

The Mediating Role of Duty Orientation and Organizational Identification between Family- Supportive Supervisor Behavior and Unethical Pro-Family Behavior

Maria Khalid*, Nida Abbas†

Abstract

This study examines the association between Family-Supportive Supervisor Behavior (FSSB) and employees' Unethical Pro- family behavior (UPFB) along with the mediating impact of duty orientation and organizational identification. Moreover, it is posited that the association between FSSB and duty orientation and between FSSB and organizational identification is moderated by Leader Member Exchange (LMX) importance. Data were gathered in three-time lags from 460 respondents employed in Health Care Sector of Pakistan. The results of the study showed that FSSB is negatively associated with employees' UPFB and this relationship is mediated by duty orientation and organizational identification. Moreover, the association between FSSB and duty orientation is moderated by LMX importance. However, LMX importance did not moderate the linkage between FSSB and organizational identification.

Keywords: family-supportive supervisor behavior, unethical pro-family behavior, duty orientation, organizational identification, LMX orientation

Introduction

The past decade has seen the emergence of a research domain of business ethics that focusses upon immoral actions being done by workers to provide benefits to people other than themselves. Out of this family of acts, few have grabbed amplified attention such as unethical pro- group behavior, unethical pro- supervisor behavior, and unethical pro-organizational behavior (Thau et al., 2015; Johnson and Umphress, 2019). In contrast, unethical pro-family behavior has not been given considerable importance in past (Guo et al., 2024). Unethical pro-family behavior (UPFB) encompasses practices which are done to facilitate ones' dear ones but breach the organizational, ethical and social standards (Guo et al., 2024). This phenomenon has become quite commonplace in organizations and is adversely impacting organizational interests. Past research depicts that this behavior of facilitating and benefitting family members in multiple ways is costing organizations in millions (Liu et al., 2020; Cheng et al., 2022). Specifically, this problem is quite prevalent in Health Care Industry where administration of health care on both contributor and

*PhD, Foundation University Islamabad

† National University of Science and Technology

financier side of the equation has been adversely impacted from unethical behaviors such as nepotism, incompetency, embezzlement of funds, provision of fake medical certificates to name a few (Toth, 2020; Majeed, 2021). Hence, it has become quite relevant and crucial to study factors that might inhibit occurrence of such immoral behaviors at workplace.

Unfortunately, research on UPFB is presently at an embryonic stage, which restrains the ability to minimize employees' UPFB. The existing research highlights that there is an immense need to determine various psychological processes through which FSSB might translate into UPFB (Guo et al., 2024). Current research fills this gap and highlight duty orientation and organizational identification as cognitive processes which transmit FSSB to UPFB. Duty orientation is comparatively a new variable in work settings so previous literature demonstrates a need to examine duty orientation in relation with employees' ethical behavior (AlKerdawy, 2014; Moss et al., 2020). Similarly, organizational identification has been studied in association with FSSB and UPFB the recent past, which highlights that it might be a prospective underlying mechanism through which leaders' positive behavior might reduce follower unethical behavioral reactions. Moreover, Cheng et al. (2022) explicitly mentioned that other moderators apart from employees' perceptions of reciprocity can affect FSSB induced outcomes. So this study posits LMX importance as a potential moderator of the association between FSSB and two mediators i.e. duty orientation and organizational identification. According to norm of reciprocity (Gouldner, 1960), employees' perceptions about exchange at work are reliant upon the perceived importance of the benefit of holding a relationship with other party. So, the value that employees' give to their relationship with supervisor is likely to impact their feelings to reciprocate in return.

As a whole the current study has a threefold contribution to the prevalent research literature. First, research scholars have considered involvement in unethical behaviors to gain entities other than themselves over the past decade, these entities encompassed organizations or colleagues (Mesdaghinia et al., 2019). Comparatively, less focus has been given to workers' involvement in unethical behaviors specifically to benefit own family members i.e. UPFB. This research shall add to a scant body of knowledge that examines that how supervisors' behavior can affect resultant employees' unethical behaviors subjected to benefit of family members. Second, this study adds to the emerging research literature that highlights underlying mechanisms through which FSSB impacts employee outcomes. By clearly positing and empirically testing employees' duty orientation and organizational identification as psychological processes via which FSSB is associated with UPFB through

the framework of social exchange theory (Blau, 1964), this study elaborates that why employees with supportive supervisors for their families have lower chances of engaging in UPFB.

Third, this study broadens the FSSB literature by examining LMX importance as a boundary condition to envisage the influence of FSSB on cognitive and behavioral reactions of employees. Even though previous literature has highlighted that the exchange mechanism between family supportive supervisor and workers' is reliant upon moderators, there still remains lack of research that envisage boundary conditions that impact the association between FSSB and reciprocity-based outcomes. This study fills in this gap and examines a promising variable i.e. LMX importance as a buffer on the linkage between FSSB and social exchange-based outcomes i.e. duty orientation and organizational identification. In essence, this study answers following research questions:

- Is there any relationship between FSSB and UPFB?
- Whether duty orientation and organizational identification mediate the relationship between FSSB and UPFB?
- Does LMX orientation moderate the relationship between FSSB and duty orientation?
- Does LMX orientation moderate the relationship between FSSB and organizational identification?

Literature Review

Family Supportive Supervisor Behavior and Unethical Pro Family Behavior

FSSB envisages the behaviors depicted by supervisors in favor or support of families (Ererdi et al., 2024). It comprises of four facets namely 'instrumental support', 'emotional support', 'creative family management', and 'role modeling behaviors' (Hammer et al., 2007). Instrumental support means the degree to which managers offer job-related assistance (like rescheduling work, facilitating in division of tasks etc.) to assist employees in coping with their family related responsibilities. Emotional support reflects the supervisor empathy, understanding and care for employees. Role modeling behavior highlights supervisors' own display of maintaining work with family amicably. Furthermore, creative work- family management reflects the pre-emptive, deliberate, and ingenious efforts made by supervisors to achieve a favorable outcome for both staff and the organization.

Researchers in recent past have focused upon examining the different outcomes of FSSB keeping in view the importance of FSSB to families and work groups in organizations. Following this stream of

research, this study also highlights the connection of FSSB on UPFB. UPFB is perceived as an employee's need to fulfill the family responsibilities and needs such that it violates the organizational norms and moral values (Liu et al., 2020). The link between FSSB and reduced UPFB can be elaborated through the lens of social exchange theory which was proposed by Blau (1964). The basic facet of this theory is 'reciprocity' which means that if one party do something good then the other party is bound to reciprocate with something good too (Rhoades and Eisenberger, 2002). So there is a give and take association prevalent at workplaces where if organization or its members do some act in favor of employees' they feel indebted to reciprocate by involving themselves in good behaviors at work (Cropanzano and Mitchell, 2005). When employees feel that the key organizational member, i.e., the supervisor, cares about their family life and overall well-being, they tend to reciprocate by refraining from negative behaviors. It is a general human tendency that positive treatment and care at work bounds an employee to be equally responsible towards an organization thus reducing the inclination to indulge in immoral behaviors (Bagger and Li, 2014). Hence, we posit:

Hypothesis 1: FSSB has a negative and significant relationship with UPFB.

Duty Orientation as a Mediator

Duty orientation is composed of three facets namely 'duty to members', 'due to mission' and 'duty to codes' (Hannah et al., 2014). These three dimensions depict a normative inclination towards performing acts that are beneficial for the firm (Moss et al., 2020). We posit that FSSB instigates duty orientation in three ways. First, FSSB promotes increased level of 'duty to members' because sense of duty in followers towards their coworkers is reliant upon how their supervisor treats them. FSSB not only take care of followers but also their families. It means that such supervisors create ease and comfort for followers so that they fulfill their family related responsibilities and also, they understand and emphasize with them pertaining to family related problems or issues. This supportive behavior of supervisor inspires service and devotion to the organization and nurture shared bonds unifying followers to the organization (i.e. organizational members). Moreover, aligned with the norm of reciprocity (Gouldner, 1960), the followers feel themselves highly indebted by the supportive behavior of supervisor towards them and their family and they tend to reciprocate by showing their duty orientation.

Second, FSSB shall augment the dutifulness towards followers to accomplish the mission of the organization (i.e. duty to mission). 'Duty to

mission' reflects the degree to which a follower believes that he/she has a moral commitment or responsibility towards the organization. FSSB develops relationships depicting sense of reciprocal obligation and connectedness. The followers' show the norm of reciprocity and feel an urge to 'give back' to their supportive supervisors in a manner that is valued by organization. Followers acknowledge their leaders' constant efforts to facilitate them and their families and this acknowledgement instigate positive adjustment in general attitudes and involvement in job duties as an effort to respond back to that facilitation. Employees with augmented duty orientation are more likely to prohibit themselves from unethical behaviors at work even those to facilitate family members (UPFB). The reason behind is the feeling of being supported by the organization and members which nurtures the volitional proclivity to remain loyal towards organization and involve in acts that facilitate the organization. The research indicates that sense of duty and obligation towards organization refrains employees from any behavior that causes risk or harm to organization (Eisenberger et al., 2001). Hence, it is posited:

Hypothesis 2: Duty orientation mediates the relationship between FSSB and UPFB.

Organizational Identification as a Mediator

Organizational identification is considered as an employee's perceived sense of oneness with organization (Mael and Ashforth, 1992). Organizational identification reflects belongingness of an employee with his/her organization and such employees deem organizational success as their own success and organizational failure as their own failure (Bryant, 2020). An increase in organizational identification motivates employees to adhere to and act in ways aligned with organizations' established norms and standards (Ashforth and Mael, 1989). Research shows that favorable leadership behaviors that are considered as supportive and trusting augment identification with the organization, because this sort of employee treatment conveys to employees that they are being revered by the organization (Tyler, 1997).

When organizational identification enhances, employees abide by the organizational principles and act in a manner that is aligned with the organizational values and established norms (Ashforth and Mael, 1989). This relationship is guided by SET (Blau, 1964) which highlights that people establish a mutual bonding with organization and its members. They are inclined to reciprocate the experienced good behaviors at work in an attempt to strengthen trust and seek approval with the workplace (Lee

et al., 2019). The congenial treatment on behalf of organizational leaders i.e. FSSB creates a sense of identification with organization as a whole and such individual then refrain from behaviors which are not in best interest of organization i.e. unethical pro family behaviors. Actually, identification with organization creates a positive self-concept of employees' and they try hard to maintain that self-concept by avoiding inclinations and behaviors that are against moral norms and unfavorable for organization (Ashforth and Mael, 1989).

Hence, it is posited:

Hypothesis 3: Organizational identification mediates the association between FSSB and UPFB

Leader Member Exchange (LMX) Importance as Moderator

Leader member exchange (LMX) is a relational leadership (Martin et al., 2016) which proclaims that leaders cultivate different relationships with their followers depending upon various reasons and traits which ultimately affect the followers' behavior at work (Graen and Uhl-Bien, 1995). This reciprocating exchange pattern is based on the value of what someone is getting back in return (Meeker, 1971) and how much important that exchange is for the followers. This phenomenon of instrumental importance of exchange in LMX is largely missing in LMX theory and literature. The LMX literature mainly focus on reciprocity and ignore the instrumental value of this reciprocity and exchange from the perspective of the followers (Cropanzano and Mitchell, 2005; Zhou et al., 2012) that how the followers are perceiving the LMX and how important this LMX is for them.

In high quality LMX, employees perceive support from supervisor which motivates them to work hard and improve their behavior. On the other hand, this exchange develops mutual trust and promotes FSSB (Yin et al., 2023) which evokes the importance of this exchange. The FSSB provokes high quality LMX while offering high instrumental value to employee, because employee gain emotional support which helped them to feel valued and relieve their family problems (Winkel and Calyton, 2010). This LMX importance enhances the sense of connectedness and help employee to focus on work with more duty orientation. This emotional link provokes duty orientation as employee perceive leader value and understand them. Moreover, this valuable and supportive behavior of leader triggers feeling of obligation (Pan et al., 2012) and employee not only invest more efforts in work but also work beyond the requirement (Dulebohn et al., 2012).

Consequently, LMX importance enhances the commitment and employee tends to show cognitive attachment with the organizations (Lee

et al., 2019) due to which employee feel proud to identify himself with the organizational name and characteristics by showing loyalty and building the name of the organization (Ashforth et al., 2008). These indications show that LMX importance is a strong driver of employees' commitment, obligation and job involvement (Lee et al., 2019) which ultimately enriches the urge of organizational identification among employees.

Thus, the relationship between FSSB and duty orientation and organizational identification becomes stronger when employees have high quality exchange due to which they perceive high LMX importance. As when LMX importance is stronger, organizational member will more likely to exhibit duty orientation and develop more organizational identification. All the above discussion leads to the fourth and fifth hypothesis as

Hypothesis 4: *LMX importance moderates the association between FSSB and duty orientation such that the positive relationship between FSSB and duty orientation is stronger when LMX importance is high.*

Hypothesis 5: *LMX importance moderates the association between FSSB and organizational identification such that the positive relationship between FSSB and organizational identification is stronger when LMX importance is high.*

In sum, this study depicts an integrated model where duty orientation and organizational identification mediate the association between FSSB and UPFB. LMX importance moderates the link between FSSB and both mediators (i.e. duty orientation and organizational identification). So, it is logical to posit that LMX also moderate the indirect relationship FSSB and UPFB through duty orientation and organizational identification. Hence, we propose two hypotheses:

Hypothesis 6: *The indirect effect of FSSB on UPFB via duty orientation is stronger for employees having high level of LMX importance as compared to those having low level of LMX importance.*

Hypothesis 7: *The indirect effect of FSSB on UPFB via organizational identification is stronger for employees having high level of LMX importance as compared to those having low level of LMX importance.*

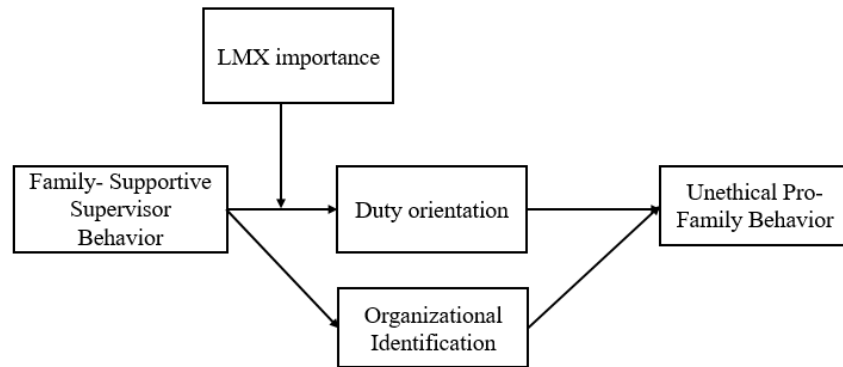


Figure 1: Research Model

Data Collection Procedure

Data was gathered from health professionals of nine hospitals located in twin cities of Rawalpindi and Islamabad following the convenient sampling technique. In the initial phase, researchers sought approval from the administration of each hospital before approaching the participants. Once the approval was received, hard and soft copies of questionnaires were distributed among participants. The data for the current study was systematically collected at multiple time of points to ensure the reliability of the data and to mitigate common method bias, following the approach outlined by Podsakoff et al. (2003). The data collection process includes three distinct time lags with a gap of two weeks. In the first phase, i.e., Time lag 1(T1), data regarding demographic information and the independent variable i.e., FSSB were collected. 1000 questionnaires were distributed in T1 out of which 758 returned forms were usable and qualified the response rate at 76%. After a gap of two weeks, Time lag 2(T2) began where information about mediating variables such as duty orientation and organization identification as well as moderator variable i.e., LMX importance were gathered. Out of 758 distributed surveys, 613 complete surveys were received demonstrating response rate of 80%. After another gap of two weeks in Time Lag 3(T3), data regarding the dependent variable; UPFB, were collected. Out of 613 sent questionnaires again, 460 completed surveys were received (response rate 75%). Ultimately out of the initial 1,000 distributed questionnaires only 460 achieved completions leading to an overall response percentage of 46%. To ensure traceability of questionnaire responses, data integrity and accuracy the coding process was employed at every stage.

The demographic analysis depicted that there was an equal representation of gender, with 213 females and 247 males. The age range was broad where 192 participants aged 29 years and below, 167 in the 20 to 39 brackets, 33 from 40 to 49, 46 in the 50 to 59 group and 22 individuals aged 60 or above. In terms of educational attainment levels there were 59 people who had not achieved a Bachelor's degree; 279 held a Bachelors' degree; 92 possessed a Master's qualification while 30 reported having higher qualifications than Master's level. Supervisory experience also varied widely: 134 participants had less than one year of tenure with their supervisor, 154 fell within 1-5-year range, 79 reported 6-10 years, 73 revealed 11-15 years of experience while only 20 most experienced personnel reported more than 15 years. A variety of designations were sampled in the research, including 25 specialists, 65 house officers, 75 medical officers, 81 nurses, 50 medical technicians, 5 Lady Health Visitors (LHV), 15 dispensers 85 administrative staff and 59 individuals classified under "others". This broad professional representation allows for a comprehensive assessment of the relevant variables across disparate roles within healthcare contexts.

Scales

The instruments for this study were adapted from the work of previous scholars. All the scales were measured using a Likert-type scale ranging where 1 stands for "strongly disagree" and 5 stands for "strongly agree". The details of scales are as follow:

FSSB

FSSB was assessed using a 14 items scale proposed by Hammer et al. (2009). The reliability score of this scale was 0.87.

UPFB

UPFB was assessed using a 7-item scale proposed by Liu et al. (2020). Respondents were asked to share the extent to which they have depicted such behaviors over the period of last month. The reliability score of this scale was 0.94.

LMX Importance

Following Lee, et al. (2019) approach, LMX importance was measured. In which LMX 7-items scale was adapted to examine how significant each facet is for the participants. The reliability score of this scale was 0.88.

Organization Identification

Organizational identification was calculated by using the 6-items scale suggested by Mael and Ashforth (1992). The reliability score of this instrument was 0.91.

Duty Orientation

Duty orientation was measured by opting a 12-items scale proposed by Hannah et al. (2014). The reliability score of this scale was 0.88.

Data Analysis

Analytical Strategy

Data analysis was conducted in two phases. In the first phase, confirmatory factor analysis (CFA) was conducted to validate the measurement model. Various indices were evaluated for assessing the model fitness such as chi-square test, root mean square error of approximation (RMSEA), and comparative fit index (CFI). In the second phase Hayes' Process Macro (2013) was employed to analyze hypotheses.

CFA

Five alternate measurements models were calculated to gauge the model fitness. Model 1 comprised of only one factor comprising of items of all the variables. Similarly, Model 2 constituted two factors where first factor consisted of items of FSSB while the other factor consisted of items of all other variables. Model 3 comprised of three factors where the first factor carried items of FSSB, second carried items of duty orientation and the last one carried items of all remaining variables. Model 4 consisted of four factors where factor where the first factor carried items of FSSB, second carried items of duty orientation, third factor constituted items of organizational identification and fourth factor carried all other items of remaining variables. Model 5 comprised of five factors where the first factor carried items of FSSB, second carried items of duty orientation, third factor constituted items of organizational identification fourth factor carried all other items of remaining variables. Model 5 comprised of five factors where all items were loaded on their respective factors. The model 5 indicated the best fit for the data ($\chi^2/df = 3.5$, CFI = 0.92, RMSEA = 0.06). Table I depicts details of all models. We also calculated the convergent and discriminant validity of measures by assessing the Average Variance Extracted (AVE) and Mean Shared Variance (MSV).

The results in Table II depict that AVE is greater than MSV confirming the discriminant validity of the variables. Moreover, AVE is also greater than 0.5 and Composite Reliability (CR) of all constructs is more than 0.7, establishing the convergent validity.

Table I

Model Fit Indices

Model	X2 (df)	CFI	RMSE A	Comparison with the four-factor model (ΔX^2 (df), p)
Model 1 (one factor)	14713.41 (945)	0.50	0.19	2798.07(3), p < 0.01
Model 2 (Two Factor)	11915.34 (942)	0.56	0.17	891.67 (4), p < 0.01
Model 3 (Three Factor)	11023.67 (938)	0.61	0.16	4053.01 (34), p < 0.01
Model 4 (Four Factor)	6970.66(904)	0.76	0.15	4003.63(79), p < 0.01
Model 5 (Five Factor)	2967.03(825)	0.92	0.06	

N=460

Table II

Convergent and Discriminant Validity

Variables	CR	AVE	MSV
FSSB	0.97	0.73	0.48
DO	0.97	0.75	0.45
LMX Importance	0.88	0.59	0.48
OI	0.91	0.62	0.44
UPFB	0.94	0.71	0.45

Table III

Correlations

Table III presents the means, standard deviations, and correlations among all study variables. The results indicate that all relationships between the variables are in the expected direction.

		Mean	S.D	1	2	3	4	5	6	7	8	9	10
1	Gender	1.54	0.50	1									
2	Age	2.00	0.89	-.06	1								
3	Education	2.20	0.74	.02	.34**	1							
4	Tenur_Sup	2.33	0.91	.10*	.41**	.37*	1						
5	Designation	5.00	0.62	.09*	-.13**	-.14*	.11*	1					
6	FSSB ^f	2.32	0.64	.02	.01	-.09	-.02	-.05	1				
7	DO ^g	2.36	0.72	.01	.02	-.05	.02	-.04	.67**	1			
8	LMX Importance ^h	2.94	0.51	-.02	.03	-.06	.05	-.06	.65**	.61*	1		
9	OI	2.47	0.67	-.05	.02	-.07	.09	-.09	.45**	.47*	.66*	1	
10	UPFB	2.99	0.68	-.03	.00	-.07	-.09	.03	-.28**	-.28*	-.48*	-.43*	1

N=460

Hypotheses Testing

The hypotheses regarding the conditional indirect impact of FSSB on UPFB through duty orientation and organizational identification as mediators were analyzed using PROCESS macro (Hayes, 2013). Table IV below depicts these results which showed support for Hypothesis 1 indicate a statistically significant and negative correlation between FSSB and UPFB. A regression coefficient (β) of -0.18 was observed, with a

confidence interval (CI) ranging from [-0.31 to -0.06]. This suggests that as FSSB increases, UPFB decreases in turn. Therefore, our hypothesis is accepted confirming the anticipated inverse relationship between these two variables.

Hypothesis 2 suggested that duty orientation mediates the association between FSSB and UPFB. The analysis provided evidence to support this hypothesis with a statistically significant mediation effect ($\beta = -0.11, p < 0.01$) with CI ranging from [-0.23 to -0.01]. This indicates that duty orientation can act as an intermediary in the association between FSSB and UPFB. Hence, hypothesis 2 has been accepted.

Hypothesis 3 postulated that organizational identification mediates the association between FSSB and UPFB. The findings in Table V validate this hypothesis, revealing a significant mediation effect with organizational identification having a regression coefficient of -0.18, $p < 0.01$ with CI ranging from [-0.25 to -0.13]. This affirmative outcome solidifies the idea that organizational identification plays an important role in influencing how FSSB may impact ethical considerations within family contexts. Hence, hypothesis 3 has been accepted.

Hypothesis 4 posited that LMX importance moderates the relationship between FSSB and duty orientation, with the expectation that the positive association would be stronger when LMX importance is high. The results of this study affirm Hypothesis 4; specifically, they indicate that LMX importance affects the association between FSSB and duty orientation by leading to a greater degree of positive correlation at different levels, including -1 SD ($\beta = 0.47, LLCI = 0.38, ULCI = 0.57$), mean ($\beta = 0.53, LLCI = 0.43, ULCI = 0.62$), and +1 SD ($\beta = 0.54, LLCI = 0.44, ULCI = 0.64$). Therefore, these findings provide support for Hypothesis.

Table IV

Regression Results for Conditional Indirect Impact of FSSB on UPFB with Duty Orientation as a Mediator.

Predictor	B	SE	t	p	LLCI	ULCI
Dependent Variable = Duty Orientation						
Constant	0.78	0.43	1.88	0.06	-0.03	1.67
FSSB	0.19	0.14	1.43	0.00	0.39	0.55
LMX Importance	0.09	0.15	0.61	0.62	-0.23	0.38
FSSB*LMX	0.11	0.04	2.39	0.01	0.02	0.19
Gender	0.001	0.04	0.04	0.93	-0.09	0.09

The Mediating Role of Duty Orientation			Maria, Nida			
Age	0.02	0.03	0.59	0.66	-0.45	0.07
Education	0.02	0.04	0.62	0.53	-0.47	0.09
Tenure_ Supervisor	-0.01	0.03	-0.44	0.66	-0.07	0.45
Designation	0.002	0.01	0.34	0.73	-0.02	0.02
Dependent Variable = UPFB						
Constant	3.90	0.19	20.3	0.00	3.52	4.28
Duty Orientation	-0.15	0.05	-2.82	0.01	-0.26	-0.04
FSSB	-0.18	0.06	-2.92	0.00	-0.31	-0.06
Gender	0.06	0.06	1.06	0.28	-0.05	0.18
Age	0.03	0.03	0.75	0.45	-0.04	0.10
Education	-0.06	0.04	-1.37	0.16	-0.15	0.03
Tenure Supervisor	-0.05	0.03	-1.58	0.11	-0.13	0.01
Designation	-	0.12	-0.15	0.87	-0.02	0.02
	0.001					
Indirect effect of X on Y						
Duty Orientation	Effect	Boot SE				
	-0.11	0.05			-0.23	-0.01
Direct effect of X on Y						
	-0.18	0.06			-0.30	-0.06
Total effect of X on Y						
	-0.30	0.47			-0.39	-0.21

Note n= 460; Unstandardized estimates are reported. Bootstrap sample size =5000

**p < .01

Utilizing the methodology outlined by Aiken and West (1991), a simple slope test was employed to investigate the interaction term. Figure 2 reveals that in relation to Hypothesis 4, LMX (Leader-Member Exchange) importance serves as a moderator of the relationship between FSSB and duty orientation. The findings indicate that when LMX importance is high, there exists an enhanced positive association between FSSB and duty orientation compared with lower levels. Therefore, these results provide evidence for Hypothesis 4 and confirm its assertion of stronger positivity under elevated LMX significance.

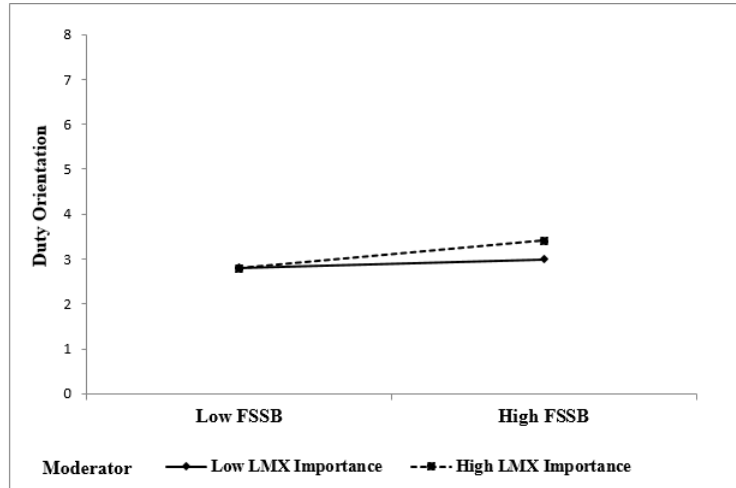


Figure 2: Interaction Effect

Hypothesis 5 proposed that LMX importance moderates the connection between FSSB and organizational identification, with the supposition that the positive relationship between FSSB and organizational identification would be more grounded when LMX importance is high. However, results indicate this hypothesis was not supported. The results suggest that LMX importance does not have a significant effect on the relationship between FSSB and organizational identification. This was found to be true regardless of different levels of LMX importance, as evidenced by similar values at -1 SD ($\beta = 0.04$, LLCI = -0.06, ULCI = 0.14), at the mean ($\beta = 0.05$, LLCI = -0.039, ULCI = 0.15), and +1 SD ($\beta = 0.07$ with LLCI of -0.04 connecting to an ULCI value of 0.18). Consequently, there is no empirical evidence that supports the expected moderating role played by LMX importance for this particular connection between FSSB and organizational identification. Hence, hypothesis 5 has been rejected.

Hypothesis 6 suggested that the mediated effect of FSSB on UPFB through duty orientation is more pronounced for employees with a high level of LMX importance compared to those with a low level. The results confirmed Hypothesis 6, suggesting that there was indeed stronger influence at -1 SD ($\beta = -.07$; LLCI = -.16; ULCI = -0.01), mean value ($\beta = -.08$; LLCI = -0.17 and ULCI = -0.01) as well as +1 SD ($\beta = -0.09$; LLCI = -0.18; ULCI = -0.01). Hence, hypothesis 6 has been accepted.

Hypothesis 7 posited that the mediated effect of FSSB on UPFB via organizational identification is more robust for employees with a high level of LMX importance compared to those with a low level of LMX

importance. However, the results show evidence against this hypothesis; there was no significant difference in the indirect effect across different levels of LMX importance. This lack of significance was evident at -1 SD ($\beta = -0.01$, LLCI = -0.07, and ULCI= 0.03), at the mean ($\beta = -0.02$, LLCI = -0.07, and ULCI= 0.02), and at +1 SD ($\beta = -0.03$, LLCI = -0.07, and ULCI = 0.02). Hence, hypothesis 7 is not supported.

Table V. Regression Results for Conditional Indirect Impact of FSSB on UPFB with Organization Identification as Mediator.

Predictor	B	SE	t	p	LLCI	ULCI
Dependent = Organizational Identification						
Constant	0.43	0.42	1.02	0.30	-0.39	1.27
Family Supportive Supervisor Behavior	-0.03	0.13	-0.23	0.81	0.29	0.23
LMX Importance	0.71	0.15	4.62	0.00	0.41	1.01
FSSB*LMX	0.02	0.04	0.65	0.51	0.06	0.12
Gender	-0.07	0.05	-1.43	0.15	-0.16	0.03
Age	-0.05	0.03	-1.56	0.11	-0.10	0.01
Education	-0.05	0.03	-1.51	0.13	-0.12	0.02
Tenure_Supervisor Designation	0.08	0.02	1.77	0.01	-0.02	0.14
	-0.01	0.01	-1.19	0.23	-0.03	0.01
Dependent Variable = UPFB						
Constant	4.42	0.19	22.7	0.00	4.05	4.81
Organization Identification	-0.39	0.05	-7.93	0.00	-0.48	-0.29
Family Supportive Supervisor Behavior	-0.12	0.05	-2.33	0.02	-0.21	-0.02
Gender	0.03	0.06	0.49	0.61	-0.08	0.14
Age	0.00	0.04	0.13	0.89	-0.06	0.07
Education	-0.09	0.04	-2.09	0.06	-0.17	0.01
Tenure_Supervisor Designation	-0.02	0.03	-0.45	0.65	-0.08	0.05
	-0.01	0.11	-0.67	0.50	-0.02	0.01
Indirect effect of X on Y						
Organization Identification	Effect	Boot SE				
	-0.18	0.03			-0.25	-0.13
Direct effect of X on Y						
	-0.12	0.05			-0.21	0.02
Total effect of X on Y						

-0.30 0.47

-0.39 -0.20

Note n= 460; Unstandardized estimates are reported. Bootstrap sample size =5000

**p < .01

Discussion

This study examined the association between FSSB and UPFB along with mediating role of duty orientation and organizational identification and moderating role of LMX importance. The results of the study demonstrated a negative linkage between FSSB and UPFB. This relationship depicts that when supervisor is supportive towards family needs of employees' and assist them to achieve a right work family balance, employees tend to reciprocate by keeping them away from behaviors that are unethical. This finding is aligned with social exchange theory (Blau, 1964) which posits that employees undergo give and take at workplace and when they are being taken care of by organization or its members i.e. supervisors they tend to respond by positively. This finding is also in line previous research that shows that family supportive behaviors by supervisors tend to reduce unethical pro family behavior at work (see Cheng et al., 2021)

This study also suggests mediating role of duty orientation between FSSB and UPFB. FSSB facilitates greater autonomy and flexibility in structuring tasks in a manner that employees find helpful and supportive as a whole (Rofcanin et al., 2018). This supportive behavior of supervisor augments the normative inclination of employees' towards performing actions that are beneficial for the organization (i.e. duty orientation). Consequently, individuals with high duty orientation are better poised to perceive a stronger alignment with their job roles and they also adhere to ethical norms as they perceive it to be part of their duty. This finding is in accordance with previous literature that states that employees' having high duty orientation tend to indulge in ethically proactive behaviors even if such behaviors cause harm to them (Gok et al., 2023; Guo et al., 2024).

Similarly, this research depicts organizational identification as a mediating mechanism between FSSB and UPFB. This finding is coherent with past studies that posit that leaders/supervisors have a well-defined impact on employees' identities and that organizational identification augments when employees are facilitated by leader or they admire them for their actions (Lamm et al., 2015; Suifan et al., 2020; Yukl, 2010). Aligned with existing research focusing on the mediating effects of organizational identification within the workplace (De Cremer, 2005; Lipponen et al., 2008; Abbasi et al., 2021; De Clercq and Belausteguigoitia, 2022), our investigation underscores the significance of

organizational identification in facilitating the influence of Family Supportive Supervision behavior on employee unethical pro family behavior.

The reason behind this finding is that the sense of identification prohibits employees' from engaging in behaviors that are harmful to the organization i.e. FSSB (Evans and Davis, 2014). This finding specifically supports previous studies that demonstrate organizational identification as mediator between leadership and employees' outcomes (see Suifan et al., 2020). Furthermore, the study found that LMX importance moderates the association between FSSB and duty orientation. This reflects that if the employee perceives the bond with the supervisor as important and meaningful, it enhances the later's duty orientation even more.

LMX importance enhances the sense of connectedness and help employee to focus on work with more duty orientation. This emotional link provokes duty orientation as employee perceive leader's value and understand them. Moreover, this valuable and supportive behavior of leader triggers feeling of obligation and employee not only invest more efforts in work but also work beyond the requirement (Pan, 2018; Dulebohn et al., 2012). This finding is in line with the recent line of research that focusses upon the effect of perceived value of LMX for the subordinates on supervisor- subordinate social exchange processes at workplace (Lee et al., 2019). Surprisingly, LMX importance did not moderate the association between FSSB and organizational identification which reflects that duty orientation is distinctively important for employees who perceive LMX importance.

Theoretical Implications

This study makes several contributions to the existing literature. First, most of the past studies have discussed involvement of employees in unethical behaviors to facilitate organization or coworkers (Umphress et al., 2010; Mesdaghinia et al., 2019). However, it is only recently that burgeoning literature shifted its focus towards employees' involvement in unethical conduct to benefit their own family i.e. UPFB. Research conducted by Cheng et al. (2022) posited that there is a need to examine mediating mechanisms via which FSSB impact can be transmitted to UPFB. Our study filled this gap and using social exchange theory (Blau, 1964) examined duty orientation and organizational identification as the prospective processes through which FSSB can affect UPFB. By doing this, we not only unleash the black box of mechanisms via which FSSB can influence UPFB of employees but also strengthen the existing understanding of UPFB and its deterrents from perspective of motivation.

Additionally, this study expands FSSB theory by introducing LMX orientation as a limiting factor to assess its impact on employees. Previous research has emphasized that the dynamics of exchange between supportive supervisors and their employees are reliant upon certain moderators (e.g. Bagger and Ii, 2014; Cheng et al., 2022) but still there is dearth of studies in this domain. Keeping this in consideration, our study examined LMX importance as a moderator on the association between FSSB and duty orientation and organizational identification. LMX importance is relatively a new construct and research on this variable is in nascent stages. So, our study follows this area of research and contributes simultaneously to both LMX theory (Gerstner, 1997) and social exchange theory (Blau et al., 1964).

Practical Implications

This research has certain implications for management. The health care management should pay importance to UPFB as this behavior is common in organizations and it is costing organizations in millions (Cheng et al., 2022). In recent years, Pakistan's health care industry depicted numerous complaints of employees' getting involved in unethical behaviors and then resultant litigations (Imran et al., 2014). This highlights an immense need to foster ethical climate and ethical conduct by employees in order to preclude negative publicity and litigation against the health care professionals showing unethical behaviors.

Keeping in view the prevalence of these behaviors health care managers should do conscious efforts to detect the presence of such unethical behaviors, find their reasons and develop some action plans to control and confine such behaviors. As the study showed that FSSB mitigates UPFB, an effective strategy to reduce UPFB can be to encourage and promote family supportive behaviors among supervisors. Employees will get influenced by the family supportive supervisors and will feel indebted towards them because of their kind behavior which will resultantly diminish UPFB and promote ethical pro-family behaviors instead. Similarly, organizational management should conduct FSSB training and development programs which highlight the importance of family supportive actions at workplace and focus on learning associated skills. They must be guided about opting creative work family management techniques for their employees which is hallmark of FSSB.

Limitations and Future Directions

This study has certain limitations. First, we gathered data from a single cultural context i.e. Pakistan which might limit generalizability of the study so future studies may be conducted in the Western samples.

Second, we examined two mediating mechanisms i.e. duty orientation and organizational identification between FSSB and UPFB. Future studies might look for other prospective psychological processes i.e. guilt (Liu et al., 2023) through which FSSB might impact employees' UPFB. Lastly, we examined a single moderator i.e. LMX importance on the association between FSSB and duty orientation and organizational identification. Future studies might take into account other factors that might affect the association between FSSB and its outcomes i.e. morality, personality etc.

References

- Abbasi, S. G., Shabbir, M. S., Abbas, M., & Tahir, M. S. 2021. HPWS and knowledge sharing behavior: The role of psychological empowerment and organizational identification in public sector banks. *Journal of Public Affairs*, 21(3), pp. e2512.
- Aiken, L.S., West, S.G. and Reno, R.R., 1991. *Multiple regression: Testing and interpreting interactions*. sage.
- AlKerdawy, M.M.A., 2014. The mediating effects of duty orientation on the relationship between perceived organizational support and organizational citizenship behavior in the public banks of Egypt. *International Journal of Business and Management*, 9(8), p.155.
- Ashforth, B. E., and Mael, F. (1989). Social identity theory and the organization. *Academy of Management Review*, 14, 20 – 39.
- Bagger, J. and Li, A., 2014. How does supervisory family support influence employees' attitudes and behaviors? A social exchange perspective. *Journal of management*, 40(4), pp.1123-1150.
- Blau, P., 2017. *Exchange and power in social life*. Routledge.
- Bryant, W.J., 2020. A multilevel examination of unethical pro-organizational behavior decision-making: The role of citizenship pressure, moral disengagement, and moral intensity. University of Missouri-Saint Louis.
- Cheng, K., Zhu, Q. and Lin, Y., 2022. Family-supportive supervisor behavior, felt obligation, and unethical pro-family behavior: The moderating role of positive reciprocity beliefs. *Journal of Business Ethics*, 177(2), pp.261-273.
- Ciampa, V., Sirowatka, M., Schuh, S.C., Fraccaroli, F. and Van Dick, R., 2021. Ambivalent identification as a moderator of the link between organizational identification and counterproductive work behaviors. *Journal of Business Ethics*, 169, pp.119-134.
- Cropanzano, R. and Mitchell, M.S., 2005. Social exchange theory: An interdisciplinary review. *Journal of management*, 31(6), pp.874-900.

- De Clercq, D. and Belausteguigoitia, I., 2017. The usefulness of tenacity in spurring problem-focused voice: The moderating roles of workplace adversity. *Journal of Business and Psychology*, 32, pp.479-493.
- De Clercq, D., Kundi, Y.M., Sardar, S. and Shahid, S., 2021. Perceived organizational injustice and counterproductive work behaviours: mediated by organizational identification, moderated by discretionary human resource practices. *Personnel Review*, 50(7/8), pp.1545-1565.
- Dulebohn, J.H., Bommer, W.H., Liden, R.C., Brouer, R.L. and Ferris, G.R., 2012. A meta-analysis of antecedents and consequences of leader-member exchange: Integrating the past with an eye toward the future. *Journal of management*, 38(6), pp.1715-1759.
- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P.D. and Rhoades, L., 2001. Reciprocation of perceived organizational support. *Journal of applied psychology*, 86(1), p.42.
- Eisenberger, R., Lynch, P., Aselage, J. and Rohdieck, S., 2004. Who takes the most revenge? Individual differences in negative reciprocity norm endorsement. *Personality and Social Psychology Bulletin*, 30(6), pp.787-799.
- Ereerdi, C., Rofcanin, Y., Las Heras, M., Barraza, M., Wang, S., Bakker, A., Bosch, M.J. and Berber, A., 2024. Family-supportive supervisor behaviours: The role of relational resources in work and home domains. *European Management Review*, 21(1), pp.220-236.
- Evans, W.R. and Davis, W., 2014. Corporate citizenship and the employee: An organizational identification perspective. *Human Performance*, 27(2), pp.129-146.
- Gerstner, C.R. and Day, D.V., 1997. Meta-Analytic review of leader-member exchange theory: Correlates and construct issues. *Journal of applied psychology*, 82(6), p.827.
- Gok, K., Babalola, M.T., Lakshman, C., Sumanth, J.J., Vo, L.C., Decoster, S., Bansal, A. and Coşkun, A., 2023. Enhancing employees' duty orientation and moral potency: Dual mechanisms linking ethical psychological climate to ethically focused proactive behaviors. *Journal of Organizational Behavior*, 44(1), pp.157-175.
- Gouldner, A.W., 1960. The norm of reciprocity: A preliminary statement. *American sociological review*, pp.161-178.
- Graen, G.B. and Uhl-Bien, M., 1995. Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *The leadership quarterly*, 6(2), pp.219-247.

- Guo, Y., Wang, S., Rofcanin, Y. and Las Heras, M., 2024. A meta-analytic review of family supportive supervisor behaviors (FSSBs): Work-family related antecedents, outcomes, and a theory-driven comparison of two mediating mechanisms. *Journal of Vocational Behavior*, p.103988.
- Hammer, L. B., Kossek, E. E., Anger, W. K., Bodner, T., and Zimmerman, K. L. (2011). Clarifying work–family intervention processes: The roles of work–family conflict and family-supportive supervisor behaviors. *Journal of applied psychology*, 96(1), 134.
- Hammer, L.B., Kossek, E.E., Yragui, N.L., Bodner, T.E. and Hanson, G.C., 2009. Development and validation of a multidimensional measure of family supportive supervisor behaviors (FSSB). *Journal of management*, 35(4), pp.837-856.
- Hammer, L.B., Kossek, E.E., Zimmerman, K. and Daniels, R., 2007. Clarifying the construct of family-supportive supervisory behaviors (FSSB): A multilevel perspective. In *Exploring the work and non-work interface* (pp. 165-204). Emerald Group Publishing Limited.
- Hannah, S.T., Jennings, P.L., Bluhm, D., Peng, A.C. and Schaubroeck, J.M., 2014. Duty orientation: Theoretical development and preliminary construct testing. *Organizational behavior and human decision processes*, 123(2), pp.220-238.
- Hayes, A.F. and Preacher, K.J., 2013. Conditional process modeling: Using structural equation modeling to examine contingent causal processes.
- Imran, N., Haider, I.I., Jawaid, M. and Mazhar, N., 2014. Health ethics education: knowledge, attitudes and practice of healthcare ethics among interns and residents in Pakistan. *Journal of Postgraduate Medical Institute*, 28(4).
- Johnson, H.H. and Umphress, E.E., 2019. To help my supervisor: Identification, moral identity, and unethical pro-supervisor behavior. *Journal of Business Ethics*, 159(2), pp.519-534.
- Lee, A., Thomas, G., Martin, R., Guillaume, Y. and Marstand, A.F., 2019. Beyond relationship quality: The role of leader–member exchange importance in leader–follower dyads. *Journal of Occupational and Organizational Psychology*, 92(4), pp.736-763.
- Lipponen, J., Bardi, A., & Haapamäki, J. 2008. The interaction between values and organizational identification in predicting suggestion-making at work. *Journal of Occupational and Organizational Psychology*, 81(2), pp. 241-248.
- Liu, G., Han, Y. and Zong, S., 2023. Compensatory Effect of Guilt: How and When Work-to-family Conflict Affects Unethical Pro-family

- Behav. In *Academy of Management Proceedings* (Vol. 2023, No. 1, p. 13625). Briarcliff Manor, NY 10510: Academy of Management.
- Liu, Z., Liao, H. and Liu, Y., 2020. For the sake of my family: Understanding unethical pro-family behavior in the workplace. *Journal of Organizational Behavior*, 41(7), pp.638-662.
- Mael, F. and Ashforth, B.E., 1992. Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of organizational Behavior*, 13(2), pp.103-123.
- Martin, R., Guillaume, Y., Thomas, G., Lee, A. and Epitropaki, O., 2016. Leader-member exchange (LMX) and performance: A meta-analytic review. *Personnel psychology*, 69(1), pp.67-121.
- Meeker, B.F., 1971. Decisions and exchange. *American Sociological Review*, pp.485-495.
- Mesdaghinia, S., Rawat, A. and Nadavulakere, S., 2019. Why moral followers quit: Examining the role of leader bottom-line mentality and unethical pro-leader behavior. *Journal of Business Ethics*, 159, pp.491-505.
- Mills, M.J., Matthews, R.A., Henning, J.B. and Woo, V.A., 2014. Family-supportive organizations and supervisors: how do they influence employee outcomes and for whom? *The International Journal of Human Resource Management*, 25(12), pp.1763-1785.
- Moss, S.E., Song, M., Hannah, S.T., Wang, Z. and Sumanth, J.J., 2020. The duty to improve oneself: How duty orientation mediates the relationship between ethical leadership and followers' feedback-seeking and feedback-avoiding behavior. *Journal of Business Ethics*, 165, pp.615-631.
- Pakistan Economic Survey, (2017-2018). Ministry of Finance, Government of Pakistan, Islamabad
- Pan, S.Y., 2018. Do workaholic hotel supervisors provide family supportive supervision? A role identity perspective. *International Journal of Hospitality Management*, 68, pp.59-67.
- Pan, W., Sun, L.Y. and Chow, I.H.S., 2012. Leader-member exchange and employee creativity: Test of a multilevel moderated mediation model. *Human Performance*, 25(5), pp.432-451.
- Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y. and Podsakoff, N.P., 2003. Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of applied psychology*, 88(5), p.879.

- Rhoades, L. and Eisenberger, R., 2002. Perceived organizational support: a review of the literature. *Journal of applied psychology*, 87(4), p.698.
- Rofcanin, Y., de Jong, J.P., Las Heras, M. and Kim, S., 2018. The moderating role of prosocial motivation on the association between family-supportive supervisor behaviours and employee outcomes. *Journal of vocational behavior*, 107, pp.153-167.
- Suifan, T.S., Diab, H., Alhyari, S. and Sweis, R.J., 2020. Does ethical leadership reduce turnover intention? The mediating effects of psychological empowerment and organizational identification. *Journal of Human Behavior in the Social Environment*, 30(4), pp.410-428.
- Thau, S., Derfler-Rozin, R., Pitesa, M., Mitchell, M.S. and Pillutla, M.M., 2015. Unethical for the sake of the group: risk of social exclusion and pro-group unethical behavior. *Journal of applied psychology*, 100(1), p.98.
- Toth, J. (2020, March 24). Healthcare's Nepotism Problem in the time of a Pandemic. Retrieved from <https://somewhatcyclops.medium.com/healthcares-nepotism-problem-in-the-time-of-a-pandemic-d6c1d642a819>
- Tyler, T.R., 1997. The psychology of legitimacy: A relational perspective on voluntary deference to authorities. *Personality and social psychology review*, 1(4), pp.323-345.
- Umphress, E.E. and Bingham, J.B., 2011. When employees do bad things for good reasons: Examining unethical pro-organizational behaviors. *Organization science*, 22(3), pp.621-640.
- Umphress, E.E., Bingham, J.B. and Mitchell, M.S., 2010. Unethical behavior in the name of the company: the moderating effect of organizational identification and positive reciprocity beliefs on unethical pro-organizational behavior. *Journal of applied psychology*, 95(4), p.769.
- Winkel, D.E. and Clayton, R.W., 2010. Transitioning between work and family roles as a function of boundary flexibility and role salience. *Journal of Vocational Behavior*, 76(2), pp.336-343.
- Yin, W., Liao, S., Ouyang, X., Akhtar, M.N. and Zhou, X., 2023. I speak when boss Back up my family: Testing the moderated mediation model of family supportive supervisor behavior and employee voice. *Current Psychology*, 42(11), pp.9017-9027.
- Yukl, G. (2010). Leadership in organizations. Englewood Cliffs, NJ: Prentice Hall
- Zhou, L., Wang, M., Chen, G. and Shi, J., 2012. Supervisors' upward exchange relationships and subordinate outcomes: Testing the

multilevel mediation role of empowerment. *Journal of Applied Psychology*, 97(3), p.668.

Zou, W.C., Tian, Q. and Liu, J., 2015. Servant leadership, social exchange relationships, and follower's helping behavior: Positive reciprocity belief matters. *International Journal of Hospitality Management*, 51, pp.147-156.