Disagree, 3: Neutral 4: Agree, 5: strongly agree

Psychological Capital

Operational Definition of Psychological Capital

Psychological capital refers to an individual's self-efficacy in the course of progress and improvement, as well as a positive psychological state marked by hope, resilience, and optimism (Çetin & Basim, 2012).

The scale of psychological capital will be developed by (Çetin & Basim, 2012) which will contained 24 items were used in the study for determining of Self-Efficacy, Optimism, Hope and Resilient attitudes. The responses will be analyzed by using 5 Point Likert Scale where sample question of this variable is any problem can be solved in a variety of ways.

1: Strongly disagree, 2: Disagree, 3: neither agree nor disagree, 4: Agree, 5: strongly agree

Moral Disengagement

Operational definition of Moral disengagement

Moral disengagement is a cognitive process in which individuals reframe and distance themselves from their immoral behaviors (Kirshenbaum et al., 2020).

Moral Disengagement scale contained 27 items. These 27 items represented 7 dimensions by (Kirshenbaum et al., 2020). Responses will be calculated by using 5 point Likert scale where sample question of moral disengagement is Punishment for wrongdoing is justified since wrongdoers choose to engage in the wrongdoing.

1: Strongly disagree, 2: Disagree, 3: Neutral 4: Agree, 5: Strongly agree

3.7 Scale Summary

Variables	Scales	Items
Greed	(Seuntjens et al., 2016)	3
Envy	(Kemp & Bolle, 2013)	8
Counter productive work behavior	(Spector et al., 2006)	33
Psychological capital	(Çetin & Basim, 2012)	24
Moral Disengagement	(Kirshenbaum et al., 2020)	27

3.7   Procedure/Data Collection

The data was analyzed with the help of a social science statistical software (SPSS). It is one of the most widely used and widely used tools that can perform highly complicated data analysis using simple instructions. Reliability analysis, descriptive analysis, regression, correlations, demographic analysis, mediation analysis, and moderation analysis were all performed in this software to test the study's hypothesis and determine the results.

3.8   Process and Procedure

Process is a route analysis modelling tool for observed variable OLS and logistic regression. It is commonly used to estimate direct and indirect effects in single and multiple mediator models (parallel and serial), two and three way interactions in moderation models, and conditional indirect effects in moderated mediation models with a single or many mediators or moderators. The Guilford Press's Introduction to Mediation, Moderation, and Conditional Process Analysis

describes and documents the use of Process. Andrew F.Hayes wrote the process. (Sessions, 2022)

Andrew F. Hayes is a Professor of Quantitative Psychology at The Ohio State University. His research focuses on linear models, with an emphasis on resampling inference methods. The effects of heteroscedasticity on inference at several levels among the specific subjects of investigation are the consequences of heteroscedasticity on inference, multilevel models, and statistical tools for studying mediation and moderation. In this study, Model 7 is employed for variable moderation and mediation.

3.9   Data Analysis& Techniques

Results of the study are given below. These tables show the properties of respondents who were employees and subordinates from banking sector of Rawalpindi & Islamabad.

3.10   Reliability Analysis

Reliability analysis is a procedure that produces consistent results when things are examined multiple times at different times and the scales are the same. The scales' reliability is determined by determining a scale's capacity to produce similar findings when tested at different times. The consistency of results that a scale produces when measured a number of times is referred to as reliability analysis. As a result, we employed Cronbach's alpha to verify the reliability of the scales used in the study. Cronbach's alpha describes the internal reliability of all variables.

Cronbach's alpha is a measurement of internal consistency, which refers to how closely a group of things are related. It's also said to be a metric for a scale's dependability. It also reveals whether or not there is a link between variables. When the scale indicates values more than 0.7, it is regarded dependable. The specified set of scales or measurements is less dependable if the value is less than 0.7. The collected data was put to the test to ensure its accuracy and consistency.

Cronbach's Alpha	No. of Items

.901	08
.725	03
.923	21
.940	27
.936	33

The value of Cronbach Alpha's for envy is equal to .901 and the number of items of envy are 8. So the value of envy is ≥ 0.70 it means it is reliable. The value of Cronbach Alpha's for greed is equal to .725 and the number of items of greed are 3. So the value of greed is ≥ 0.70 it means it is reliable. The value of Cronbach Alpha's for psychological capital is equal to .923 and the number of items of psychological capital are 21. So the value of envy is ≥ 0.70 it means it is reliable. The value of Cronbach Alpha's for moral disengagement is equal to .940 and the number of items of moral disengagement are 27. So the value of envy is ≥ 0.70 it means it is reliable. The value of Cronbach Alpha's for counter productive work behavior is equal to .936 and the number of items of counter productive work behavior are 33. So the value of counter productive work behavior is ≥ 0.70 it means it is reliable.

As a result, the alpha values for all of the variables in this research study are within the acceptable range. As a result, the acquired data can be trusted for further calculations and analysis.

3.11 Demographics

Age

The first demographic variable was age, which is commonly utilized in worker behavior research. However, it is possible that participants will feel uncomfortable disclosing this information openly. As a result, a range foundation was devised to overcome the problem of obtaining age information from respondents.

Age	Frequency	Percent	Valid Percent	Cumulative Percent
21-30 years	100	38.3	38.3	38.3

	Frequency	Percent	Valid Percent	Cumulative Percent
31-40 years	89	34.1	34.1	72.4
41-50 years	54	20.7	20.7	93.1
51 & Above	18	6.9	6.9	100.0
Total	261	100.0	100.0	

From the total of 261 employees 100 employees were from the age group 21-30 years which is 38.3 % , 89 (34.1 %) employees were from the age group 31-40 years which is 34.1%, 54 employees were from the age group 41-50 years which is 20.7 % and 18 employees were from the age group 51 & above which is 6.9 %.

Gender

Gender was the second demographic variable, and in today's social and organizational sciences, it is the most important demographic variable. It is critical for social scientists to evaluate both male and female employees' perceptions, as both genders have different perspectives and thinking habits.

	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Male	161	61.7	61.7	61.7
Female	99	37.9	37.9	99.6
Total	261	100.0	100.0	

From the total of 261 employees, 161 employees of the total sample were males which is 61.7 % and 99 employees of the entire sample were females which is 37.9 %.

Marital Status

Marital Status was another demographic variable, as it is also important demographic variable. It is critical for social scientists to evaluate single and married employees' perceptions, as both have different perspectives and thinking habits.

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	88	33.7	33.7	33.7
Married	173	66.3	66.3	100.0
Total	261	100.0	100.0	

Total sample were 261 in which 88 were single which is 33.7 % and 173 were married which is 66.3 %.

Education

Education is a critical component of a country's development and economy, as well as its ability to compete effectively on a global scale. As a result, education, after gender and age, is a critical component of demographics in the research study.

	Frequency	Percent	Valid Percent	Cumulative Percent
Bachelor	75	28.7	28.7	28.7
Masters	146	55.9	55.9	84.7
MPhil	38	14.6	14.6	99.2
PHd	2	.8	.8	100.0
Total	261	100.0	100.0	

Total employees were 261, out of which 75 employees of entire sample had Bachelor qualification which is 28.7 %, 146 employees of entire sample had Masters qualification which is 55.9 %, 38 employees of total sample had MPhil qualification which is 14.6 % and 2 employees 2 of total sample had PhD qualification which is 0.8 % **.**

Experience

A person learns from their experiences, which shape and improve their way of thinking, approach, and management of circumstances, as well as their behaviors. An intern, for example, has an entirely different experience than an employee with ten years of expertise. As a result, the

demographic variables part of the survey includes information about the respondents' experiences. In the questionnaires, different ranges for the time period of experience were created with the goal of gathering information about the respondents' respective experiences so that they could freely state the employment tenure in the relevant subject.

	Frequency	Percent	Valid Percent	Cumulative Percent
1-5 years	104	39.8	39.8	39.8
6-10 years	72	27.6	27.6	67.4
More than 10 years	85	32.6	32.6	100.0
Total	261	100.0	100.0	

Total employees were 261, out of which 104 employees have work experience of 1-5 years which is 39.8 %, 72 employees have work experience from 6-10 years 27.6 % and 85 employees have work experience more than 10 years which is 32.6 % .

Income

Income was also the demographic variable. In the surveys, different income were created with the goal of gathering information about the respondents' respective incomes so that they could readily indicate the income in the applicable field.

	Frequency	Percent	Valid Percent	Cumulative Percent
20000-40000	24	9.2	9.2	9.2
40000-60000	67	25.7	25.7	34.9
60000-80000	52	19.9	19.9	54.8
80000-100000	55	21.1	21.1	75.9
more than 100000	63	24.1	24.1	100.0

| | | | Total | 261 | 100.0 | 100.0 |

Out of 261 respondents 24 respondents had monthly income Rs 20000-40000 which is 9.2 %, 67 respondents which is 25.7 % of the sample had monthly income between Rs 40000-60000, 52 respondents which is 19.9 % of the sample had monthly income between Rs 60000-80000, 55 respondents which is 21.1 % of the sample had monthly income between Rs 80000-100000, and 63 employees which is 24.1 % of total population has income of above Rs 100000.

Demographics of employees

Age

The first demographic variable was age, which is commonly utilized in worker behavior research. However, it is possible that participants will feel uncomfortable disclosing this information openly. As a result, a range foundation was devised to overcome the problem of obtaining age information from respondents.

	Frequency	Percent	Valid Percent	Cumulative Percent
21-30 years	160	61.3	61.3	61.3
31-40 years	64	24.5	24.5	85.8
41-50 years	23	8.8	8.8	94.6
51 and above	14	5.4	5.4	100.0
Total	261	100.0	100.0	

From the total of 261, employees 160 employees were from the age group 21-30 years which is 61.3 %, 64 employees were from the age group 31-40 years which is 24.5 %, 23 employees were from the age group 41-50 years which is 23 % and 14 employees were from the age group 51 & above which is 14 %.

Gender

Gender was the second demographic variable, and in today's social and organizational sciences, it is the most important demographic variable. It is critical for social scientists to evaluate both male and female employees' perceptions, as both genders have different perspectives and thinking habits.

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	139	53.3	53.3	53.3
Female	122	46.7	46.7	100.0
Total	261	100.0	100.0	

The total sample were 261 out of which 139 employees were male 53.3 % and 122 employees of the entire sample were female which is 46.7 % .

Marital Status

Marital Status was another demographic variable, as it is also important demographic variable. It is critical for social scientists to evaluate single and married employees' perceptions, as both have different perspectives and thinking habits.

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	145	55.6	55.6	55.6
Married	116	44.4	44.4	100.0
Total	261	100.0	100.0	

From the total sample of 261, 145 were single which is 55.6 % and 116 were married which is 44.4 %.

Qualification

Education is a critical component of a country's development and economy, as well as its ability to compete effectively on a global scale. As a result, education, after gender and age, is a critical component of demographics in the research study.

	Frequency	Percent	Valid Percent	Cumulative Percent
FSc	37	14.2	14.2	14.2
Bachelors	106	40.6	40.6	54.8
Masters	91	34.9	34.9	89.7
MPhil	27	10.3	10.3	100.0
Total	261	100.0	100.0	

Total employees were 261, out of which 37 employees of entire sample had FSc qualification which is 14.2 %, 106 employees had Bachelors qualification which is 40.6 %, 91 employees of total sample had Masters qualification which is 34.9 % and 27 employees which is 10.3 % of total sample had MPhil qualification.

Experience

A person learns from their experiences, which shape and improve their way of thinking, approach, and management of circumstances, as well as their behaviors. An intern, for example, has an entirely different experience than an employee with ten years of expertise. As a result, the demographic variables part of the survey includes information about the respondents' experiences. In the questionnaires, different ranges for the time period of experience were designed to collect information about the respondents' respective experiences so that they could readily state the employment tenure in the relevant subject.

	Frequency	Percent	Valid Percent	Cumulative Percent
1-5 years	164	62.8	62.8	62.8
6-10 years	55	21.1	21.1	83.9
More than 10 years	42	16.1	16.1	100.0
Total	261	100.0	100.0	

Total employees were 261, out of which 164 employees have work experience of 1-5 years which is 62.8 %, 55 employees have work experience from 6-10 years which is 21.1 % and 42 employees have work experience more than 10 years which is 16.1 %.

Income

Income was also the demographic variable. In the surveys, different income ranges were designed to collect information about the respondents' respective incomes so that they could readily indicate the income in the applicable field.

	Frequency	Percent	Valid Percent	Cumulative Percent
20000-40000	143	54.8	54.8	54.8
40000-60000	45	17.2	17.2	72.0
60000-800000	26	10.0	10.0	82.0
80000-100000	23	8.8	8.8	90.8
More than 100000	24	9.2	9.2	100.0
Total	261	100.0	100.0	

Out of 261 respondents, 143 which is 54.8 % of the sample had monthly income Rs 20000-40000, 45 which is 17.2 % of the sample had monthly income between Rs 40000-60000, 26

respondents which is 10 % of the sample had monthly income between Rs 60000-80000, 23 respondents which is 8.8 % of the sample had monthly income between Rs 80000-100000, and 24 employees which is 9.2 % of total population has income of above Rs 100000.

CHAPTER NO 4

4.1 Data Analysis

The data analysis is detailed in this chapter. Firstly, descriptive statistics for the variables under investigation are provided, the variable is subjected to a correlation analysis, and the correlation values of the variables are described, the data is analyzed for outliers, influential variables, and multicollinearity, and the facts are presented. Finally, for direct, indirect, and moderated pathways, regression analysis is used to accept or reject the hypothesis.

4.1.1 Descriptive Statistics

All the variables age, gender, marital status, education, experience, income, greed, envy, psychological capital and moral disengagement are shown in table 4.2. The mean and standard deviation are presented in the table (4.1).

Table 4.1

Variables	Mean	Std. Deviation
ENVY	3.1470	.94239
GREED	3.3716	.88929
PC	3.6906	.62847
MD	3.5523	.66285
CWB	3.5276	.61383

The mean values of table 4.1 represent the average of the respondent's response. It can be observed in table 4.1

All the factors are rated on a five-point Likert scale, from strongly disagree to strongly agree, with values greater than three indicating respondents' agreement.

Mean value of envy is 3.1470 it means employees are not feeling envious on the average. While the mean value of greed is 3.3716which is greater than three and shows the agreement of the employees to be greedy. Psychological capital mean value is 3.6906 it means the agreement and moral disengagement mean value is 3.5523which is also greater than three it means the average employees are morally disengage. The average mean of counter productive work behavior is

3.5276, which is less than three it means the employees are not involved in counter productive work behavior on the average.

4.2 Correlation Analysis

Correlation analysis is a statistical tool for assessing the strength of a relationship between two variables. It displays how closely two variables are related to one another. A high correlation shows that the variables have a strong relationship, whereas a weak or low correlation shows that the variables are rarely or not related. Correlation analysis is used in this study to see if there is a link between leader greed, envy, moral disengagement, counterproductive work behavior, and psychological capital.

The purpose of correlation analysis was to determine the nature of variation among these variables, i.e. whether they vary together or not. Pearson proposed this methodology to determine the strength and nature of the association using a value range of -0.1 to 0.1. Positive analysis values indicate that variables are moving in the same direction. Negative signs, on the other hand, represent the movement of variables in the opposite direction. Association values ranging from 0.10 to 0.29 indicate a poor correlation, whereas values ranging from 0.30 to 0.49 indicate a moderate correlation between variables. Furthermore, a correlation score that falls between 0.5 and 0.8 indicates a strong association between variables.

Table 4.2

		ENVY	GREED	PC	MD	CWB
ENVY	Pearson Correlation	1				
GREED	Pearson Correlation	.565[**]	1			
PC	Pearson Correlation	.485[**]	.442[**]	1		
MD	Pearson Correlation	.553[**]	.405[**]	.769[**]	1	
CWB	Pearson Correlation	.781[**]	.643[**]	.916[**]	.792[**]	1

The variable is associated with

$*p < 0.05$, $**p < 0.01$, $***p < .001$, N = 261 **Correlation is significant at the level 0.01 (2-tailed, *Correlation is significant at the level 0.05 (2-tailed) The 4.2 table show the correlation of all variables. In this table some Pearson correlation value are positive and some Pearson correlation value are negative. The correlation between greed and envy was found significant with r = .565** and $p < 0.01$, and with psychological capital r = .485** and $p < 0.01$, with moral disengagement r = .553** and $p < 0.01$ and with counter productive work behavior $r =$ .781** and $p < 0.01$. The correlation between greed and psychological capital was significant with r= $.442^{**}$ and $p < 0.01$, with moral disengagement r= $.405^{**}$ and $p < 0.01$ and with counter productive work behavior was significant r= .643**and $p < 0.05$. The correlation between PC and MD was found significant with r= $.769^{**}$and $p < 0.01$ and with CWB .916**. The correlation between MD and CWB was found significant with .792** whereas, $p < 0.01$.

4.3 Regression Analysis

To determine the relationship between variables, correlation analysis was used. Correlation analysis does not indicate a causal relationship between variables; rather, it demonstrates how they are related. As a result, we used regression analysis to forecast and estimate the influence of variables in order to determine the causal relationship between them. It allows us to see how much variance there is in the dependent variable as a result of one unit change in the independent variable.

As a result, regression analysis was used to obtain precise results of variable dependence. There are two forms of regression: linear regression and multiple regressions. When it is necessary to forecast the value of a dependent variable based on the value of an independent variable, linear regression or simple regression is used. When there are two variables with the goal of establishing a causal relationship between them. To compute the outcome of a dependent or response variable, multiple regressions use various explanatory variables. When more than two factors are involved, such as moderation and mediation, it is undertaken.

As a result, regression analysis was used to assess the dependence of one variable on another in the study in order to test the theoretical link. The latest study places a greater emphasis on

Andrew Hayes. Even a direct relationship between an independent variable and a dependent variable does not exist, according to Hayes.

Model 7 from Hayes was used to check the direct effect as well as to analyze the moderation effect.

Direct Variables

	Coeff	se	t	p
Envy ⟶ MD	-.332	.147	-2.251	.025
PC ⟶ MD	.347	.109	3.190	.002
Envy ⟶ CWB	.322	.022	14.647	.000
MD ⟶ CWB	.480	.031	15.375	.000
Greed ⟶ CWB	.266	.023	11.371	.000

H1: Envy is positively related to moral disengagement

The independent variable envy has a direct effect on the dependent variable moral disengagement, according to the findings. The coefficient of the direct effect is -.332, se is.147, t is -2.251, and p value is.025 indicating that the first hypothesis is significant.

H2: PC is positively related to moral disengagement

The independent variable PC has a direct effect on the dependent variable MD. The coefficient of the direct effect is .347, se is.109, t is 3.190, and p value is.002 indicating that the second hypothesis is also significant.

H3: Envy is positively related to counter productive work behavior

Direct result identifies the effect of envy on CWB and according to the results coefficient of the direct effect is .332, se is.022, t is 14.647, and p value is. .000 indicating that the third hypothesis is also significant.

H4: MD is positively related to counter productive work behavior

According to the results of forth hypotheses i.e coefficient of the direct effect is .480, se is. .031, t value is 11.371, and p value is. .000 indicating that the forth hypothesis is also significant.

H5: Greed is positively related to counter productive work behavior

The independent variable greed has a direct effect on the dependent variable CWB, according to the findings. The coefficient of the direct effect is .266, se is.023, t is -2.251, and p value is.025 indicating that the fifth hypothesis is significant.

Moderation

Envy x PC ⟶ MD

	coeff	se	t	p	LLCI	ULCI
constant	1.816	.413	4.394	.000	1.002	2.630
ENVY	-.332	.147	-2.251	.025	-.622	-.042
PC	.347	.109	3.190	.002	.133	.562
Int_1	.126	.037	3.448	.001	.054	.198

H6: Psychological capital moderates the relationship of envy and moral disengagement

For moderation analysis of we use model 7 from Andrew Hayes Process. Hypotheses six demonstrates that PC moderates the relationship between envy and MD. According to the results coefficient is .126, se is .037, t value is 3.448, p value is .001, LLCI is .54 and ULCI is .198. As the sign of lower limit and upper limit is same it means moderation exist between variables.

Greed x PC ⟶ MD

	coeff	se	t	p	LLCI	ULCI
constant	2.028	.424	4.781	.000	1.193	2.863
GREED	-.428	.130	-3.301	.001	-.683	-.173
PC	.342	.120	2.856	.005	.106	.579
Int_1	.134	.035	3.882	.000	.066	.202

H7:Psychological capital moderates the relationship of greed and moral disengagement.

According to the above results coefficient is .134, se is .035, t value is 3.882, p value is 0.000, LLCI is .066 and ULCI is .202. As both the sign of lower limit and upper limit are same it means moderation exist between variables.

Mediation:

Greed ⟶ MD ⟶ CWB

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.031	.115		17.735	.000
	GREED	.444	.033	.643	13.512	.000
2	(Constant)	.538	.109		4.928	.000
	GREED	.266	.023	.386	11.371	.000
	MD	.589	.031	.636	18.739	.000
a. Dependent Variable: CWB						

H8: Moral disengagement mediates the relationship of greed and counter productive work behavior

The total effect determines the effect of the independent variable, greed on the dependent variable, counter productive work behavior when the mediator i.e. moral disengagement is being there. The level of significance is .000 which shows the mediation.

Moral disengagement mediates the relationship between greed and counterproductive work behavior, as determined by the results. So according to the results hypotheses 8 is also accepted.

Envy ⟶ MD ⟶ CWB

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.927	.083		23.204	.000
	ENVY	.509	.025	.781	20.120	.000
2	(Constant)	.809	.094		8.579	.000

ENVY	.322	.022	.494	14.647	.000
MD	.480	.031	.519	15.375	.000

a. Dependent Variable: CWB

H9: Moral disengagement mediates the relationship of envy and counter productive work behavior

The total effect determines the effect of the independent variable, envy on the dependent variable, counter productive work behavior when the mediator i.e. moral disengagement is being there. According to the results level of significance is .000 which shows that mediation exist, so the hypotheses is accepted.

4.4 Summary of Accepted/ Rejected Hypotheses

The given table below represents the summarized results of the proposed hypotheses of this study:

Hypotheses	Statements	Results
H1:	Envy is positively related to moral disengagement.	Supported
H2:	PC is positively related to MD	Supported
H3:	Envy is positively related to CWB	Supported

H4:	MD is positively related to CWB	Supported
H5:	Greed is positively related to CWB	Supported
H6:	PC moderates the relationship of envy and MD	
H7:	PC moderates the relationship of greed and MD	Supported
H8:	MD mediates the relationship of greed and CWB	Supported
H9:	MD mediates the relationship of envy and CWB	Supported
		Supported

CHAPTER NO 5

5.1 Discussion

The goal of the study is to look at the link between greed, envy, and counter productive work behavior. Moral disengagement is also utilized as a mediator to figure out how greed, envy, and counter productive work behavior are linked. Psychological capital was also investigated as a mediator in the relationship between greed, envy, and counterproductive work conduct. The study employs social exchange theory. The purpose of conducting research is to answer the required questions regarding the existing relationship between bullying and other variables that are used in the study, such as the relationship between greed, envy and counterproductive work behavior of employees, where moral disengagement acts as a linking mechanism between greed, envy, and counterproductive work behavior, and psychological capital as a moderating variable.

For the study data were collected from banking sector of Islamabad and Rawalpindi. The first hypotheses of the study states that there is a significant positive significant impact on leader's envy and counter productive work behaviorand the results support the hypotheses hence H1 is accepted. The second hypotheses of the study states that leader's envy significantly impacts moral disengagement in banking sector of Pakistan. and the results support the hypotheses hence H2 is also accepted. The third hypotheses of the study states that leader's greed significantly impacts moral disengagement and the results also support the hypotheses so H3 is also accepted. Fourth Hypotheses states that leader's greed significantly impacts moral disengagement and this hypotheses also supports the study so H4 is accepted. Fifth hypotheses states that moral disengagement significantly impactscounter productive work behavior and H5 also supports the studies so it is also accepted. H6 states that psychological capital moderates the relationship of leader's greed and moral disengagement and it also supports the studies. Hypotheses 7 states that psychological capital moderates the relationship of leader's envy and moral disengagement and it supports the studies so it is accepted. Eight hypotheses stated that moral disengagement mediates the relationship of leader's greed and counter productive work behavior and it is also accepted. Last hypotheses states that moral disengagement mediates the relationship of leader's envy and counter productive work behavior and it also supports the study.

5.2 Research Questions

5.2.1 Research Question 1

Does envy effect to moral disengagement?

Discussion

The goal of the research was to figure out how envy affects moral disengagement. We hypothesized a positive link between envy and moral disengagement, based on the idea of social cognitive theory. As a result of hypothesis 1, which claims that envy is positively related with moral disengagement.

The findings of this study show that envy have a positive and significant impact on moral disengagement. The findings of the study supported up the initial theory. Prior research has described moral disengagement processes envy, and our study supports those findings. Envy is positively and strongly connected with moral disengagement, according to previous research (H. Zhao & Zhang, 2021). As a result, if employees are victims of workplace envy or other damaging leadership behaviors, they will be able to morally disengage.

The behaviors and traits of leaders have been cited as the most typical cause of the downfall. According to study, employees use distinct cognitions, such as moral disengagement, to react against their superiors in cases of unethical leadership (Christian & Ellis, 2014). As a result, if a leader does not treat an employee properly, he or she will most likely morally disengage, potentially through moral justification, in order to excuse organizational deviance in order to reestablish the supervisor-employee relationship (Valle et al., 2019).

Summary of Research Question 1

To answer the question "does envy effect to moral disengagement"? Hypothesis 1 was established. The results supported the hypothesis.

5.2.2 Research Question 2

Does psychological capital effect moral disengagement?

Discussion

We claimed that psychological capital boosts employees by encouraging them to ethically disconnect, based on moral disengagement theory and social cognitive theory. Hypothesis 2 suggests that psychological capital effect moral disengagement.

According to the social cognitive theory of moral disengagement, employees exert cognitive control over their emotions, behaviors, and thoughts in light of internal and external moral standards (Bandura et al., 1996). Psychological capital have a positive and significant association with moral disengagement, according to the findings of this study. The study's findings backed up the initial hypotheses. Prior research has characterized psychological capital processes in the relationship of moral disengagement, and our findings back up those conclusions. When moral disengagement exists, it mediates the relationship since when morale is low, psychological capital increases the relationship by offering hope, resilience, efficacy, and optimism to employees.

Summary of Results of Research Question 2

To answer the question "does psychological capital effect moral disengagement?" Hypothesis 2 was established. The results supported the hypothesis.

5.2.3 Research Question 3

Does envy effect counter productive work behavior?

Discussion

We hypothesized that envy increases counterproductive work behavior conduct. We formulated hypothesis 3 for this, which asserts that envy is positively associated to counterproductive work behavior.

Furthermore, when a leader or supervisor engages in bad activities, mistreats, or unfairly punishes their subordinates, the employees are involved in counter productive work behavior. In Pakistani organizations, there is also a power divide. Employees may find it difficult to retaliate directly against the offending authority, such as their leaders or supervisors, due to a power imbalance, therefore they may retaliate indirectly, such as by engaging in counterproductive work behavior toward their organization. When an employee is presented with envious leadership, counter productive work behavior is likely to be the employee's response to that style of leadership. This envious leadership is what allows him to engage in counterproductive job behavior.

Summary of Results of Research Question 3

To answer the question "does envy effect counter productive work behavior?" Hypothesis 3 was established. The results supported the hypothesis.

5.2.4 Research Question 4

Does moral disengagement effect counter productive work behavior?

Discussion

The findings of the study reveal that moral disengagement have an impact on productivity at work. We gathered data from banking sector employees in Pakistan's twin cities, and the results suggest that moral disengagement have an impact on work performance. This could be because, rather than investing their efforts and time in the workplace, employees focus on their own self-interest and exploit their subordinates through unjust tactics, encouraging them to participate in counterproductive work habits as a way of survival.

Summary of Results of Research Question 4

To answer the question does moral disengagement effect counter productive work behavior? Hypothesis 4 was established. The results supported the hypotheses.

5.2.5 Research Question 5

Does greed effect counter productive work behavior?

Discussion

Employees regard leader's greed as behavior that devalues and degrades the exchange relationship and does not match organizational norms, hence moral disengagement is used as a cognitive mediating variable in the association between leader's greed and psychological capital. Greedy people are preoccupied with essential aspects of social status, and they should react aggressively when others have what they desire. Greedy people are more likely to make hasty decisions and act without thinking. As a result, when employees in Pakistan are victims of greed, they are more likely to morally disconnect from feeling bad and participate in deviant activities at work.

Summary of Research Question 5

To answer the question does greed effect counter productive work behavior? Hypothesis 5 was established. The results supported the hypotheses.

5.2.6 Research Question 6

Does psychological capital moderates the relationship of envy and moral disengagement?

Discussion

Employee commitment and loyalty have an impact on a company's performance. If they are not treated honestly, their dedication and devotion to the organization may decrease. The psychological capital fosters organization and collaboration, as well as creates positive change in the organization's culture, by encouraging employees to work toward corporate goals and maximizing their own interests (Durrah et al., 2016). The literature further supports our findings, as there is a significant body of research that shows moral disengagement's disinhibitory power and its strong connections with various forms of dark leadership in many circumstances. By motivating people to strive toward corporate goals while also maximizing their individual interests, psychological capital supports organization and collaboration, as well as positive change in the business's culture (Durrah et al., 2016). As a result of the power imbalance, employees may find it difficult to respond directly against the offending authority, such as their bosses or supervisors. As a result, when an employee is confronted with a leader's envy, moral disengagement is likely to be the employee's cognitive response to that style of leadership.

Summary of Research Question 6

To answer the question does psychological capital moderates the relationship of envy and moral disengagement? Hypothesis 6 was established. The results supported the hypotheses.

5.2.7 Research Question 7

Discussion

Does psychological capital moderates the relationship of greed and moral disengagement?

Moral   disengagement, according to the study's findings, mediates the relationship between greed and psychological capital in Pakistani initiatives. The data was gathered from the banking sector in Pakistan's twin cities, and it was discovered that when moral disengagement exists, it mediates the relationship between greed and psychological capital, because when morale is low, psychological capital strengthens the relationship by providing hope, resilience, efficacy, and optimism to the employees. Many research have been undertaken in the past literature on the bad consequences of destructive leadership, including the leader's greediness, which is regarded to be the root of all negative and dark leadership practices (Nauman et al., 2021). The process of moral disengagement, according to moral disengagement theory, allows an individual to engage in

undesirable behaviors by rationalizing the act and minimizing or diminishing the unpleasant emotions associated with the conduct. In Pakistani organizations, there is also a power divide. As a result of the power imbalance, employees may find it difficult to respond directly against the offending authority, such as their bosses or supervisors. As a result, when an employee is confronted with a leader's greed, moral disengagement is likely to be the employee's cognitive response to that style of leadership.

Summary of Research Question 7

To answer the question does psychological capital moderates the relationship of greed and moral disengagement? Hypothesis 7 was established. The results supported the hypotheses.

5.2.8 Research Question 8

Does moral disengagement mediates the relationship of greed and counter productive work behavior?

Discussion

Employee dedication and loyalty have an impact on the performance of a company. If they are not treated fairly, their commitment and loyalty to the organization may suffer. Employees may find it difficult to reply directly to the offending authority, such as their superiors or supervisors, as a result of the power imbalance. As a result, when an employee is presented with a leader's greed the employee's cognitive response to that type of leadership is likely to be moral disengagement. Moral disengagement is linked to workplace harassment, organizational corruption, counterproductive workplace behavior, general unethical organizational behavior, dishonest activities, and deviant behavior in organizational contexts, according to prior research findings (Tanvir, 2021).

Summary of Research Question 8

To answer the question does moral disengagement mediates the relationship of greed and counter productive work behavior? Hypothesis 8 was established. The results supported the hypotheses.

5.2.9 Research Question 9

Does moral disengagement mediates the relationship of envy and counter productive work behavior?

Discussion

According to reports, an employee's relationship with his or her supervisor or leader is the single most powerful association that an employee can form in the workplace. When a person's supervisor or bosses mistreat them at work, they are more likely to participate in counterproductive work behaviors such as workplace deviance. Employees' deviant behavior is likely to mark as rudeness toward others or the company as a whole. The more unfairly a supervisor treats his subordinate, the more unhappiness and anxiety grow, potentially leading to workplace disobedience (Ahmad Bodla et al., 2019). We further claim that after given unlawful duties, employees are more prone to morally disengage, prompting them to engage in counter productive work behaviors against businesses. Moral principles are used to lead people. their activities and avoid cruel acts, according to the social cognitive theory of moral thoughts and actions (L. Zhao et al., 2021). A significant body of research has highlighted the loss effectiveness of moral disengagement and its extensive connections with many forms of counterproductive work behaviors across various situations, which supports our findings. The process of moral disengagement, according to moral disengagement theory, allows an individual to engage in undesirable behaviors by rationalizing the act and minimizing or diminishing the unpleasant emotions associated with the conduct. Instead of seeing deviant behavior as unethical, employees are more likely to see it as a reasonable means of retaliating against the organization and its members after being mistreated by their boss or leader. When employees begin to judge their leaders' undesirable personality traits, such as selfishness, aggressiveness, envy, personal preferences, bullying, and employee harassment, their work performance falls in any firm. So with the leader's envy and moral disengagement employees involved themselves in counter productive work behaviors.

Summary of Research Question 9

To answer the question does moral disengagement mediates the relationship of envy and counter productive work behavior? Hypothesis 9 was established. The results supported the hypotheses.

5.3 Conclusion

The aim of the study was to validate the effects leader's greed, envy on counterproductive work behaviors and its results are consistent with many previous researches (Kayani et al., 2021). Further this study was aimed at examining the underlying mediator mechanism of moral

disengagement between leader's greed, envy and counterproductive work behaviors as it was used in many studies as moderator (X. Wang et al., 2020). Further, this study was aimed at exploring whether the psychologically hard personality characteristics which compromise of self-efficacy, optimism, hope and resilience can moderate the propensity of employee to morally disengagement when faced by the perception of leader' greed and envy. The results showed a significant relationship between leader's greed, envy and counterproductive work behaviors, leader's greed, envy and moral disengagement. The above-mentioned results show that the perception of leader's greed, envy leads to deviant behaviors.

5.4 Recommendations/Policies

This research gives some methodological strength and theoretical background that can increase and provide a better understanding of relationship between leader's greed, envy and counterproductive work behaviors. Current study only looked at one effect, which is counterproductive work behavior. Researchers should look at the effects of unpleasant and exploitative leadership on subordinate creativity and turnover in the future (Kayani et al., 2021). Future studies could benefit from involving more respondents, possibly from other countries, and continuing to understand the association between greed, envy and counter productive work behavior by involving more respondents, possibly from other countries (Susnienė et al., 2020). Researchers proposed theory like social exchange theory (Bennett, 2009) but little empirical evidence was found whether propensity to morally disengage can result in deviant work behaviors. The model shows that how the integration of leader's greed and envy, moral disengagement and psychological capital literatures can provide a better understanding of employees performing counterproductive work behaviors. Further positive personality variable psychological capital was added to the model to moderate the relationship between the leader's greed, envy and moral disengagement. Theoretically it is proposed that psychological capital personality's shows less propensity to morally disengage when face by leader's greed, envy scenario.

5.5 Practical Implications

The current study is done on leader's greed, envy and counter productive work behaviors with the moderated mediation of psychological capital and moral disengagement. This study added literature to these variables. In the study, antecedents and outcomes both are studied together which are helpful for many organizations as well as managers. There are many gaps in the

literature of psychological capital and moral disengagement and also the results are different in western and eastern culture, so managers must be kept in mind the culture while making the strategies.

The findings of this study, on the other hand, contribute to the management literature since they look at the role of moral disengagement in presenting a link between greed, envy, and counterproductive work behavior. It provides a clear and in-depth explanation and knowledge of how greed and envy in the workplace lead to counterproductive job behavior. Also, according to the study, greed and envy are the foundations of anti-productive work conduct.

5.6 Limitations

The sample size was small size. If it is increased it can help more for the calculation of results. This research can be done on longitudinal research method so that to capture the effect of situational factors. Data should be collected from the direct supervisors and then their subordinates on a time difference of 30 days between them, because it will promote the effectiveness of understanding their relationship. This study was done in Pakistani context which shows different organizational cultural values, so these results may or may not be applicable to different organizational cultures or contexts. In future cross-cultural research can also be conducted to figure out the effect of cultural differences on the explained model. The study did not focus on other factors of counterproductive work behaviors such as workplace ostracism, horizontal hostility, and workplace bullying, workplace mobbing which can affect the perceptions and thus influence behavioral intention to act in counterproductive way. Non-probability technique is used, so it should be conducted in future by using some other sampling technique.

Future research can find these and other factors which can have a significant impact on the perceptions and beliefs of individuals about these variables and relate it with the individual propensity to disengage.

5.7 Future Directions

Future research can be conducted based on theoretical and practical implications. The main problem with the data used in the analysis is that it is based on self-reporting and inaccuracy effects. The data which is beyond the control of researcher. Further arguments have been made, in case of self-report that social desirability has been the focus. Social desirability includes over-reporting and under-reporting as well. Over-reporting involves making one favorable and under-

reporting means the opposite (L. L. Harris et al., 2021). As a result, it's possible that social desirability bias influenced the responses of other participants in this study as well. The generalizability of the results is very low. The result produced in the study cannot be applied to the whole banking sector. Its generalizability can only be check if some researcher tests with other population of banking sector.

This can also be investigated using moderators other than psychological capital. Other situation-based factors, for example, can be employed as a mediator and moderator to investigate the link between greed, envy, and counterproductive job conduct. Furthermore, the data collection participants were all from the banking industry, which means the findings may not be applicable to other sectors or businesses. Furthermore, because the subjects were drawn from Rawalpindi and Islamabad, the findings may not be applicable to other parts of Pakistan. Future research studies could incorporate data from a variety of industries or sectors to assess the impact of the integrated model that was employed in the study.