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***Impact of Job Insecurity and Moral Disengagement on  
Counterproductive Work Behavior***  
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**Keywords:**

Job insecurity, Moral disengagement  
counterproductive work behavior,  
Pakistan

**ABSTRACT**

*Literature has comprehensively focused on the antecedents of counterproductive work behaviour, but the effect of situational factors leading towards counterproductive work behaviour still needs more research. The current research examines the influence of job insecurity on counterproductive work behaviour, with the mediating role of moral disengagement. This moral disengagement is a set of cognitive mechanisms - explained by social cognitive theory as a key to deactivate self-regulatory processes - which provides individuals a justification to involve in behaviour that is inconsistent with moral standards without associated self-sanctions and guilt. Quantitative data has been collected through survey method from courier industry of Pakistan, which provides diverse organizational settings to analyse. Structural Equation Modelling technique is used for instrument testing and model analysis. Mediation of the moral disengagement is substantiated by the results. Moreover, there is a stronger effect of moral disengagement on counterproductive work behaviour organizational than the counterproductive work behaviour individual.*

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**INTRODUCTION**

Counterproductive work behavior (CWB) is defined as any intentional behavior on the part of an organizational member, viewed by the organization, as contrary to its legitimate interests, and harmful for the organization or its people (Robinson & Bennett, 1995; Sackett & DeVore, 2001). CWB is an important component of job performance (Rotundo & Sackett, 2002; Mount, Ilies, & Johnson, 2006), and can be divided in two categories. Behaviors directed towards organization like sabotaging equipment, theft, intentionally working slowly, absence from office are labeled as organizational CWB (CWB-O). Behaviors directed toward people like physical assault, verbal abuse, insulting others, gossiping about coworkers are labeled as interpersonal CWB (CWB-I) (Robinson & Bennett, 1995; Bennett & Robinson, 2000). Researchers use associated terms for CWB to study as a unified construct. These terms include organizational misbehavior (Vardi & Weitz, 2004), workplace deviance (Robinson & Bennet, 1995), general counterproductive behavior (Marcus & Schuler, 2004), unethical workplace behaviors (Trevino, Nieuwenboer & Kish-Gephart, 2014; Kish-Gephart, Harrison & Trevino, 2010) and

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negative workplace behaviors (Appelbaum, Iaconi & Matousek, 2007). A commonality among all of these is that they are harmful for organization and its members.

Counterproductive work behaviors are costly for organizations (Dunlop & Lee, 2004). It is estimated that CWBs cost U.S. corporations \$50 billion annually, and is main reason for the failure of 20% of businesses (Samnani, Salamon & Singh, 2014; Coffin, 2003). Thus, there has been profound interest among practitioners and researchers in recognizing individual and situational factors contributing to foster CWB and preemptive ways to reduce CWB.

Researchers suggest that the CWB is caused by individual and situational factors (Chen, Chen & Liu, 2013; Fine, Horowitz, Weigler & Basis, 2010; Hershcovis et al., 2007; Spector & Zhou, 2014). There is focus to find the external antecedents of CWBs because of their negative impact on these behaviors, particularly job stressors (Zhou, Meier & Spector, 2014). Researchers indicate that job stressors are perceived as threats to well-being, persuade negative reactions like anger or anxiety and also cause of CWB at work (Spector, 1998; Spector and Fox, 2005). Identification of job stressors as antecedent of CWB is important. Job insecurity is a workplace stressor (Richter & Naswall, 2018; Jiang, 2018) and is cause of poor health, reduced performance, low organizational commitment and high turnover (Debus & Unger, 2017). Job insecurity affects workers' attitude, health, behaviors and ultimately organizational productivity. Job insecurity is related with reduced job satisfaction, trust in management, job involvement, physical and psychological health (Jiang, 2017). Job insecurity is also positively associated with deviant behaviors (Costa & Neves, 2017). Job insecurity has positive impact on CWB (Chirumbolo, 2015). It has been urged to study job insecurity in different contexts to generalize scientific knowledge and expand existing theoretical frameworks (De Witte, 2005). This study is a response to this call by studying job insecurity in a developing country's perspective i.e. Pakistan's courier industry. Furthermore, pervasiveness of job insecurity around worldwide organizations and its negative outcomes, it seems imperative to recognize possible mediators that link this negative association.

Costa and Neves (2017) highlight that processes through which job insecurity affects outcomes are inadequate. Richter and Naswall (2018) state that mediating mechanism between job insecurity and related outcomes are limited and there is need to explore mediating mechanism between job insecurity and different outcomes. Fischmann, De Witte, Sulea and Iliescu (2018), also, urge the need of some mediating mechanism between job insecurity-employee performance associations. Hootegem, Niesen and De Witte (2018) focus that future research on job insecurity and employee behavior may benefit by including cognitive processes in model. Therefore, focus on moral disengagement fills this void, and is considered as a potential mediator between job insecurity-CWB association. It is believed that due to this job insecurity high morally disengaged folks are more likely to engage in CWB.

The concept of moral disengagement, which refers to the process of making unethical behavior socially or morally acceptable (Detert, Trevino, & Sweitzer, 2008) has been introduced by Bandura (1991;1999) as an extension of social cognitive theory. The theory explains that individuals have a self-regulatory system or process through which they control their thoughts and behavior (Bandura, 1986). Furthermore, according to social cognitive theory, individuals develop internal moral standards, which serve as individuals' self-regulatory function. Individuals do certain behaviors in the light of these internal moral standards. These standards are cause of good behavior and prevent from bad behaviors. The ultimate result of these standards is self-censure or self-denunciation. Mostly individuals' behavior is according to their own moral standards. They are not involved in unethical manner if this self-regulatory function is active and operational (Bandura, 1999; Detert et al., 2008). Moral disengagement is a key to deactivate this self-regulatory function. Due to mechanisms of moral disengagement individuals are involved in immoral acts and refrain from their internal moral standards with a sequence of opinions/assumptions that justify/explain their behavior. Moral disengagement is a mechanism to justify immoral acts,

inhumane conducts and destructive behaviors and keep them morally acceptable. While doing these, individuals also feel that they are on right path (Bandura, 1999; 2002).

There are eight socio cognitive mechanisms through which individuals engage in moral disengagement. Moral justification is used as to accept harmful behaviors and acts by giving the justification that it is used for the welfare of people and society or morally correct and purposeful. Individuals feel pride for doing these immoral acts or behaviors. Euphemistic labeling is used to minimize the intensity of depraved acts by using morally impartial language about them. Advantageous comparison is used to change the attention from individual's own ruthless behaviors by giving the examples of like debauched behaviors done by others. Displacement of responsibility mechanism is used by individuals to move obligation to a predominant level and say that it happens due to organization's management or it happens due to overall behavior of society. Diffusion of responsibility gives an individual a right to transfer his responsibility of immoral acts to other group members. In this way he tries to justify his wrong act. Distortion of the consequences gives an individual a right to change the results of damaging behavior. Dehumanization of victim allows individuals to think that victim is not human being. Offenders of inhumane acts think that their actions are not terrible for others. These detrimental acts are not harmful for others and victims have no feelings of human beings. Attribution of blame mechanism gives a way to get rid of responsibility and assign blame to situations or adversaries for detrimental actions. Individuals involved in attribution of blame justify their actions by saying that they have been compelled to do these detrimental actions (Bandura, 1991; 1999; 2002).

CWBs have harmful and detrimental effects for organizations and employees. CWBs are costly and cause absenteeism, increased turnover, loss of productivity and property damage in the organizations (Fida et al., 2014). The existence of CWBs at workplace is most pressing problem for managers. In United States (US) fifty-five largest retailers estimated that theft costs them approximately nineteen million dollars on annual basis, whereas absenteeism costs US firms around thirty billion dollars annually. On a global scale, these deviant behaviors cost estimated one trillion dollars to the firms worldwide, annually (Christian & Ellis, 2014). Specific statistics about the harmful impact of CWB on workplace performance in Pakistan are not available due to lack of researches in this area. But, the gloomy statistics in other economies also hint towards a similar situation in Pakistani context. Significant loss of human and financial resources associated with the CWB has gain considerable attention to investigate antecedents of CWB (Samnani et al., 2014; Mount et al., 2006).

From problem perspective, literature has comprehensively focused on the antecedents of counterproductive work behavior, but the effect of situational factors leading towards counterproductive work behavior is unknown. Especially, the mediating role of cognitive process between the situational factors and the counterproductive work behavior has not been empirically established yet. Limited number of studies are available which explore the impact of factors on CWB through cognitive processes in workplaces (O'Boyle, Forsyth, & O'Boyle, 2011), whereas understanding about the antecedents and consequences of moral disengagement is still limited (Detert et al., 2008). This study strives to analyze the antecedent of the moral disengagement with the consequence as CWB in Pakistani settings.

Considering the above stated scenario, this study aims to assess the impact of job insecurity on moral disengagement and CWB-O & CWB-I. Moreover, study has the purpose to assess the mediating role of moral disengagement between job insecurity and CWB-O & CWB-I association as well.

## **LITERATURE REVIEW**

### **Job insecurity**

Job insecurity is defined as perception and fear of having one's job at risk (Sverke & Hellgren, 2002). Job insecurity is an individual-level perception specific to job loss or perceived stability and continuance of one's employment with an organization, concerns about job features, working conditions and job

environment (Probst, 2003; Sverke, Hellgren & Naswall, 2002). Job insecurity can be divided in two types. Quantitative (objective) job insecurity and Qualitative (subjective) job insecurity. All fears related to the survival of job itself or threats related to existence of job like downsizing are related to quantitative job insecurity. Fears related to job features, working conditions, job environment, and promotion policies are known as qualitative or subjective job insecurity (Hellgren, Sverke & Isaksson, 1999).

### **Job Insecurity and CWB**

Researchers differ while explaining the association between job insecurity and CWB. Their findings are contradictory in this regard. Researchers on one side argue that due to high job insecurity employees are in higher levels to engage in CWB, on the other side they claim that due to high job insecurity employees may engage in lower levels of CWB.

Probst, Stewart, Gruys and Tierney (2007) measure the effects of job insecurity perceptions on CWB in a study of employees from five organizations. Results indicate that job insecurity predict negative impact on CWB. This shows that more perceptions of job insecurity are associated with less self-reports of involvement in CWB. Presence of job insecurity discernments are helpful for employees to become less involve towards CWB. This is due to fear of current job loss and related financial loss. Normally after downsizing surviving workers do not involve in behavior that put their job at risk (Probst et al., 2007). Alternatively, researchers have found that job insecurity is positively related with CWB (Tian, Zhang & Zou, 2014). Job insecurity has positive impact on CWB (Chirumbolo, 2015; Costa & Neves, 2017). Van den Broeck et al. (2014) also find positive impact of qualitative job insecurity on CWB-O. This positive impact indicates that uncertainty about job characteristics can engage individuals towards CWB like taking longer breaks or coming late office. Job insecurity is considered as a job stressor (Jiang, 2018). Bowling and Eschleman (2010) finalize that employee involvement in CWB is due to organizational stressors.

In a quantitative meta-analysis relationship of seven work related stressors including job insecurity has been examined with job performance. A negative association has been found between stressors and job performance measures. Job insecurity is a rising threat in the globalized economy which is found to have modest negative relationship with job performance (Gilboa, Shirom, Fried, & Cooper, 2008). Another meta-analysis by Sverke et al. (2002) find that job insecurity has also negative relationship with performance. The same has been discovered by (Kraimer, Wayne, Liden, & Sparrowe, 2005). CWB is an important component of individual job performance (Rotundo & Sacket, 2002; Sacket & Devore, 2001; Mount et al., 2006) and a positive association can be expected between job insecurity and CWB in present study.

Counterproductive work behavior is grouped in two types CWB-O and CWB-I. It is expected that job insecurity has positive association with both types. Previously, limited studies address job insecurity association with CWB-O and CWB-I separately. An evidence is found in Van den Broeck et al. (2014) which explores the relationship between qualitative job insecurity and CWB-O & CWB-I. Latest evidence by Huang, Wellman, Ashford, Lee and Wang (2016), also, shows positive association between job insecurity and CWB-O & CWB-I. Further, it will be a significant contribution for generalizability to study the job insecurity and CWB-O & CWB-I association in a developing country's context. Therefore it can be concluded that job insecurity has significant positive relationship with CWB and can be hypothesized as

H1: Job insecurity has significant and positive impact on CWB-O

H2: Job insecurity has significant and positive impact on CWB-I

### **Job Insecurity and Moral Disengagement**

Perceptions of job insecurity are considered as an effective stressor for employees. This stressor is related to decline in performance, negativity in attitudes, predispositions to leave the firm and diminished comfort (Chirumbolo, 2015; Van den Broeck et al., 2014). Job insecurity is, also, a significant source of stress, inclination to negative emotions, poorer mental health psychological strain and envisages higher ranks of physical complaints (Strazdins, D'Souza, Lim, Broom, & Rodgers, 2004). In such situation where employees face the stress at the organizational places, they tend to seek refuge in various mechanisms. Fida et al. (2014) emphasize that moral disengagement can be used as effective excuse to reduce job conditions related stress by avoiding moral obligations. Additionally, it is argued that the employees with negative situations in the organizations tend to deactivate their self-regulation process to maintain a favorable view of themselves, through reframing the action, misconstruing the consequences and devaluing the target (Bandura, 1991). So, considering the job insecurity as a stressor, it is more likely that individuals involve in moral disengagement to maintain the favorable self. Therefore, it can be hypothesized that

H3: Job insecurity has significant and positive impact on moral disengagement

### **The Mediating Role of Moral Disengagement**

Job insecurity is a workplace stressor (Reisel, Probst, Chia, Maloles, & Konig, 2010; Cheng & Chan, 2008; Richter & Naswall, 2018), and can evoke cognitive reactions (Mader & Niessen, 2017). Due to job insecurity individuals feel stress and involve in deviant behaviors by blaming the organization for the insecurity (Tian et al., 2014). This gives the direction of intermediary variable that is moral disengagement. Individuals can use moral disengagement dimension (attribution of blame) and involve in CWB therefore justifying their actions.

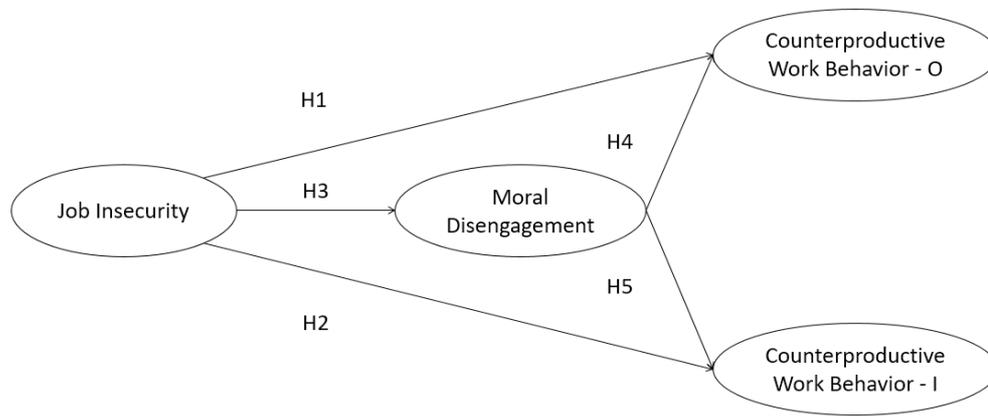
There can be situations like downsizing, introduction of new technologies, mergers of firms etc. which have potential to create stress among employees (Richter, Naswall, Bernhard-Oettel, & Sverke, 2014). Cognitive appraisal of environmental threats also makes employees to feel stress (Lazarus, 1995). In a study Fida et al. (2014) state that moral disengagement (a social cognitive process) can translate and facilitate negative feelings derived from perceived stressors into CWB. Moral disengagement can be intervening process between job insecurity and CWB association. Furthermore, individuals encourage to committing CWB in reaction to any situational stressor, alter their reasoning through moral disengagement to support their behavior (Seriki, Nath, Ingene, & Evans, 2018). Therefore, it can be hypothesized that

*H4: Moral Disengagement mediates the relationship between Job Insecurity and CWB-O*

*H5: Moral Disengagement mediates the relationship between Job Insecurity and CWB-I*

All hypotheses are depicted in the Figure 1 in a single framework.

### **Figure 1: Framework**



## METHODOLOGY

Research is based on the positivist paradigm, with quantitative data to analyze the impact of exogenous variable on the endogenous variable. Multi-stage sampling is employed to gather data from the respondents through survey method. Population of the study included the employees of the courier industry of Pakistan, found in the cities of Islamabad, Rawalpindi, Lahore and Karachi, which is aggregated around 56,000. The sample size of 327 is recommended for this population with 5% margin of error and confidence level of 93%. Thus, sample size for this study comprised of the valid responses of 328, where 87% of the male responses reflect the male dominant industry. The mean age in the sample is 32 years. According to details about the educational background, 25% of the respondents are Graduate, whereas 62% of the respondents have technical or vocational education. Self-reported questionnaire is used to collect data for three variables of study including job insecurity, moral disengagement and CWB. Self-reported response is best predictor of employees CWB as compared to other reported CWB (Berry, Carpenter, & Barratt, 2012). Structural Equation Modeling is used for the theory testing and causal relationship analysis which provides the comprehensive results from holistic framework perspective (Kline, 2005). Common method bias has been minimized by explaining to respondents that their information will be kept confidential (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Participants are not given any remuneration for participation in study.

Employee's response in present research has been carried through already established and validated measures. These scales have been written in English and mostly used in that language settings. The respondents in this context predominantly use the Urdu language, thus scales have been translated to Urdu to decrease any probable variance due to linguistic and cultural differences. Different translation techniques are used for this purpose but back translation technique is mostly recommended by (Yu, Lee & Woo, 2004), which has been used for this research.

## MEASURES

### Counterproductive Work Behavior

CWB has been measured using a 19-item scale developed by Bennett and Robinson (2000). It includes 7 items for interpersonal deviance or CWB-I and 12 items for organizational deviance or CWB-O. Participants have responded to items on a five point scale: 5 (daily), 4 (weekly), 3 (several times a year), 2 (once), 1 (never). Example of organizational related CWB is "Put little efforts into your work," and an example of interpersonal CWB is "Made fun of someone at work." This scale has been used by other researchers also including (Guay et al., 2016; McLarnon, DeLongchamp & Schneider, 2019).

### Moral Disengagement

This study uses the 24 item scale developed by Bandura, Barbaranelli, Caprara, and Pastorelli, (1996), modified by Detert et al. (2008) for moral disengagement. It is 5-point Likert scale ranging from “strongly disagree” to “strongly agree”. Each item of scale provides the choice to respondents. This choice indicates the extent of respondents to which they agree or disagree with items of scale. This scale has been used in several studies including (Christian & Ellis, 2014; Zhao, Zhang & Xu, 2018).

### **Job insecurity**

Job insecurity is operationalized by adopting scale of Hellgren et al. (1999). Qualitative and quantitative job insecurity are covered in this scale. A five point response format; 1 = strongly disagree to 5 = strongly agree has been used to get the responses from employees. A sample item of qualitative job insecurity scale is “My future career opportunities in the organization are favorable”. Selected scale has been used in number of studies including (Stiglbauer & Batinic 2015; Abildgaard, Nielsen, & Sverke, 2017; Richter & Naswall, 2018).

### **Control Variables**

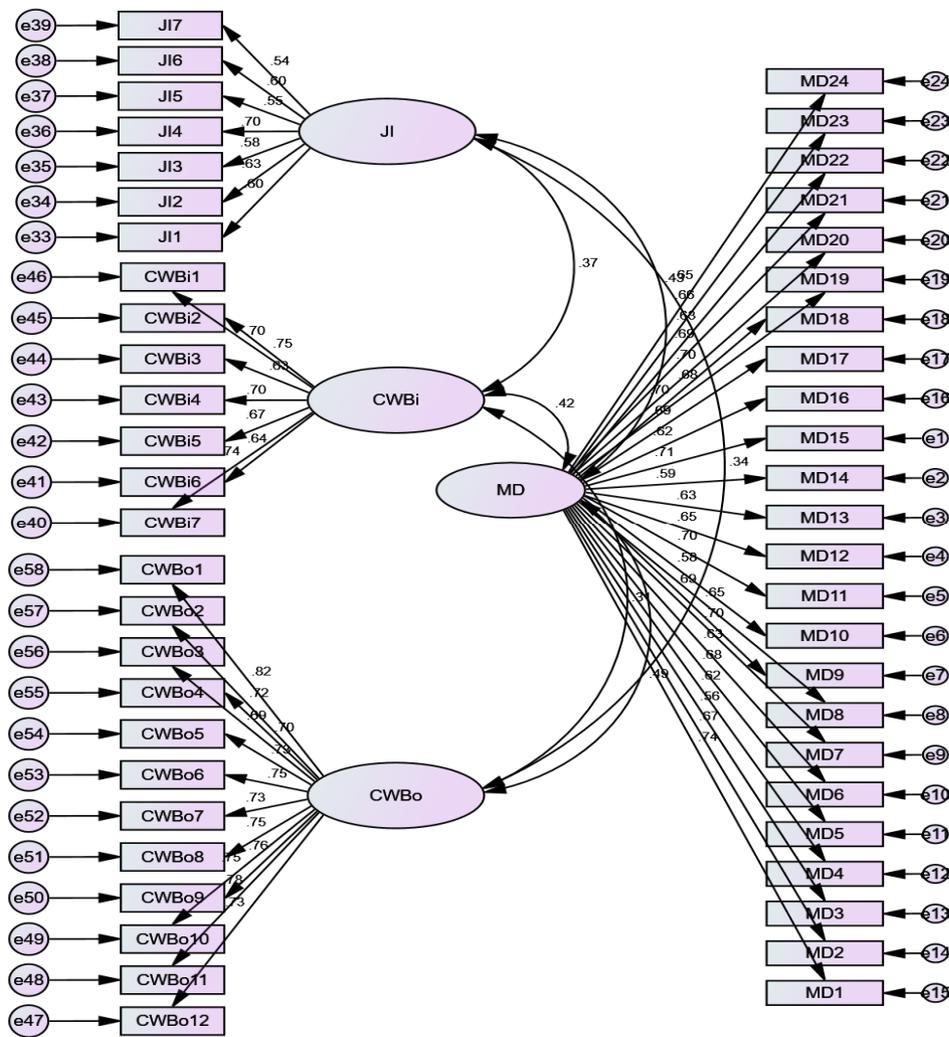
Gender and age are treated as control variables to get accurate association among the variables of framework. Women are less likely to involve in CWB as compared to men (Samnani et al., 2014), CWB declines with age (Aquino & Douglas, 2003).

## **ANALYSIS AND RESULTS**

Structural Equation Modeling (SEM) through AMOS software is used to test the measurement model and the proposed hypotheses. Various statistical tests are conducted to ensure the validity and reliability of the scale and corresponding data. The minimum value of Cronbach  $\alpha$  is 0.80 while minimum value of composite reliability (CR) is 0.85. These values are greater than the recommended minimum value of 0.7 (Gefen, Straub, & Boudreau, 2000). Additionally, confirmatory factor analysis (CFA) is conducted to assess the discriminant validity of the variables, which results are mentioned in Figure 2. A baseline model is examined that specifies four factors; job insecurity, moral disengagement, CWB-I, and CWB-O. The model fits the data well according to recommended standards:  $\chi^2 = 1.25$ ,  $p = .000$ ; RMSEA = 0.03, CFI = 0.96; TLI = .95; SRMR = .04;  $R^2=0.24$ . Factor loading for the indicators on the latent variables are significant and substantial ( $p < .01$ ), with a significant total explanation of endogenous variables by the exogenous variables as indicated by the R square value. Moreover, factor loadings show that latent factors are well represented by their respective indicators.

Common method bias is tested through single factor analysis by enforcing the single factor extraction. Total variance explained is 22%, which is less than the standard (40%) suggested by (Podsakoff et al., 2003). This ensures that there is no significant issue of method biasness in the data.

### **Figure 2: Confirmatory Factor Analysis of the variables**



## Descriptive Analysis and Correlation

Descriptive statistics and correlations are presented in Table 1 including means, SDs and coefficient alphas for studied variables. Table 1 presents the strength of relationship among the variables of the study. According to results, job insecurity is absolutely associated to CWB-O and CWB-I ( $r = 0.31$ ,  $P < .05$ ) & ( $r = 0.32$ ,  $P < .05$ ) respectively. Job insecurity is, also, positively related to moral disengagement ( $r = 0.38$ ,  $p < 0.05$ ). In addition moral disengagement is absolutely associated to CWB-O and CWB-I ( $r = 0.48$ ,  $P < .05$ ) & ( $r = 0.42$ ,  $P < .05$ ) respectively.

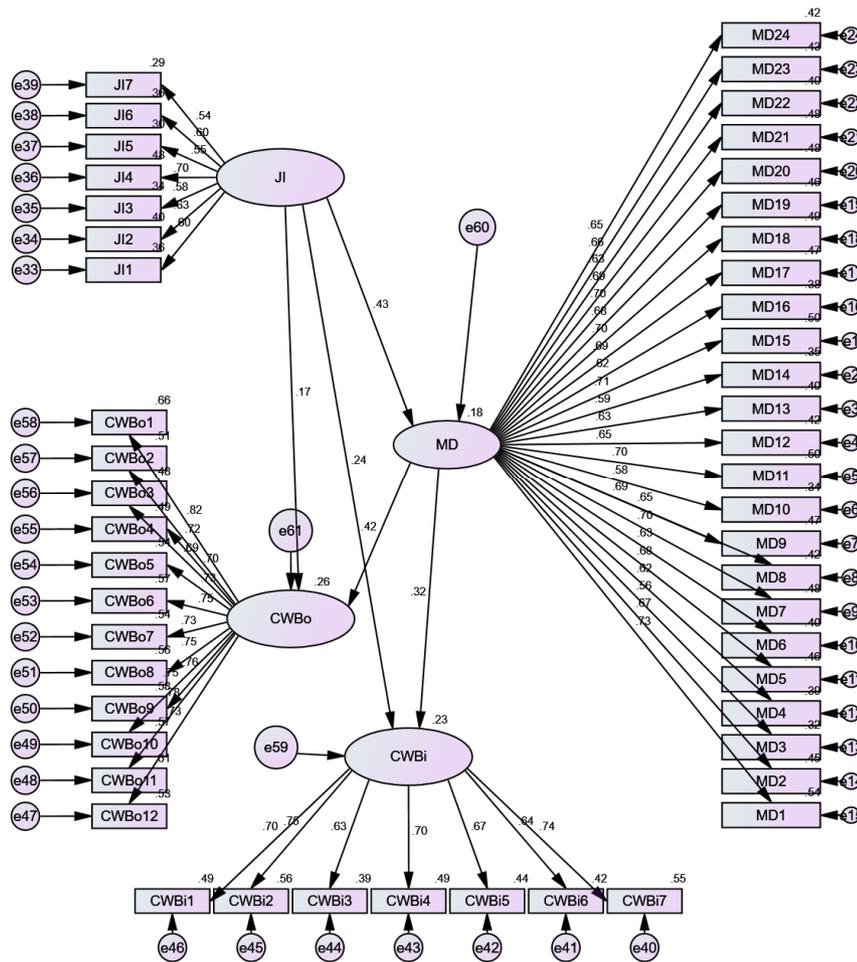
**Table 1:** Means, standard deviations, and zero order correlations of variables studied

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	Mean	SD	Alpha	CWBI	CWBO	JI	MD
CWBI	1.97	0.54	0.84	0.88			
CWBO	1.85	0.60	0.94	0.29*	0.95		
JI	2.03	0.48	0.80	0.32*	0.31*	0.85	
MD	2.04	0.48	0.96	0.42*	0.48 *	0.38*	0.96

N= 328. \* $p < .05$ , Compose Reliability are in diagonal. MD= Moral Disengagement; CWBI= Counterproductive Work Behavior-Interpersonal; CWBO= Counterproductive Work Behavior-Organization JI=Job Insecurity;

**Figure 3: Model Testing**



### Model Testing

Model testing results are illustrated in the Figure 3. Job insecurity has significant effect on the CWB-O and CWB-I with 0.16 and 0.23 ( $p < 0.05$ ) coefficients respectively, as mentioned in Table 2. Results support our hypotheses H1 and H2 which indicates that job insecurity as stressor will positively influence CWB-O and CWB-I. Results indicate that job insecurity explains 18% of the variance in moral disengagement ( $b = .429$ ,  $p < 0.5$ ), and also significantly related to moral disengagement. This supports our hypothesis H3. Mediation is tested by comparison of model fitness and strength of relationships. Model fitness of the mediated model ( $\chi^2 = 1.28$ ,  $p = .000$ ; RMSEA = 0.029, CFI = 0.957; TLI = .955) is found to be better than the direct model ( $\chi^2 = 1.33$ ,  $p = .000$ ; RMSEA = 0.032, CFI = 0.948; TLI = .946). Variance explained in CWB-O by job insecurity and moral disengagement is 26% whereas for CWB-I, it is 23%. The positive association between job insecurity and deviant behaviors (CWB-I & CWB-O) is mediated by moral disengagement, which supports our hypotheses H4 and H5.

**Table 2: Path Coefficients**

Paths	coeff.	p value	r square
JI→MD	.429	.000	.18
JI→CWB-I	.239	.001	.18
JI→CWB-O	.166	.013	.17
MD→CWB-I	.324	.000	.19
MD→CWB-O	.421	.000	.25
JI→MD→CWB-I	.378	.000	.23
JI→MD→CWB-O	.347	.000	.26

JI= Job insecurity, MD= Moral disengagement, CWB-I= Counterproductive work behaviors-Interpersonal, CWB-O= Counterproductive work behaviors-Organization

## DISCUSSION

Present study examines the association between job insecurity and CWB. Furthermore, intervening effect of moral disengagement on this association is, also, investigated. Consistent with prediction, all the five research hypotheses are supported. The study explains why certain employees tend to react to work stressors by engaging in CWB. Results show moral disengagement can play important role in stressor-CWB association.

Our results show that job insecurity is positively related to CWB. This indicates that when there is uncertainty about job future then it is more likely that workers will involve in CWB. This involvement can engage them acts like absence from office or taking longer breaks than authorized (Van den Broeck et al., 2014). Results are aligned with job insecurity literature which, also, finds positive association between job insecurity and employee engagement towards CWB (Reisel et al., 2010; Chirumbolo, 2015; Tian et al., 2014). Negative outcomes of job insecurity are related to previous research where it is documented that there are negative reactions due to job insecurity perceptions e.g. turnover intention (Cheng & Chan, 2008) health and well-being problems (De Witte, Pienaar, & De Cuyper, 2016) negative consequences for job attitudes and work-related behaviors (Sverke et al., 2002).

Present study, also, finds positive association between job insecurity and moral disengagement. This positive association is due to employees perceptions about violation of implicit social contracts and attributes the source of insecurity to workmates and organization (Huang et al., 2016). Studies about intervening process between job insecurity and outcomes are scarce; suggestions are made to study job insecurity with intervening variable (Costa & Neves, 2017). In response, this research has studied moral disengagement as intervening variable between job insecurity and CWB association. The role of intervening variable between job insecurity and its outcomes is, also, studied in previous researches (Richter & Naswall, 2018; Mader & Niessen, 2017). Present study contributes to this line of research by examining moral disengagement as mediator based on social cognitive theory framework. Presence of moral disengagement (a cognitive process, Bandura, 1990) in current research is according to directions of Hootegem et al. (2018), who have indicated to study cognitive processes with job insecurity.

Results reveal that moral disengagement mediates job insecurity-CWB association. Perceptions of job insecurity increase an employee's moral disengagement which moves them towards deviant behaviors. These findings are in line with empirical research of (Huang et al., 2016). Moreover, some researchers focus on situations and accordingly studied situational factors with moral disengagement as mediator

(Seriki, et al., 2018; Fida et al., 2018; Tang, Zhan & Chen, 2018). Moral Disengagement allows workers to involve in deviant behaviors to lessen emotionally unpleasant situation due to work stressors without abandoning personal norms and values (Fida et al., 2014). Results of the present study are in-line with earlier studies with slight variation in the level of exogenous variable's impact on endogenous variables.

## **PRACTICAL IMPLICATIONS**

The current study has several practical implications. It is vital for managers to identify the stressors present in the organizations, and they should advance efforts to manage the stressors. Organizations can enable employees to cope with stressors productively by training and teaching interventions, when employees are assumed to be in a position to control the situation while facing stressors then they can engage in productive tasks (Cullen & Sackett, 2003). Unpredictability and uncontrollability related to problematic job insecurity can be avoided or lessened, by communication, with employees about organizational changes (Liu & Perrewe, 2005). Job insecurity declines performance and raises deviant behaviors. Managers can take actions to avoid the situation by considering about promises they made and showing honesty about existing matters in the organization (Costa & Neves, 2017). Organization can minimize the harmful effects of job insecurity by enhancing social support at work to help workers in coping with stress in a way which is less harmful for workers and organization (Lim, 1996). Proliferation of social support and job control can diminish the negative effects of job insecurity (Cheng, Mauno & Lee, 2014). Lower level of moral disengagement through exposure to professional and ethical standards and examples can help to reduce the effects of job insecurity towards CWB.

## **LIMITATIONS AND FUTURE RESEARCH**

There are several limitations in present study, as in every research. Our study only covers the courier industry of Pakistan, which may limit the generalizability of research. Cross sectional design is used in present study; therefore causal explanations may not be suitable way to infer in this design. Future research could benefit to investigate additional mediators in job insecurity-CWB association. Further mediation models based on social cognitive theory can be examined to get information about which combination explain the most variance in the association between job insecurity and CWB. These mediators can be used as coping strategy to overcome the detrimental effects of these stressors on CWB. Any moderator can be added to minimize the negative effects of job insecurity on CWB. Future research will be important by examining qualitative and quantitative job insecurity with more dimensions of CWB. Additionally, study of in-depth role of moral disengagement (with dimensions) between stressor-CWB will be a useful contribution.

## **CONCLUSION**

Current research investigates the process leading to CWB by intermediary variable, moral disengagement. This study establishes the role of organizational stressor (job insecurity) as a factor amplifying the deviant behaviors. Experiencing job insecurity as a stressor appears to increase the individual's involvement in CWB. Mediation of moral disengagement is, also, supported where individuals high in moral disengagement are more likely to engage in CWB when suffering from job insecurity as stressor. Job insecurity leads to CWB-I and CWB-O both, but the effect on CWB-O is higher through the mediating role of moral disengagement. Additionally, the lesser extent of moral disengagement appears to be slightly absorbing the effect of job insecurity for CWB.

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