

STEALING FOR GOOD? HOW MORAL JUSTIFICATION DRIVES ROBIN HOOD BEHAVIOR UNDER ETHICAL LEADERSHIP

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Abstract

The present study examines the influence of robo heedlessness on the efficacy of managerial decisions through the mediating role of moral justification and the moderating role of rule-following censure within the banking sector of Pakistan. Drawing upon Moral Justification Theory and ethical leadership literature, the study further investigates how managerial decision efficacy influences employees' informal punishment and informal support toward managers. A quantitative explanatory research design was employed using survey data collected from 400 banking employees through purposive sampling. Data were analyzed using SPSS and SmartPLS 4 through Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings revealed that robo heedlessness positively influenced managerial decision efficacy, while moral justification significantly mediated this relationship. Rule-following censure negatively moderated the relationship between robo heedlessness and moral justification as well as the indirect effect of robo heedlessness on managerial decision efficacy. Furthermore, managerial decision efficacy positively influenced both informal punishment and informal support toward managers, highlighting the complexity of employee moral evaluations. The study extends Moral Justification Theory into organizational leadership contexts and contributes to ethical leadership literature by demonstrating that employees evaluate managerial legitimacy through the combined influence of outcomes, intentions, and organizational ethical norms.



Introduction

Today, organizations around the globe are more and more looking to their managers to make ethical choices in such a context of uncertainty, pressure, and conflicting stakeholder interests. In many workplaces, employees judge the manager's decisions on the basis of efficiency, but also in terms of their fairness, morality, and social legitimacy. As the issue of unethical managerial behaviors has become a greater concern, the study of how people rationalize or blame their questionable behaviors in organizations has increased. Recent research has demonstrated that individuals are likely to excuse or even condone unethical conduct if they believe that the behavior is in the service of a "social good," a behavior often referred to as the "Robin Hood effect" (Cropanzano et al., 2022; Lin et al., 2025). Likewise, previous studies have shown that employees' perceptions of leaders' ethics have a significant impact on their attitudes, behaviors, and judgments of organizational conduct (Fehr et al., 2015; Mayer et al., 2012). In a modern organization, where rule enforcement and managerial discretion is combined, knowledge of how employees interpret managerial actions is of paramount importance. It is important for readers to be concerned about this issue because it can impact organizational trust, ethical climate, and sustainability in the workplace through informal support or punishment of managers.

In organizations, managerial decisions often are judged by formal organizational criteria and informal perceptions of employees. Managers can act in ways that are counter to organisational rules and policies but are trying to do something for the benefit of the employees or for the good of the organisation. Such situations can lead to moral dilemmas when managers seem to have good intentions. The issue is more relevant in contexts where rule-following is an important aspect of the culture and managerial actions are under close scrutiny. While there has been some research on ethical leadership and moral judgment in general, little has been done to examine the informal responses of employees to managers who are heedless and morally justifiable in their actions, particularly in organizational decision-making situations.

The present study concentrates on the following aspects: Robo heedlessness, rule-following censure, moral justification and the effectiveness of managerial decisions. Moral justification is the cognitive mechanism whereby people justify dubious actions as morally permissible due to the belief that they are in the service of a perceived higher good (Guo et al., 2025). Previous research indicates that people are more willing to engage in unethical actions when they believe it is helping disadvantaged groups or is fair (Poddar et al., 2012; Gino & Pierce, 2010).



Literature on ethical leadership also suggests that employees' moral judgments have a great impact on workplace responses and outcomes (Pucic, 2015; Kalshoven et al., 2016). Furthermore, employees' informal support or punishment of managers can be related to their perceptions of managerial effectiveness. The relationships suggest that moral cognition is a key factor in influencing employee reactions to ethically ambiguous managerial behavior.

Although there has been significant research into ethical leadership and moral judgment, there are a number of significant gaps that have yet to be addressed. First, previous studies have mostly considered ethical leadership from the formal organization perspective, including employee performance, employee engagement, and organizational citizenship behavior (Mayer et al., 2012; Zoghbi-Manrique-de-Lara & Viera-Armas, 2019). Little research has been done to understand how employees react informally to managers who make morally questionable decisions, either rewarding or punishing them. Second, while the Robin Hood effect has been studied in the context of consumer behavior and illicit helping (Lin et al., 2025; Gino & Pierce, 2010), there is limited empirical evidence on how the Robin Hood effect works in the context of organizational leadership. Previous research largely concentrates on

external factors like consumers, pirates or counterfeit buyers, not on the dynamics of the workplace (Schneider & Winkler, 2013; Poddar et al., 2012).

Third, there is limited research on the mediator of moral justification in understanding perceptions of managerial decision efficacy. Previous studies have focused on moral justification in the context of exploitative leadership, but it remains unclear whether moral justification can make unethical managerial behavior seem less unethical and lead to positive judgments about the effectiveness of decisions. Fourth, there is a lack of literature on the moderating effect of rule following censure. There is considerable variation in the level of employee condemnation of rule violations across organizations, but the effect of employee condemnation on moral evaluations of managerial actions is not well understood. Lastly, most ethical leadership studies have focused on the formal ethical systems, and not on the informal employee responses to managers, including support or punishment (Sumanth et al., 2024). The importance of these gaps are that informal responses can have a significant impact on managerial legitimacy, workplace relationships, and organizational ethical climate.

It is often a case that managers do not abide by the rules or take unconventional steps to attain results that are believed to be in the best

interests of the employees or the organization. This can cause an ethical dilemma as the employee may be aware of the rule violation, but may also see the manager's intent as ethically sound. In such situations, staff members might either be able to help the manager informally or socially punish him or her based on their perception of the manager's actions. The current literature does not offer a clear picture of the relationship between moral justification and employees' attitudes about the effectiveness of managerial decisions and their reactions. In addition, it is not known whether strong rule-following norms enhance or diminish these moral judgments. Lack of clarity about these relationships poses a challenge to good leadership practices, trust and fairness in the organization as organizations become more reliant on ethical leadership and discretionary decision making.

This study aims to explore the link between robo heedlessness and the effectiveness of managerial decisions mediated by moral justification and moderated by rule-following censure. The study also examines the impact of the perception of managerial effectiveness on informal punishment and informal support to managers. The study is based on two main theories: moral justification theory and ethical leadership perspectives. According to moral justification theory, people cognitively reframe actions that are not

considered to be moral and make them seem acceptable if they believe that the actions will lead to socially desirable consequences (Guo et al., 2025). Ethical leadership theory also illuminates the role of ethical judgments on employee perceptions and behaviors in the workplace (Fehr et al., 2015). Theoretically, this study extends the Robin Hood theory to the context of organizational leadership. In practical terms, it enables organizations to gain insight into the way that people judge ethically questionable managerial decisions. In the context of the study, the findings add to the literature on ethical leadership by studying informal employee responses to managers from the perspective of moral justification and rule-following censure.

Literature Review

The growing complexity of organizational decision-making has intensified scholarly interest in ethical leadership, moral cognition, and employee evaluations of managerial behavior. Contemporary organizations increasingly face situations where managers engage in ethically ambiguous actions to achieve organizational or employee-oriented outcomes. Such circumstances raise important questions regarding how employees morally interpret managerial conduct and whether they respond with support or punishment. Consequently, recent literature has focused on moral justification, ethical leadership, and



informal employee reactions as central mechanisms shaping organizational ethical climates and managerial legitimacy within modern workplaces.

Theoretical Foundation

The current study draws mainly from Moral Justification Theory which posits that, when people see behaviour as being used to achieve socially desirable aims, they cognitively reframe their view of it and make it morally acceptable. The theory is rooted in the broader social cognitive theories of moral disengagement, which propose that people have psychological mechanisms that can help them to overcome the moral dissonance of engaging in unethical behavior (Guo et al., 2025). Moral justification is when an action that might be considered a violation of a rule or moral norm is portrayed as being in the service of fairness, welfare, or disadvantaged groups. In organizational contexts, this theory is especially pertinent as managers may be in situations that have ethical dimensions that are not clearly defined by rules, and managers may feel that following rules is not in the best interests of the organization or the employees. The Robin Hood effect literature also supports this view by showing that people often are willing to accept violations of norms if they seem to be based on fairness or redistribution motives (Cropanzano et al., 2022; Lin et al., 2025). Ethical leadership researchers also say that workers don't just judge

the ethicality of what managers do based on the formal rule; they also take into account intentions, moral motives, and context when forming judgments about the legitimacy of managerial behaviors (Fehr et al., 2015). Therefore, Moral Justification Theory is a powerful conceptual lens to understand how employees rationalize heedless managerial actions and then assess how effective managerial decisions are.

While Moral Justification Theory has received growing interest from scholars, previous applications have shown that there are a number of theoretical issues. Previous research has focused on aspects of moral justification like exploitative leadership (Poddar et al., 2012), consumer behavior (Guo et al., 2025), purchasing of counterfeit goods and engaging in illegal helping behavior instead of organizational decision efficacy and informal managerial evaluation. Furthermore, previous studies have mainly investigated single moral disengagement mechanisms, and neglected to examine moral disengagement in organizations with high rule-following norms and ethical scrutiny. For instance, research on ethical leadership tends to take for granted that ethical behavior is always rewarded, failing to consider that sometimes employees may be willing to engage in ethically questionable behavior on the part of their manager because they see the benefits for the

whole group (Mayer et al., 2012; Pucic, 2015). Likewise, studies on Robin Hood effects focus on the redistribution and fairness motives and seldom explore the relationship between those moral perceptions and informal punishment or supportive actions against organizational leaders (Lin et al., 2025). Many past studies use a cross-sectional or scenario-based design, which reduces the ability to make causal inferences and provides limited depth of context. Moreover, theoretical integration of moral justification and ethical leadership is still incomplete, as

researchers tend to study the two constructs separately instead of as two moral evaluation processes that are interrelated. Hence, the current study adopts a new approach by combining rule-following censure, managerial decision efficacy, and informal employee reactions in a single framework to evaluate the ethical aspects of a decision. This integration adds to the literature by providing an explanation for the change of ethically ambiguous managerial behaviour to either organizational legitimacy or social sanctioning.

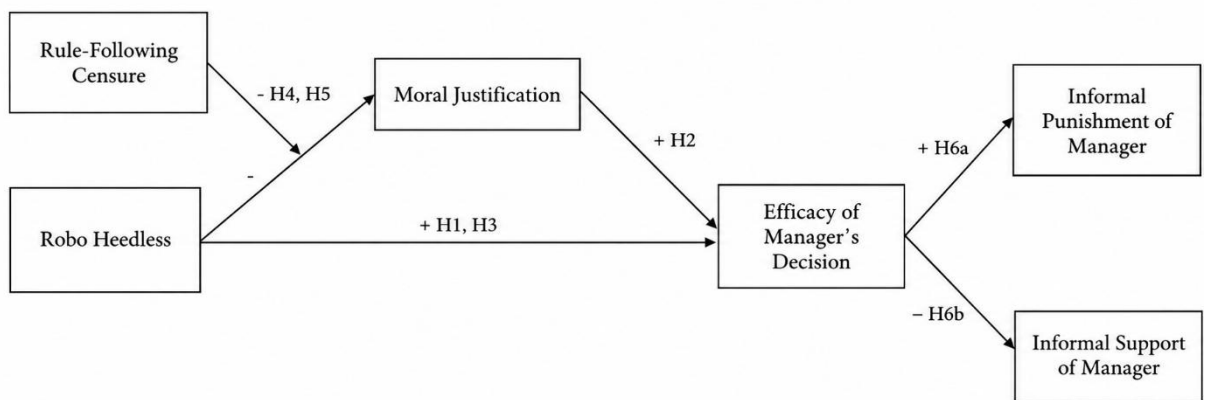


Figure 1: Research Model

Hypotheses Development

In many organizations, managerial decision making is a balancing act between adherence to procedure and effectiveness of the outcome. In morally ambiguous situations, employees' evaluations of manager's careless behavior might be positive if the

behavior leads to good results for employees or the organization. This view is consistent with Moral Justification Theory, which posits that people assess dubious behaviors not just based on procedural correctness, but also on the intentions and outcomes of the behavior (Guo et al., 2025). Ethical leadership literature also suggests that



employee's develop managerial legitimacy by interpreting the situation subjectively based on moral grounds instead of just following rules (Fehr et al., 2015). Today's organizations are increasingly rewarding flexibility of managers and adaptive decision making, especially when faced with uncertainty and time pressure. Thus, when managers are seen as concerned with the good of the group, but lack procedural rigidity, employees can misread the manager's "robo heedlessness" as a sign of decisiveness, autonomy or real leadership. Recent research on ethical ambiguity reveals that employees are more likely to accept norm-violating behavior when they believe that the manager's actions are for the benefit of the employees or to maintain organizational stability (Sumanth et al., 2024). Theoretically, this relationship is an expression of the cognitive process whereby potentially problematic managerial behavior is transformed into effective leadership behavior. Therefore, robo heedlessness can have a positive effect on perceptions of managerial decisions' effectiveness as employees are more concerned about the results of the decisions than with adherence to the procedures.

The empirical results on ethically questionable managerial actions, however, vary between organizational settings. Recent research suggests that ethical flexibility can contribute to the perception of managerial competence in

collectivist and high-pressure situations where the goal of outcome achievement is more valued than procedural consistency (Guo et al., 2025). However, research based on the theory of ethical leadership suggests that violations of formal rules could have a negative impact on trust, perceptions of procedural justice and the long-term legitimacy of leadership (Kalshoven et al., 2016). These conflicts imply that the employee responses to unreflective managerial actions are very dependent on organizational ethical climate, cultural norms, and perceived managerial motives. Previous studies tend to use hypothetical moral dilemmas or cross-section surveys, which do not provide a sense of how employees interpret actual organizational dilemmas over time. Moreover, current research fails to sufficiently differentiate destructive rule violations from flexibly managing rules in a moral way, leading to a conceptual confusion in the literature. The lack of integration between the ethical leadership and the Robin Hood effect perspectives also limits the theoretical clarity with regard to the question of why employees sometimes support ethically questionable managerial actions. Thus, another critical question is whether robo heedlessness can have a positive impact on managerial decision efficacy when the employees perceive the managerial intentions as good and/or morally justifiable. Based on

these arguments, the present study proposes the following hypothesis:

H1: Robo heedlessness positively influences the efficacy of manager's decision.

The moral justification is a key element in the cognitive appraisal of ethically ambiguous employee managerial behavior. Moral Justification Theory posits that people are more likely to rationalize dubious behaviors when they are presented as benefitting the organization or group, or as fair (Guo et al., 2025). In organizations, it is often the case that employees make moral judgments about the manager's decisions that focus on the intention or the consequences of the decision instead of on the rules themselves. Ethical leadership researchers contend that employees tend to overlook procedural violations when managers are thought to be doing so for ethically justifiable reasons (Fehr et al., 2015). This is also confirmed by the literature on the Robin Hood effect, which shows that people will rationalize norm violations if they seem to be directed at reducing inequities or helping disadvantaged parties (Cropanzano et al., 2022; Lin et al., 2025). Thus, the employees who feel that the decision is made by the manager with high moral justification may consider the decision as a more effective decision, since they relate the moral justification with the concept of fairness, courage, and commitment to the organization. Thus, it is theorised

that moral justification acts as a cognitive mechanism that converts ethically ambiguous managerial behaviour to perceptions of leadership effectiveness and decision legitimacy.

Although there is an increasing interest in moral cognition in the scholarly world, empirical evidence on moral justification and managerial evaluations is still sparse. Recent studies have shown that moral justification has a significant impact on employee tolerance toward exploitative or ethically dubious behaviors of their leaders, when they believe there are benefits to the broader organization (Guo et al., 2025). At the same time, studies on ethical leadership indicate that there is a risk of moral rationalization that over time can lead to an increase in unethical behavior and a decline in the ethical standards of the organization (Mayer et al., 2012). These conflicting results suggest a conflict between moral judgments based on results and moral judgments based on rules. There are also contextual differences contributing to the lack of consistency in empirical evidence. Employees in collectivist cultures might be more inclined to accept outcome-based arguments for managerially appropriate behavior and tolerate such behavior when it is morally justified, while employees in highly formalized organizations might be more inclined to accept procedure-based arguments. There are also methodological

restrictions as many studies have focused on moral justification as a personal psychological phenomenon instead of the process of moral evaluation in the organization, which is influenced by the leadership and working environment. Also, past studies have not adequately investigated the direct link between moral justification and perception of managerial decision efficacy, as opposed to overall moral judgments. This limitation prevents the understanding of the processes in which employees translate moral evaluations into more general assessments of leadership effectiveness. The current study therefore aims to fill this empirical and conceptual gap by looking at moral justification as a direct antecedent of perceived managerial decision efficacy. Accordingly, the following hypothesis is proposed:

H2: Moral justification positively influences the efficacy of manager's decision.

The mediation process of moral justification can be used to better understand the relationship between robo heedlessness and the effectiveness of managerial decisions. Moral Justification Theory posits that people cognitively shift dubious behaviours to those that are morally acceptable when they are seen as promoting socially valued goals (Guo et al., 2025). In an organizational context, there are times when employees have to deal with

managers who bend or break procedures or formal limitations in order to preserve the interests of the organization, the employees, or the operation. Under those conditions, employees can't assess managerial carelessness directly, but instead first take into account the moral meaning of the action. The literature on ethical leadership indicates that employees are more likely to perceive decisions made by their managers as legitimate and effective if they think that the managers are pursuing decisions based on fairness, compassion or the welfare of the organization (Fehr et al., 2015; Pucic, 2015). Likewise, the Robin Hood effect literature shows that people often rationalize unethical or non-conforming behavior when they think it is for the benefit of disadvantaged groups, or for the purpose of restoring fairness (Cropanzano et al., 2022; Lin et al., 2025). So, robo heedlessness may not on its own improve employees' perceptions of managerial effectiveness unless they cognitively rationalize the behavior as being morally justified. This argument places moral justification as an important explanatory process between ethically questionable managerial actions and positive assessments of decision effectiveness.

Research on moral cognition is gaining increasing attention in the empirical literature and is increasingly viewed as an intermediate stage in moral judgments, but the results are



conceptually scattered. In recent years, it has been found that morally framed leadership behaviours can affect employee support, even if the manager's behaviour is against the formal ethical expectations (Guo et al., 2025). But ethical leadership researchers warn that procedural violations can be negatively received when they seem to be in the self-interest of the leader and do not align with the values of the organization (Kalshoven et al., 2016). These discrepancies indicate that managerial carelessness is not enough to ensure positive employee appraisals; instead, it is the moral meaning employees give to managerial intentions that will make them feel that managerial carelessness is effective or unethical. Ambiguity is also caused by methodological constraints: Many previous studies only investigate the outcomes of ethical leadership or the process of moral disengagement, but fail to combine both constructs into one explanatory model. Furthermore, the current literature has not focused on mediation processes by which unethical management behavior leads to decision efficacy. Most studies focus on the direct effects and ignore the cognitive evaluation processes by which employees rationalize managerial behaviour. Moreover, contextual variables like the ethical climate in the organization and the collective welfare orientation can enhance employees' tendency to morally rationalize reckless managerial behaviour. Hence, the

present study aims to fill this theoretical and empirical gap by introducing moral justification as a mediator between robo heedlessness and efficacy of managerial decisions. Based on these arguments, the following hypothesis is proposed:

H3: Moral justification mediates the relationship between robo heedlessness and the efficacy of manager's decision.

Rule-following censure is the level of disapproval of rule violations (formal rules, procedures, and ethical norms) by individuals or organizational contexts. In rule-oriented cultures, employees are more likely to see procedural violations negatively, even if the manager did not intend to or actually did. According to Moral Justification Theory, people will only go through moral rationalization if contextual conditions allow the reinterpretation of problematic behavior as socially acceptable (Guo et al., 2025). As a result, rule following censure can have a large impact on how much employees morally justify robo heedlessness. The literature on ethical leadership highlights that an employee's assessment of the manager's behavior is based on the manager's moral intent and on the employee's normative expectations about procedural fairness (Mayer et al., 2012). Where organizational norms place a strong emphasis on compliance with rules, employees may find it difficult to rationalize the behavior of their managers, which is without regard for others, as morally correct because

compliance with rules is itself a moral imperative. On the other hand, when flexibility and pragmatic results are appreciated, employees might be more ready to rationalize managerial carelessness as being morally acceptable and essential for the organization's success. The literature on the Robin Hood effect also shows that social norms that strongly disapprove of rule violations, even if they are done for good reasons, lead to a decrease in tolerance for such behavior. Thus, theoretically, rule-following censure is predicted to reduce the positive relationship between robo heedlessness and moral justification by raising employees' sensitivity to violations of the procedures.

The results of the empirical studies on the moderating effects of organizational norms and ethical climates are inconsistent from study to study and across contexts. It has been suggested that high ethical climates and procedural justice norms may help to decrease employees' rationalizations of questionable managerial actions (Sumanth et al., 2024). In contrast, research in high pressure or collectivist work settings suggests that rule violations can be morally rationalized when managers are seen as serving the collective good or the performance of the organization (Guo et al., 2025). This is contradictory and shows that the moral judgments of employees are influenced not only by managerial

behavior but also by expectations of the context with regard to rule compliance and moral responsibility. Practically, previous research tends to be conceptualizing the ethical climate in a general way and without focusing on the moderating construct rule-following censure. This limitation does not allow for understanding of the impact of organizational intolerance of procedural violations on employees' moral cognition. Second, the literature has not explored how the process of reinterpretation of ethically questionable managerial behavior as "morally right" can be influenced by rule-following censure. Previous research on ethical leadership has mostly focused on the direct effects of ethical climate on employee behavior, and interaction effects with moral evaluation mechanisms have been overlooked (Kalshoven et al., 2016). Therefore, an important gap is yet missing in the literature whether strong rule-following norms reduce the moral justification of robo heedlessness in employees. This gap helps fill the understanding of the contextual factors that allow ethically questionable managerial actions to be socially accepted in organizations. Therefore, the present study proposes the following hypothesis:

H4: Rule-following censure negatively moderates the relationship between robo heedlessness and moral justification.



Combining Moral Justification Theory with ethical leadership perspectives implies that the indirect link between robo heedlessness and managerial decision efficacy via moral justification is dependent on the context and prevailing ethical norms. In particular, employees' moral rationalization of careless management is very sensitive to the extent to which organizational contexts disapprove of procedural deviations. When rule-following censure is low in an organization, employees might see managerial flexibility and procedural deviation as needed for organizational welfare or employee interests, and thus as legitimate leadership practices. Thus, moral justification is more likely to be a cognitive mechanism that connects robo heedlessness with perceptions of decision efficacy. But when rule following censure is high, employees are likely to focus on the process of following rules and formal ethical rules rather than the intentions or results of the manager. The literature on ethical leadership suggests that organizational norms have a strong influence on whether employees view managerial behavior as legitimate or illegitimate and as ethical or unethical (Fehr et al., 2015). In the same vein, the studies on Robin Hood effects show that moral rationalization mechanisms are less effective in situations in which social contexts are highly condemning of immoral acts, even if they are beneficial (Cropanzano et al., 2022). Thus, the

indirect link between robo heedlessness and managerial decision efficacy is expected to be conditional on rule-following censure, as it is likely to affect the moral interpretation processes of employees.

While the moderated mediation relationships have been studied more and more in the field of ethical leadership, there is still limited empirical evidence on the combined effect of moral justification and censure for rule-following on managerial evaluations. Although recent research indicates that organizational ethical climates can impact employees' tolerance of ethically ambiguous leadership behaviors, most of these studies focus on direct moderation effects and not conditional indirect pathways (Guo et al., 2025). Additionally, previous studies often examine ethical climate, moral disengagement, and leadership effectiveness separately, lacking in-depth integration. There are also conflicting results, as some studies have found that the employees remain loyal to the morally motivated managers even when procedures are not followed, while others have shown that if ethical norms are strong, the employees will not tolerate any rule violation (Mayer et al., 2012; Sumanth et al., 2024). These inconsistencies suggest a conditional process perspective of when and how moral justification of management behavior can transform heedless

behavior into perceived decision effectiveness. Previous studies seldom investigate the interaction effects of moral cognition and ethical norms in the context simultaneously, limiting the understanding of the complexity of employee ethical evaluations from methodological aspects. Moreover, few studies examine the possibility that organizational intolerance of rule violations diminishes the overall indirect link between managerial heedlessness and leadership efficacy perceptions. It is important to fill this gap as the extent to which organizations can tolerate ethical flexibility and deviation from procedures varies greatly. Therefore, the present study proposes the following hypothesis:

H5: Rule-following censure negatively moderates the indirect relationship between robo heedlessness and the efficacy of manager's decision through moral justification.

The perception of effectiveness of manager's decisions is important in determining employee's responses to organizational leaders. The more employees feel that managerial decisions are effective in solving organizational issues or safeguarding collective good, the less likely they will exhibit negative social behavior in relation to managers. But when decisions are ethically questionable, effective decisions can also lead to higher informal punishment if employees feel the process by which the

decision was made is not appropriate or is morally questionable. Ethical leadership theory proposes that employees constantly appraise their managers based on outcomes as well as moral legitimacy (Mayer et al., 2012). When effective managerial decisions result in procedural variations, there can be moral tension between valuing the results and questioning the means used. The Robin Hood effect literature also suggests that people can only accept dubious behaviors to a certain degree, after which social disapproval will arise, especially if the norms within the organization focus on accountability and fairness (Lin et al., 2025). Informal punishment can thus be expressed as social criticism, as a lessening of interpersonal support, as exclusion, or as damage to reputation, in spite of good results, against managers. This view indicates that the employees might still punish managers informally if the decision efficacy is accomplished in an ethically questionable way, particularly in organizations that place a high importance on procedural integrity.

Evidence that is empirical on the relationship between managerial effectiveness and informal punishment is scant and inconclusive. In some studies, it is found that during crisis situations or high-pressure situations, employees more focus on the competence of the management and the results of the organization than on strict adherence to ethical rules (Cropanzano



et al., 2022). On the other hand, the literature on ethical leadership suggests that even when decisions are effective, employees may resort to the social sanctions of leadership when ethical norms are transgressed, since ethical legitimacy is a necessary part of leadership acceptance (Kalshoven et al., 2016). These sorts of contradictory results illustrate the intricacies of employee appraisals, which can lead to positive results while simultaneously being morally disapproved. In terms of methodology, previous research often looks at formal organizational outcomes and not informal social responses like interpersonal punishment, criticism or withdrawal of social support. Further, the literature is sparse in its analysis of the balance between effective managerial outcomes and procedural and/or ethical issues. This restriction poses a major research gap as informal punishment can have a significant impact on the managerial legitimacy, workplace relationships, and organizational ethical climate over time. Moreover, the environment of an organization, including its culture and the moral attitude of employees, can influence whether effective management decisions lead to a decrease or an increase in the informal punishment tendencies. Thus, the current study contributes to the literature on ethical leadership by investigating the impact of employees' perception of managerial decision efficacy on their informal punishment

behaviors towards managers. Based on these arguments, the following hypothesis is proposed:

H6a: The efficacy of manager's decision positively influences informal punishment of manager.

Employees' attitudes towards the effectiveness of management decisions have a significant impact on their readiness to support informally the management of the organization. The effectiveness, benefits, and consistency of managerial decisions with the organizational and/or employee interests influence the likelihood of employee's voluntary supportive behaviors toward managers. Ethical leadership scholars suggest that workers will pay off leaders they see as competent, with a moral compass, and able to accomplish goals for the team (Fehr et al., 2015). In morally questionable situations, when employees feel that managers have taken a "brave" or "pragmatic" action that was in the best interests of the organization, they may feel admiration and loyalty for the manager. Additionally, Moral Justification Theory can be used to explain that when employees engage in ethically questionable behavior, they may cognitively reframe the behavior as acceptable when it has positive consequences for the collective as a whole (Guo et al., 2025). Likewise, research on Robin Hood effects shows that people tend to excuse actors who



transgress formal rules when they feel that this is fair and/or in the interest of disadvantaged stakeholders (Cropanzano et al., 2022). Informal support to managers can thus manifest itself in actions like justifying managerial behaviours, providing cooperation, building interpersonal trust or establishing managerial authority in social interactions. Thus, the perceived managerial decision efficacy is expected to positively enhance employees' willingness to give informal support to managers.

Leadership effectiveness has been shown to positively relate to employee attitudes, but there is inconclusive empirical evidence on informal support during ethically ambiguous circumstances. Research shows that employees are more likely to follow a leader who is decisive and effective during uncertain or crisis times, even if they take unconventional methods to achieve these goals (Sumanth et al., 2024). At the same time, the ethical leadership literature cautions that when employees are supportive of effective leaders who are ethically problematic, it may undermine the ethical norms in the organization (Mayer et al., 2012). Differences in previous research are mostly attributable to contextual factors such as differences in organizational ethical climate, cultural orientation and employee perceptions of managerial intent. Previous studies have tended to conceptualize support from employees

either in a formal organizational sense (e.g., commitment or performance), or ignore informal social support behaviours towards managers. Furthermore, there has been little research on the interaction between employees' moral judgements and perceptions of managerial effectiveness on supportive responses. This is important because informal support can have significant impacts on managerial legitimacy, leader-member relationships and organizational cohesion. Moreover, the fact that informal punishment and support of effective managers co-exist, suggests the complexity of moral evaluations in the contemporary workplace. Hence, the current study aims to fill this gap by focusing on the positive impact of managerial decision efficacy on informal support of employees towards the managers. Accordingly, the following hypothesis is proposed:

H6b: The efficacy of manager's decision positively influences informal support of manager.

Methodology

The research philosophy of this study is positivism, as the research is to explore the relationship among robo heedlessness, moral justification, rule-following censure, managerial decision efficacy and informal employee reactions which is objectively measurable and can be explored through hypothesis testing and



statistical analysis. The study is suitable for positivism approach due to the focus on empirical observation, quantification and causal explanation in line with theory-driven organizational research (Ghanad, 2023). The study also utilizes deductive research approach where the hypotheses are formulated based on Moral Justification Theory and literature on ethical leadership and then tested with the collected empirical data. The study is appropriate for deduction, as it aims at testing theory-based relationships in a conceptual framework. In line with these aims, a quantitative explanatory research design is adopted in the study to analyze the causal relationships among constructs and statistically test the mediation and moderation mechanisms. In organizational behavior research, quantitative explanatory designs are especially appropriate for research that looks at complex structural relationships and theory verification.

This study adopts survey research strategy as survey is an efficient research method for systematically collecting standardized data from a large number of respondents and for generalization and hypothesis testing. Banking sector employees from Pakistan were targeted as banking organizations have strict ethical regulations and procedural controls, which are suitable for the study of the behaviors of rule following censure and managerial decision making. The data is

obtained through a non-probability sampling technique with a purposive sampling approach where data is obtained from respondents that have direct contact with the managerial decision-making processes. The study is designed to have approximately 400 respondents in order to have statistical power and stability of the model, based on methodological recommendations for structural equation modeling. This study uses a cross-sectional time horizon as it collects data at a specific time to efficiently explore current employee perceptions and organizational behaviors within the limitations of time and resources (Maier et al., 2023). With permission of organizations and respondents, questionnaires are physically and electronically distributed. To ensure ethical compliance in the data collection process, confidentiality, anonymity, voluntary participation and informed consent procedures are strictly maintained.

To ensure content validity and construct reliability, all the constructs of the study are operationalized in the form of multi-items scales derived from previous studies that have been published in SSCI and Scopus-indexed journals. Reflective indicators of Robo heedlessness, moral justification, rule-following censure, efficacy of manager's decision, informal punishment and informal support are measured on a five-point Likert scale ranging from



strongly disagree to strongly agree. Items in the questionnaire are carefully worded so as to make them contextually relevant, clear and linguistically appropriate for the banking employees in Pakistan. The instrument is subjected to expert review and pilot testing to determine the accuracy of the wording, face validity and internal consistency prior to administration. Partial Least Squares Structural Equation Modeling (PLS-SEM) is used to analyze the collected data using SmartPLS 4. The use of PLS-SEM is suitable because it is used in the study of mediation and moderation relationships which are complex, predictive modeling, and latent constructs measured by multiple indicators (Fauzi, 2022). SmartPLS 4 also offers comprehensive measurement validity, structural relationship, and predictive relevance assessment for theory-driven organizational research (Cheah et al., 2024; Sarstedt et al., 2024). Recent methodological research also shows that PLS-SEM offers high flexibility in analysis and robust parameter estimates in models with mediation and moderation effects in

behavior (Henseler & Schuberth, 2022; Schuberth et al., 2023).

Data Screening and Cleaning

Before conducting the primary statistical analysis, the dataset was screened rigorously using SPSS to ensure data accuracy, reliability, and suitability for multivariate analysis. Missing values were minimal and treated using mean substitution because the missing rate remained below the acceptable threshold of 5%. Multivariate outliers were examined through Mahalanobis distance, while skewness and kurtosis values confirmed acceptable normality ranges. Multicollinearity was assessed through variance inflation factor (VIF) values, all of which remained below the critical threshold of 5. Common method bias was examined using Harman's single-factor test, where the first factor explained less than 50% of the variance, indicating that common method variance was not a major concern. All variables were coded systematically before SmartPLS analysis to maintain analytical consistency and measurement precision (Ghanad, 2023).

Table 1
Demographic Profile of Respondents

Variable	Category	Frequency	Percentage
Gender	Male	238	59.5
	Female	162	40.5
Age	21-30 Years	128	32.0



	31-40 Years	174	43.5
	41-50 Years	76	19.0
	Above 50 Years	22	5.5
Education	Bachelor's Degree	156	39.0
	Master's Degree	198	49.5
	MS/MPhil	38	9.5
	PhD	8	2.0
Experience	Less than 5 Years	96	24.0
	5-10 Years	171	42.8
	11-15 Years	89	22.2
	Above 15 Years	44	11.0
Sector	Banking Sector	400	100
Position	Operational Staff	151	37.8
	Supervisory Staff	139	34.8
	Middle Management	81	20.2
	Senior Management	29	7.2

Demographic results suggest that the respondents were cross-sectionally and professionally diverse in the banking industry. The sample was gender diverse with males outnumbering females. The majority of respondents were in the age band 31-40, indicating a mature workforce who are actively involved in managerial/organizational decision-making processes. The high percentage of master's degree holders among respondents reflects good educational competence of the

respondents and hence the reliability of the perceptual evaluations on ethical leadership and managerial effectiveness. In addition, respondents had a lot of professional experience, which added to the credibility of their organizational judgements. Furthermore, the representation of operational, supervisory and managerial positions helped to capture perceptions on robo heedlessness, moral justification and managerial efficacy from various organizational levels, making the



findings more representative and practically relevant.

Table 2
Reliability Analysis and Correlation Matrix

Variables	CA	ITC Range	1	2	3	4	5	6
1. Robo Heedlessness	.881	.641-.812	1					
2. Moral Justification	.903	.682-.844	.512**	1				
3. Rule-Following Censure	.867	.624-.798	-.348**	-.421**	1			
4. Efficacy of Manager's Decision	.918	.701-.863	.564**	.618**	-.389**	1		
5. Informal Punishment	.852	.611-.781	.294**	.337**	.258**	.401**	1	
6. Informal Support	.895	.669-.832	.487**	.529**	-.301**	.642**	.285**	1

Note: CA = Cronbach's Alpha; ITC = Item-Total Correlation; $p < .01$.

The reliability analysis revealed that all the study constructs had strong internal consistency as the Cronbach's Alpha values ranged from .852 to .918, which are all above the recommended .70 (Hair et al., 2025). Likewise, the item-total correlation were above the acceptable criterion, suggesting that the items had good homogeneity and reliability of measurement. Results from the correlation matrix also showed that there were significant relationships between the variables in the study in the expected theoretical directions. The results indicated that Robo heedlessness was positively related to moral justification and managerial decision efficacy, thus supporting the conceptual assumption that moral justification of managerial flexibility contributes to the

perception of managerial decision efficacy. The results showed negative relationships between rule-following censure and both robo heedlessness and moral justification, indicating that more rule-following attitudes decreased the tolerance for ethically questionable managerial behaviors. Furthermore, managerial decision efficacy was significantly positively related to informal support and moderately positively related to informal punishment, indicating that employees' reactions to effective but ethically questionable managerial behavior are complex. The results of these findings gave preliminary empirical support to the proposed conceptual framework.

Measurement Model Assessment

Table 3
Measurement Model Results

Construct	Outer Loadings	Cronbach's Alpha	rho_A	Composite Reliability (CR)	AVE



Robo Heedlessness	.734 – .861	.881	.886	.911	.631
Moral Justification	.751 – .892	.903	.907	.926	.676
Rule-Following Censure	.718 – .844	.867	.873	.901	.604
Efficacy of Manager’s Decision	.774 – .903	.918	.921	.936	.711
Informal Punishment	.709 – .836	.852	.857	.893	.583
Informal Support	.748 – .887	.895	.899	.921	.661

The result of the measurement model assessment showed that all the constructs in the study had satisfactory reliability and convergent validity. The outer loading values were found to be greater than the recommended value of .70, which shows that the indicators had high reliability and the items observed were sufficient to represent the latent constructs (Fauzi, 2022). Internal consistency reliability and measurement stability across constructs were strong as evidenced by Cronbach's Alpha, rho_A and Composite Reliability values were consistently greater than .70. Additionally, the Average Variance Extracted (AVE) values of all

the constructs were greater than the recommended .50 level, indicating that the constructs accounted for more than 50% of the variance of their indicators, which is indicative of adequate convergent validity. These results overall suggest that the measurement scales had acceptable psychometric properties and could be used for the subsequent evaluation of the structural model. The results are in line with the recent methodological suggestions of SmartPLS which emphasize the importance of reliability and convergent validity in theory-driven structural equation modeling research (Ayu et al., 2024; Hair et al., 2025).

Discriminant Validity

Table 4
Discriminant Validity Assessment
Fornell-Larcker Criterion

Constructs	RH	MJ	RFC	EMD	IP	IS
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Robo Heedlessness (RH)	.794					
Moral Justification (MJ)	.512	.822				
Rule-Following Censure (RFC)	-.348	-.421	.777			
Efficacy of Manager’s Decision (EMD)	.564	.618	-.389	.843		
Informal Punishment (IP)	.294	.337	.258	.401	.763	
Informal Support (IS)	.487	.529	-.301	.642	.285	.813

HTMT Ratio

Constructs	Values
RH → MJ	.612
RH → RFC	.431
RH → EMD	.671
MJ → EMD	.729
RFC → MJ	.503
EMD → IS	.781
EMD → IP	.466

The discriminant validity results confirmed that all constructs were empirically distinct and conceptually independent. Under the Fornell-Larcker criterion, the square root of the AVE for each construct exceeded its inter-construct correlations, indicating satisfactory discriminant validity. Similarly, HTMT ratio values remained below the recommended threshold of .85, further confirming that multicollinearity and construct overlap were not significant concerns within the measurement model (Rosli et al., 2024). These findings demonstrate that the

study constructs captured unique conceptual domains despite their theoretical interrelatedness. The establishment of discriminant validity is particularly important in ethical leadership and moral cognition research because overlapping constructs may distort structural path estimations and weaken theoretical clarity. Therefore, the satisfactory discriminant validity results strengthened the robustness of the proposed conceptual framework and supported the appropriateness of proceeding toward structural model assessment using SmartPLS.

Structural Model Evaluation and Hypothesis Testing

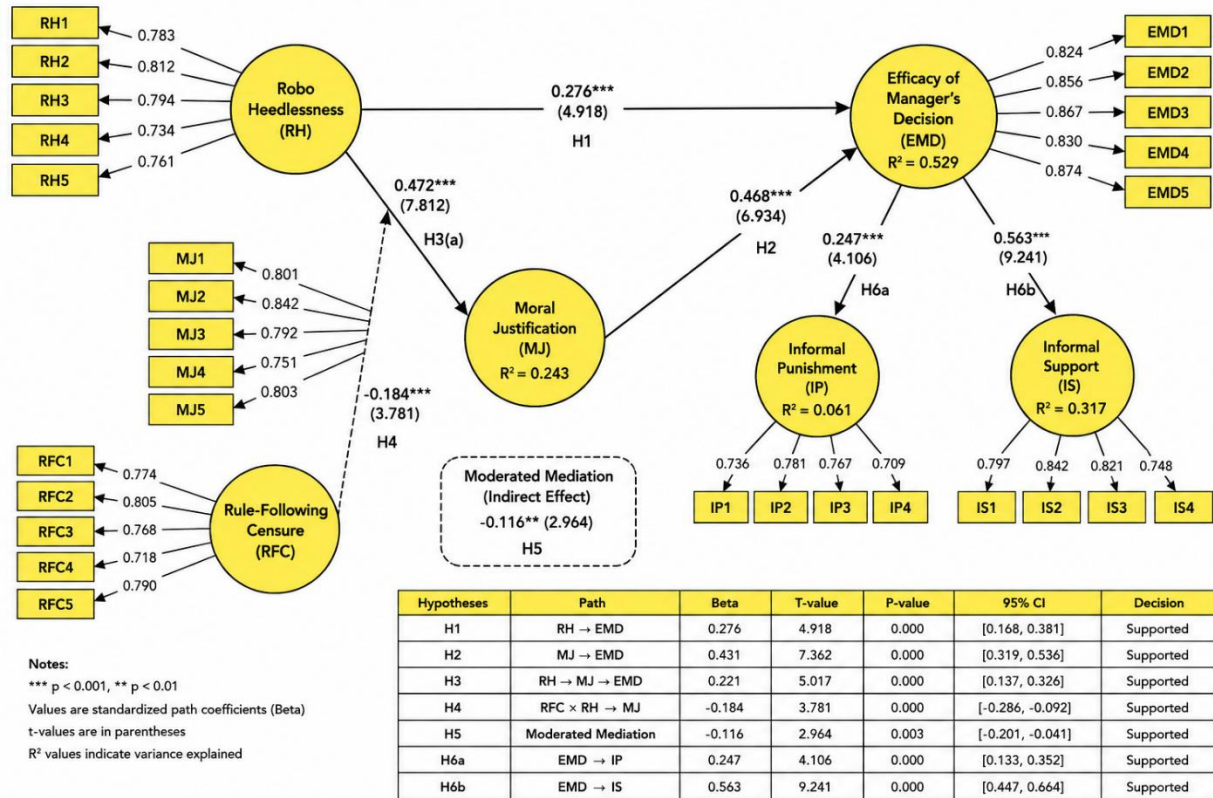


Table 5
 Structural Model Results

Hypotheses	Path	Beta	T-value	P-value	95% CI	Decision
H1	RH → EMD	.276	4.918	.000	[.168, .381]	Supported
H2	MJ → EMD	.431	7.362	.000	[.319, .536]	Supported
H3	RH → MJ → EMD	.221	5.017	.000	[.137, .326]	Supported
H4	RFC × RH → MJ	-.184	3.781	.000	[-.286, -.092]	Supported
H5	Moderated Mediation	-.116	2.964	.003	[-.201, -.041]	Supported
H6a	EMD → IP	.247	4.106	.000	[.133, .352]	Supported
H6b	EMD → IS	.563	9.241	.000	[.447, .664]	Supported

The structural model results provided substantial empirical support for the

proposed hypotheses. Robo heedlessness significantly influenced the efficacy of managerial decisions, supporting the argument that



employees may perceive ethically flexible managerial behavior as effective when associated with beneficial organizational outcomes. Moral justification also demonstrated a strong positive influence on managerial decision efficacy, confirming the central role of moral cognition in shaping leadership evaluations. The mediation findings revealed that moral justification significantly transmitted the effect of robo heedlessness on managerial efficacy, reinforcing Moral Justification Theory as a relevant explanatory framework within organizational leadership contexts. Furthermore, rule-following censure negatively moderated the relationship between robo heedlessness and moral justification, indicating that strong procedural norms weaken employees' tendency to morally rationalize heedless managerial conduct. The moderated mediation findings further confirmed that organizational rule-oriented environments reduce the indirect influence of robo heedlessness on managerial decision efficacy through moral justification. Finally, managerial decision efficacy positively influenced both informal punishment and informal support, highlighting the dual and complex nature of employee moral evaluations toward effective yet ethically ambiguous managers. These findings align with recent SmartPLS-based organizational research emphasizing the predictive and explanatory strength of PLS-SEM for

examining complex mediation and moderation mechanisms (Chidambaram et al., 2021; Sani et al., 2023).

Discussion

This study aimed to investigate the impact of robo heedlessness on the effectiveness of managerial decisions by considering the mediating role of moral justification and moderating role of rule-following censure in the context of Pakistan's banking sector. The study also revealed the effect of managerial decision efficacy on informal punishment and informal support of employees towards managers. The results, in general, suggest that managerial actions are not judged only in terms of the procedures used, but involve moral interpretation, perceived organizational benefit, and contextual ethical norms which have significant impacts on managerial legitimacy and employee responses. These results support the notion that ethical assessments within organizations are socially constructed and context dependent, and not rule-based.

Results indicated that robo heedlessness had a positive impact on the effectiveness of managerial decisions, which means that employees can consider managerial behavior that seems to be ethically flexible as effective if they believe that it benefits the organization or the employees. This connection can be understood by the Moral Justification Theory, which posits



that when an action is morally dubious but is in pursuit of a socially sought-out goal, people cognitively redefine the action to be morally acceptable (Guo et al., 2025). In bank settings, where efficiency and speed of operation are paramount, and where employees are under pressure to perform, they may be more interested in getting the job done than in following the rules. Thus, a manager who is able to circumvent some of the procedures in order to effectively solve a problem in the organization is likely to be regarded as an effective and decisive leader and not as a bad person. This interpretation is consistent with the literature on the Robin Hood effect, which focuses on how norm violations are more likely to be socially acceptable when there are fairness, redistribution, or collective benefit motives (Cropanzano et al., 2022; Lin et al., 2025). But the results also question the classic view of ethical leadership that emphasizes the importance of following the rules (Mayer et al., 2012). Rather, the findings suggest that employees think about ethical issues in terms of the outcomes, especially when the organizational survival and efficiency are important.

The substantial impact of moral justification on managerial decision efficacy further underscores the pivotal part of moral cognition in organizational leadership evaluations. Those who saw managerial actions as being morally defensible were more

likely to make positive judgments of managerial decisions even when there were procedural violations. This result mirrors the psychological process of employees' way of coping with the ethical ambiguity by highlighting the intentions of the managers and the perceived collective good. Ethical leadership literature also indicates that employees assess leaders by considering motives, intentions for fairness and concern for stakeholders (Fehr et al., 2015; Pucic, 2015). The results thus expand on previous studies as they show that moral justification is not only a moral disengagement mechanism on the individual level, but also an organizational evaluation mechanism that affects perceptions of managerial competence and legitimacy. In addition, the mediation results suggest that heedlessness by robots does not directly lead to positive evaluations, but that employees first (re)interpret managerial behavior by using moral reasoning processes before they make an effectiveness judgment. This is why ethically questionable management actions can lead to positive reactions in one organization and negative reactions in another. Past research on exploitative leadership and moral disengagement also found that employees condone dubious behavior when there are perceived benefits to the organization at large (Guo et al., 2025). However, some of the literature on ethical leadership has found that too much moral rationalization can lead to a decline in

procedural justice perceptions, and over time unethical practices become the norm (Kalshoven et al., 2016). This suggests that the legitimacy of ethically acceptable managerial action is still situationally dependent and ethically fragile.

The moderating effect of rule following censure showed that employees' moral excuse for robo heedlessness becomes less when the violations of procedures are highly disapproved by the organization. This result indicates that the moral interpretation process of employees is greatly influenced by the ethical climate and their expectations of the procedures. In very rule-based organizational contexts, the need to be rule compliant is a moral obligation and this diminishes tolerance of managerial flexibility, even when it is, or is intended to be, beneficial. This finding is consistent with the ethical leadership theories that focus on how the norms within an organization shape employees' perception of leaders' behavior and their formation of legitimacy judgments (Mayer et al., 2012). At the same time, the results extend the literature on the Robin Hood effect by showing that tolerance to ethically questionable behavior is not unlimited, but rather depends on the ethical norms that are expected in the given context and on the orientation to the collective rules. Past research on ethical climate also suggests that a high procedural ethical climate decreases

employees' rationalization of unethical behavior (Sumanth et al., 2024). But other research in collectivist or high-pressure organizational contexts found that employees were more tolerant of rule violations when the collective welfare is at stake (Guo et al., 2025). The results of the present study indicate that this may be because of differences in the ethical climate of the organization and the extent of procedural censure in different contexts. Thus, moral judgements in the organization seem to be the result of a dynamic interplay between managerial actions, intentions and normative organizational expectations.

The results on informal punishment and informal support also show the complexity of employee reactions to effective, but ethically questionable, managerial behavior. The results showed that managerial decision efficacy had a positive impact on informal punishment and informal support, suggesting that employees can both respect and ethically challenge managers with decisions that have positive results but are achieved in unconventional ways. Informal support probably grew out of the employees' perception that good managerial decisions were indicative of competence, courage and commitment to the organization. Literature on ethical leadership shows that employees are more likely to reward competent and results-driven leaders, especially when

the organization is in an uncertain state (Fehr et al., 2015). In contrast, informal punishment is a sign of the ongoing moral tension between employees who have not changed their opinions of the procedures and continue to disapprove of them even though they see the managers doing a good job. This dichotomy indicates that workers do not make purely dichotomous moral evaluations of managerial legitimacy. Rather, staff members might feel good about managers' performance and feel bad about how they do it. The same type of tensions has been found in studies of the Robin Hood effect, in which people engage in rule-breaking behavior for moral reasons, but also see the moral ambiguity of their behavior (Lin et al., 2025). Hence, the combination of support and punishment is a good illustration of the multi-dimensionality of the organizational moral evaluations and of the importance of the legitimacy of the leaders which is based not only on effectiveness but also on procedural moral evaluations.

Theoretical Implications

The study has provided a meaningful and significant contribution to the Moral Justification Theory, which has so far only been used in the context of moral disengagement and consumer behavior, and now has been expanded to organizational leadership and managerial evaluation contexts. Past studies focused on either exploitative

leadership (Poddar et al., 2012) or counterfeit consumption (Guo et al., 2025) or on helping behaviors that are not legitimate (e.g., cheating). The present study contributes to the theory by showing that moral justification is a collective cognitive process that employees use to make moral assessments of ethically ambiguous managerial decisions. This conceptual extension develops and nuances the prevailing assumptions that employees are primarily subject to managerial heedlessness as a result of their own ethical decision making and not an organizationally embedded moral reasoning process.

The results also provide a theoretical input to the literature on ethical leadership as it assumes that the legitimacy of the manager is only given if he follows the rules. In traditional conceptions of ethical leadership, following established rules and procedures is a key element of good leadership (Mayer et al., 2012). But the current results show that deviations of the procedures can be tolerated, if the employees believe that the managerial actions are motivated by moral reasons and are beneficial to the organization. This theoretical development brings a more context-sensitivity to the understanding of ethical leadership, in which moral assessments are based on both outcome and intention as well as organizational norms. Furthermore, the moderated mediation results make a



conceptual contribution by adding rule-following censure to the ethical evaluation process and show that the ethical climates of organizations shape employees' moral rationalization of managerial behaviors.

Last, the study adds to the Robin Hood literature by bringing it to the fields of organizational behavior and managerial decision making. Previous research mainly examined consumer reactions (Cropanzano et al., 2022; Schneider & Winkler, 2013) or piracy stories or unauthorized helping behaviors. The present results show that Robin Hood moral reasoning can also be found in organizational hierarchies and that this moral reasoning is used by employees to make legitimacy judgments about the managerial actions. This extension expands the conceptual scope of the Robin Hood effect and sets it in the context of organizational ethics and leadership.

Practical Implications

The findings offer valuable implications for organizational leaders, policymakers and human resource practitioners in highly regulated industries like the banking industry. First, managers need to be aware that their employees are judging their leadership not just on how well they are following the rules, but also on the intent behind the rules and the results of the organization. Therefore, it is important that organizations are neither too rigid nor

too loose in their procedures to ensure that adaptive decision-making is encouraged when the situation is uncertain. But, at the same time, organizations need to make sure that flexibility does not become the norm and that accountability mechanisms are not undermined.

Second, the results indicate that the organizational ethical climates have a significant impact on employees' moral judgments. Therefore, managers and policymakers need to enhance ethical communication, procedural transparency and organizational justice to minimize the uncertainties about what is acceptable managerial behavior. Ethical decision making and moral reasoning training programs might be useful in helping managers to deal with situations where compliance with the procedures is inconsistent with the organization's welfare goals. Further, there is a need for organizations to create avenues for employees to openly talk about ethically questionable decisions without the threat of repercussions, which would enhance the ethical sensibility and minimize any unspoken moral conflicts in the workplace.

Finally, the presence of informal sanctions and informal support for effective managers, suggests that a balance between leadership effectiveness and procedural legitimacy is important. The problem with basing manager assessment on outcomes is



that employees can still feel unethical even if the organization is successful. Thus, human resource departments should incorporate ethical leadership skills in managerial assessment systems to make sure that effectiveness is gained without a loss of organizational trust and ethical culture. These consequences are especially important for highly regulated sectors in which it is vital to maintain the integrity of procedures and the legitimacy of the organization in order to sustain it.

Limitations and Future Research Directions

The study has a number of limitations. First, cross sectional design does not allow causal inferences and it is not possible to analyze the changes of employee moral evaluations over time. Future research needs to take a longitudinal approach to understand dynamic changes in the process of managerial legitimacy and moral reasoning. Secondly, the study was limited to the banking sector in Pakistan, which may not be applicable to other sectors and cultures. These relationships should be explored in other organizational contexts and in comparative international contexts in the future.

Third, perceptual data were self-reported and despite efforts to reduce common method variance, this method may be subject to social desirability bias. In the future, multi-source data,

supervisor evaluations or experimental designs may be used to enhance the methodologically rigorous nature of the research. Lastly, other moderating factors like organizational justice, cultural orientation, strength of ethical climate or moral identity of employees may help to explain differences in employee responses to ethically ambiguous managerial behavior. Future studies that incorporate these contextual and psychological aspects could help to better understand the multifaceted nature of the relationship between leadership effectiveness and organizational morality.

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