

Describing a Structural Model of the Predictors of Employees' Expediency

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Abstract

The purpose of this research is Describing a structural model of the predictors of employees' expediency. The current research is applied in terms of purpose and in terms of nature and method, it is descriptive-survey of correlational type. The statistical population of this research (850 people) is the employees of Shohada Kargar Hospital in Yazd city, who were selected randomly through the Cochran 265 formula. The data collection tool was standard questionnaires that existed in this field. Validity and reliability The questionnaires indicate that the measuring instruments have good validity and reliability. The results of hypothesis testing by SMART-PLS software and using t-test statistics and path coefficients (β) showed that leader-member exchange and employees' unethical tolerance can play a moderating and mediating role, respectively. to have Despite the designed model, it can be expected that the hospital managers can reduce the level of expediency of the supervisor over the expediency of the employees by reducing the leader-member exchange, but by increasing the unethical tolerance of the employees, the level of the supervisor's expediency and the leader-member exchange They increase the expediency of the employees, and this may work in the short term, but in the long term, they will never be able to continue managing the hospital and will deal a fatal blow to its structure.

Keywords: Supervisor Expediency, Employee Expediency, Leader-Member Exchange, Employee Unethical Tolerance.

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Introduction

In this research, we attempted to utilize the social learning theory (Bandura, 1986) to elucidate the theoretical model. This theory suggests that when the supervisor-employee relationship is characterized by high levels of mutual respect, trust, affection, and support (such as a high leader-member exchange), employees are more likely to look to their supervisors for guidance on how to behave. And therefore, more likely to accept their expediency. Additionally, because supervisor expediency undermines adherence to ethical standards, employees in high leader-member exchange relationships may react by adopting attitudes of unethical tolerance (e.g., to what extent do employees consider unethical business practices acceptable) and subsequently engage in similar opportunistic behaviors. In this research, an attempt has been made to address the theoretical and practical gaps in the existing literature.

First, unethical leadership has been discussed. What is clear is that, to date, most research on unethical supervision has focused on broader forms (e.g., Craig & Gustafson, 1998), such as abusive supervision or undermining supervision (Brown & Mitchell, 2010). With these words, it is argued that the supervisor's opportunism is a form of unethical leadership. By circumventing and disregarding the rules, he was able to view improving employee performance as a clever and effective strategy (Parks et al., 2010). However, supervisor opportunism can become problematic because it affects employees' attitudes about unethical tolerance, which in turn may pave the way for employees' own opportunism and promote unethical practices in a broader sense. Therefore, by examining unethical opportunism as a specific form of unethical leadership, the researchers aim to demonstrate that unethical leadership practices lacking ethical orientation can serve as destructive role models due to their impact.

Second, an attempt will be made to address the disadvantages of high leader-member exchange and the advantages of low leader-member exchange through an extensive review of the literature. However, by examining the role of leader-member exchange in promoting unethical practices, we can expect to present a different perspective compared to previous studies. Because employees find leaders with a high leader-member exchange attractive to role models, they are more likely to imitate their leaders' opportunism. Hence, the positive qualities inherent in relationships with high leader-member exchange can become problematic due to the effects of ineffective role modeling. However, high-quality leader-member relationships are generally desirable and should be encouraged. However, employees need to be aware that such relationships can also lead to the imitation of negative behaviors. Finally, social learning arguments (Bandura, 1986) are used to acknowledge the development of employee attitudes as a significant and overlooked explanation for why subordinates may imitate unethical supervisory behaviors. Although studies on unethical supervision have suggested the presence of social learning effects (Mawritz et al., 2012), the specific mediators of role modeling have not been investigated. Therefore, it is argued that supervisory behaviors will shape employees' attitudes (Bandura, 1986), which, in turn, will lead to the prevalence of attitudes-compatible behaviors that are

compatible with those attitudes (Fishbein & Ajzen, 2011). Specifically, this research argues that supervisor opportunism strengthens employees' attitudes toward immoral tolerance, which in turn encourages employees to engage in opportunistic behaviors themselves. Therefore, the researchers in this study believe that the unethical behaviors of supervisors who have low ethical standards and serve as role models can be problematic to some extent. In this research, the researchers aim to determine whether the expediency of a supervisor (supervisor) has an impact on the expediency of the employees, emphasizing the moderating role of the leader-member exchange and the mediating role of the employees' unethical tolerance.

Methodology

This research is a "descriptive survey of correlation type" in terms of its "applied" purpose and the method of data collection. The statistical population consisted of the employees (850 people) of Shohada Kargar Hospital in Yazd city. From this population, a sample of 265 people was selected using the simple random method, as determined by Cochran's formula. From Greenbaum et al.'s (2018) 4-question leader expediency questionnaire, Graen & Uhl-Bien's (1995) 12-question leader-member exchange questionnaire, Froelich & Kottke's (1991) 4-question employee immoral tolerance questionnaire, and Greenbaum et al.'s (2018) 4-question employee expediency questionnaire (2018) were used as the main tools for data collection. The basis of the measurement scale was a five-choice Likert spectrum question. To confirm the validity, three types of validity - content, convergent, and divergent - were utilized. Additionally, three criteria - factor loadings, Cronbach's alpha coefficient, and composite reliability coefficient - were employed to confirm reliability. In Tables 1 and 2, the full results of the reliability and validity of the measurement tool are provided.

Results

In this research, the partial least squares method was used through SMART-PLS, and the hypothesis results were obtained based on graphs (2) and (3). The degree of direct and indirect influence of independent variables on dependent variables was also determined according to equation (4). Additionally, the Sobel test was conducted and confirmed in table (5), while the moderator test also supported the moderator hypothesis.

Discussion and conclusion

As mentioned, the purpose of this research was to analyze the effect of a supervisor's expediency on employees' expediency with an emphasis on the moderating role of leader-member exchange and the mediating role of employees' tolerance for immoral behavior. This study focused on Shohada Kargar Hospital in Yazd city as a case study.

The results of the first hypothesis did not indicate that the leader-member exchange moderates the influence of the supervisor's expediency on the expediency of the employees. This result is not aligned with the results obtained in the research conducted by Mawritz et al. (2012) and Brown & Mitchell (2010). With all these conditions, it is suggested that hospitals provide training courses on administrative corruption and work ethics for managers and employees. This course should address deviant behaviors that occur in the work environment between managers and subordinates, with the aim of curbing such behaviors.

The results of the second hypothesis indicate that the employees' tolerance for unethical behavior plays a mediating role in the influence of the supervisor's experience on the employees' expedience. Piehler and Dishon (2007) were done; it is similar. With all these conditions, it is suggested to the hospital that managers, while respecting their behavior and understanding how to deal with their subordinates, should be able to reduce opportunistic behavior. Such behavior negatively affects the unethical tolerance of employees and forces them to act unethically themselves. Managers, while respecting their behavior and understanding how to deal with their subordinates, should be able to reduce their opportunistic behavior because such behavior affects the unethical tolerance of employees, and forces them to act like themselves. To promote ethical behavior, managers strive to minimize their own expedient actions within the organization.

The results of the third hypothesis indicate that employees' tolerance for unethical behavior mediates the influence of leader-member exchange on employee expediency. This finding is consistent with previous research conducted by Brechwald & Prinstein (2011), Piehler & Dishon (2007), and Kram & Isabella, (1985), were done, it is similar. With all these conditions, it is suggested that the hospital:

Managers must provide training to their employees on work ethics and emphasize that all unethical actions are unacceptable, even those that may seem relatively harmless and normal. Doing so may help disrupt the role modeling of undesirable and unethical behaviors.

In conclusion, based on the results of the structural equation model, it can be stated that the conceptual model of research can serve as an experimental model, providing guidance and a foundation for future scientific and practical research. Because it has been able to effectively demonstrate the interaction between variables, the researchers faced a limitation in this study. Specifically, employees expressed concerns that their responses to the questions could potentially impact their service status and rights. I have answered with a conservative view.

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