

Leader's Moral Competence and Employees' Outcomes: Examining the Role of Person-Job Fit, Person-Organization Fit and Psychological Empowerment

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Abstract: Moral competence of the leader is important because of the moral questions raised by the advances in management sciences, the business environment, and technology. The present research observes the association of leaders' moral competence with employees' task performance, psychological well-being, and organizational citizenship behavior (OCB) along with the moderating role of person-job fit and person-organization fit. Data was collected from telecom sector of Pakistan through questionnaire-based survey. In the survey, managers appraised their moral competence and revealed their subordinates' task performance, psychological well-being, and organizational citizenship behaviors. Moreover, they were also requested to reveal their followers' psychological empowerment, person-job fit, and person-organization fit.

Keywords: Moral Competence; Psychological Empowerment; Person-job Fit; Employees' Outcomes
JEL Classification Codes: G02, C91

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1 Introduction

The role of leadership in management has occupied the attention of both theorists and practitioners. Recently, it has also been considered significant in moral issues given the various moral scandals that have come out in open virtue are playing essential roles, which are related to what sort of individual, one should become as well as what mode of life one should lead. A leader ought to be a better-quality gentleman who is also an exemplar for the followers (Khan et al., 2022). The idea of empowerment was initiated by Kanter (1977). The study shows that empowerment has a significant effect on management practices, because more than 70% of firms have implemented some structure of empowerment for at least some part of their employees (Xiao & North, 2018). The idea of empowerment also persists to create substantial study concentration. Still, many significant questions linger unanswered (Barling & Cooper, 2008; Younas et al., 2022).

Conger and Kanungo (1988) were the first to initiate a psychological viewpoint on employees' empowerment. They said that to empower business practice results in greater employees initiative and inspiration merely to the degree to which these practices give informational cues that increase the employees' effort-performance expectancies and feelings of self-efficacy (Bandura, 2000). The work on this idea was expanded by Thomas and Velthouse (1990). They articulated a more comprehensive hypothetical outline for psychological empowerment. They recognized meaning, competence, choice, and impact as the set of worker task measurements linked with intrinsic task motivation (Seibert et al., 2011). The research advocates that the empowerment structure empowered members who effectively completed leadership assignments and who empower others in their practice atmospheres through policies, for instance participatory decision-making, and information and knowledge sharing (Ullah, Mirza, et al., 2019). The exploits of a hypothetical empowerment frame, that is associated with a wide-ranging body of investigate will provide many opportunities for more research linked to the development of business leadership and follower outcomes. This research thus has imperative implications with respect to leadership policy, practice, and research (MacPhee et al., 2012).

In leadership study, Western leadership is comparatively predominant while insufficient attention has been given to Eastern leadership, containing Pakistani leadership. Leadership is common in Pakistani culture known that it has been surrounded by the cultural practice. Its leadership behavior must give tailored attention, maintain ethical standards and imply power on the followers. Leadership must have its origins in organizational understanding, ideology and philosophy, and it must influence modern leaders (Begum et al., 2022). Leadership behaviour is formed by shared values and norms and of the financial and social development (Kuenzi et al., 2020). Leadership behaviors have a profound relationship with the valuable workforces of the businesses (Ullah et al., 2017; Ullah, Hameed, et al., 2019). Moral leaders have a moral impression upon their employees and bad leaders have adverse impression. In various firms, there are several complications on the subject of leadership, top executives and organizational employees. As time became a most precious commodity, time efficiency became the concept that managers and leaders had to use to motivate workers to do their bests and achieve their goals and tasks, the fastest! (Mastrantonio, 2023). When the motivation level of public personnel is high. It guarantees that the government will achieve competitive advantage. When the theories about task motivation of the workers have tested, it has seen that no matter which method is applied, the primary and common factors of this issue is the degree of employee motivation (Uygun, Gupta & Döngül, 2022).

Employees' involvement for the business success is hypothetically and practically acknowledged as employees preserve a customer-centric pattern in their work and related interactions. Subsequently, if the employees are gratified, they are more probable to exhibit higher customer-oriented behaviour and considerably contribute to the organizational performance. The enduring distress of a business is how to make sure superior stage of job satisfaction among employees. The strong participation of employees to organization success is acknowledged as the individuals can unfold a customer-centric move toward the work and related interactions. Accordingly, if employees are satisfied, they are more probable to demonstrate higher customer-oriented behaviour and is consid-

erably involved in the organizational performance. The persistent concern of an organization is how to guarantee high stage of job satisfaction among the employees.

The admiration and respect that subordinates have for moral leaders should transform into an aspiration among employees to react by working well. Particularly, as moral leaders are portrayed as caring, supporting and respecting, followers might respond by engaging in behaviours, which value the leaders and the firm. Besides the constructive impact on organizational performance, business leaders demonstrating high moral principles increase the civic image of the business (Ullah & Kashif-ur-Rehman, 2015). It is particularly significant as the moral competence of organizational leaders has been penetratingly analyzed subsequent eminence scandals, for example those happening at WorldCom and Enron. The corporate media have highlighted the unethical temperament of executives. For instance, "Are they for real?" called out a frustrated Morgenson in a critique narrating the underhandedness of business leaders in the New York Times. "Can you trust anyone any longer?" questioned Bruce Nussbaum in an article of Business Week. Such types of several cases of immoral behaviour among corporate managers indicate the value of discovering moral competence of business managers. Researchers have called for captivating a multilevel approach to more fully recognize how leaderships at higher levels of organizations influence lower-level employees. Little is acknowledged about how leadership and related aspects of higher organizational levels have an impact on outcomes at lower levels.

Ethical cognitions and behavior reveal multiple normative and informational influences, incorporating not only ethical culture and ethical leadership inherent in an instant division, but also revealing the influence of ethical culture and business leaders at higher levels. The understanding regarding standards, norms, and approvals for ethical behavior (i.e., ethical culture) which revealed the expectations, desires and hopes of business leaders at different levels, were established to be the most effective and proximal influence on subordinates cognitions and behaviour (Aboramadan et al., 2022; Mouratidou, 2017).

Moral competency has its roles in the social development and the evolution of human beings. Development of the competence of moral judgment and ethical orientation of a person is vital for the development and democratization of a society (Martin et al., 2022). However, it is definite in every instance that morality is important for societies and for the sustainability of societal life. Our moral judgment conveys us what to do when the demands, characterized by different individuals, conflict with each other. Every organizational decision carries with it a reorganization of human Life. Leaders' moral concerns affect their decisions among a number of options, and how they deal with incompatible values in a given circumstance (Valor et al., 2020). A moral decision is partially based on moral positioning. Moral positioning is the predisposition, which affects a person to differentiate right and wrong.

1.1 Significance and Gap of the Study

A suitable work environment is considered as surrounding around for an employee, where about the entire job activities are carried out as well as conditions for work environment may carry negative or positive job outcomes even both (Khan et al., 2022). In case, environment is unsuitable in any phase such as socially, physically and psychologically, the job outcomes of workforce may affected negatively. In other conditions, a supportive, desirable and employee-oriented work environment can yield optimistic work outcomes (Martin et al., 2022). Moral Foundations Theory starts since the evolutionary argument that a pre association of human mind that facilitates the values, norms and acquisition of behaviors which are occupied in adapting to a position of recurring about social problems. As they have vital function of suppressing and controlling natural selfishness in order to create possible social life (Popoveniuc, 2021). The aspects such as discrimination, differences between social norms and ethical principles, self-determination, and differences between inequities and equities and in all shapes should be improved as well as included in supplementary programs as well (Peng et al., 2021). Employees having high level of moral competence acquired through training and educa-

tional enhancements are less horizontal to show off conformity in strengthen conditions, which are characterized through social pressure (Mofakhami, 2021).

The main objective of this research was to bridge the research gap examining the factors assumed to be persuaded by the leaders' moral competence. Explicitly, we studied one mediating variable (psychological empowerment) and two moderators (Person–Job Fit and Person–Organization Fit), which could have an impact on the effect of moral competence of leaders on the outcomes of employees. The purpose was to encompass the study, which has revealed the function of business managers and corporate leaders in their employees' empowerment (Popoveniuc, 2021) by covering the way in which moral competence of leaders affects the extent to which followers are given empowerment, and sequentially the job-related behaviours of personnel. Explicitly, we formulated and established model about the mediation effect of psychological empowerment in relation between moral competence of leaders and employees' outcomes. Furthermore, we filled the research gap by examining the approach in which person-job fit and person-organization fit (Kim & Kim, 2013) influence the magnitude to which leaders' moral competence stimulates their followers.

2 Literature Review and Study Framework

2.1 Moral Competence

Moral competence is defined as the capability and willingness to perform tasks effectively and carefully, with due regard for all of the concerned benefit, based on a logical investigation of the related particulars (Wortel & Bosch, 2011). A competence is relationship of attitude, skills and knowledge (Karssing, 2000). Moral competence submits to a situation in which individual knows what is anticipated by him and in which he is ready to work in view of that. So moral competence is so not limited to the knowledge sphere. The very thought of 'willingness to act' demonstrates that it concerns a particular approach. The key trait is not a list of regulations, but the internalization of particular regulations, custom, and a culture that merges to establish what it indicates to be a true leader. Those codes help people both during deployment and when they are back house. When these values are internalized, they happen to part of an individual's personality and form their spirit.

Moral competence is referred as the spiritual ability to find out how worldwide human values similar to those personified by Golden Rule have to be exercised to our individual actions, goals, and values (D. E. Martin & Austin, 2010). Particularly, it means the capability to always perform according to accepted moral values. Moral competence can facilitate managers in gaining competitive advantage for inspiring their workforce (Mofakhami, 2021). Moral competence enhances justice perceptions of employees. It has been described as an important factor of leadership effectiveness (Mouratidou, 2017). For instance, Abraham Lincoln who has been again and again elected as the greatest president in the record of US history by top historians (Smith et al., 2000) has been named a moral genius.

Moral competence may be eminent from associated variables, for example emotional and social competence. According to Kim, Cable, Kim and Wang (2009), moral competence is considered as value-oriented, highlighting the intellectual capability to find out how we are capable to perform something fine and right. Conversely, emotional competence is value free, referring to a person's perception of his or her own emotional ability. Emotional competence may be used for bad or good. Social competency is also value free referring to the capability to narrate successfully to others, for example, openness, friendliness, supportiveness, and relations orientation (Riggio, 1986; Valor et al., 2020). Moral competence is considered as the vital capability for efficient leadership as it allows other types of competency to be obvious in something valuable and favorable to others (Lennick & Kiel, 2005; Martin et al., 2022).

2.2 Moral Competence and Employees' Outcomes

Leaders' moral competence has impact on followers' task performance by providing support and kind of followers. The integrity of moral leader is obvious in the apparent statement of job necessities and response to their task performance to facilitate subordinates effusively realize the leader's hope and evaluation of each employee (Martin & Austin, 2010). Such type of support and open feedback on job behaviours help employees in improving their task performance. On the other hand, in accordance with social exchange theory (Aridağ & Yüksel, 2010), when followers feel the support they feel a commitment to respond by employing in behaviours, which are esteemed by the leaders and business. Whereas, subordinates who do not consider that leader rates their help or think about them, have a tendency not to present their best hard work for their company (Mirvis & Kanter, 1989). In the study of Lynch, Eisenberger Armeli (1999), it has been discovered that when followers think that their leaders do not give support, they could demonstrate poor work performance. Additionally, when leaders do not possess honesty, integrity, and sincerity, followers might not ponder on performing their job. Cognitive resources of employees are restricted such that when they are inattentive with matters other than the job, they are unable to do very sound in their job (Kanfer & Ackerman, 1989; D. Martin et al., 2022). When followers work for their managers having the low moral competence, they want to use inadequate intellectual assets in censoring information from the leaders to keep away them from the harmful or volatile reaction. Such a cost of attempt distracts persons from their job that contribute to decreased job performance.

Leader's moral competence can have impact on followers' psychological well-being and OCBS toward the leaders too. Leader having a high level of moral competence grips accountability to serve his followers that promotes mutual reactions from their employees. When leaders are capable to apply universal human principles to their actions, goals, and objectives to treat followers, followers feel obligation to respond the superior actions of the leaders by giving additional energy to task performance, psychological well-being and discretionary behaviors, such as organization citizenship behavior (Dineen et al., 2006; Mofakhami, 2021). The association of moral competence and psychological well-being, task performance and organization citizenship behavior is demonstrated is figure 1. Keeping in view all that, we can hypothesize as following:

Hypothesis 1a: Leaders' moral competence is positively related with employees' task performance.

Hypothesis 1b: Leaders' moral competence is positively related with employees' OCBS.

Hypothesis 1c: Leaders' moral competence is positively related with subordinates' psychological well-being.

2.3 Mediating Impact of Psychological Empowerment

Moral leaders have a considerate for the interests of subordinated that motivates them to lead employees toward getting their full potential (Zhu et al., 2004). It is stated that psychological empowerment can mediate the leader's moral competence – employees' outcome relationship. One particularly main device to enable follower's potential to surface is psychological empowerment. Psychological empowerment is defined as inherent task inspiration obvious in a band of four postures revealing a person's placement to his job role: meaning, competence, self-determination and impact (Spreitzer, 1995). Accordingly, psychological empowerment has focused on the inherent inspiration of followers as obvious in four aspects, which are meaning, competence, self-efficacy and self-determination. Meaning is defined as the significance of a job task; competence is the supposed self-efficacy to perform a job; self-determination is the independence and autonomy to perform a job, and impact is defined as the extent to which persons could persuade the outcomes and job. Psychological empowerment is related to different consequences for instance job satisfaction, job performance and organizational commitment (Liden & Wayne, 2000; Yao et al., 2022).

Morally competent leaders are more probable to talk about their liabilities to their employees, value followers' personal objectives and goals, and respect employees' involvement with the task, all of which proved to improve the professed importance of the work. Moreover, as leaders with

high moral competencies care about followers' developmental needs, they might hunt for appropriate developmental openings, for example, challenging job assignment or specific training for their employees that in turn improve employees' job competency (Coe, 2013). Third, the leader having a high level of moral competence, values his followers' views is responsive to their needs and wants. Consequently, followers are given many chances to select their own working style and technique that improves employees' perceived determination in the work and psychological well-being. Finally, leaders' followers who energetically communicate with followers, giving information on financial goals, objectives, strategy, and are probable to think that their job behaviors have influence on others outside and inside of the business (Avolio et al., 2004; Popoveniuc, 2021).

Psychological empowerment among personnel may optimistically affect task performance. Persons, who have empowerment, feel more efficient about jobs and job actions (Spreitzer, 1995). Individuals having confidence in their job behaviours are considered as more determined, even in difficult situations and therefore do their best. Self-efficacy has been found consistently associated with employees' performance (Stajkovic & Luthans, 1998). Besides, when people recognize the meaning while working on their tasks, then they are probable to focus on the task that also improves task performance. Self-determination creates high curiosity and inspiration to be successful in work actions as human resources have a tendency to importance being gifted the authority to decide how and when to complete jobs (Deci et al., 1989). In the research of Spector (1986), it has been revealed that autonomy and participation were optimistically related with task performance. Lastly, when individuals think they have an influence on others in the business, they effort more in performing their job tasks.

Empowered employees are also considered as more to engage in discretionary behaviours (Morrison & Phelps, 1999). The study confirms that when subordinates senseless hamper by their tasks, they might perform as ethical representatives to assist others exclusive of the consequences of progress tasks (Alge et al., 2006; Younas et al., 2022). According to Wat and Shaffer (2005), if people consider their tasks are meaningful and they considerably have impact on others, then they can respond by performing organization citizenship behavior toward their managers. Taken simultaneously, moral competence of leaders increases psychological empowerment of employees, which in sequence has an impact on task performance, organization citizenship behavior and psychological well-being. This relationship is shown in figure 1. Consequently, we may suggest that:

Hypothesis 2a: Employees' psychological empowerment mediates the association between leader's moral competence and employees' task performance.

Hypothesis 2b: Employees' psychological empowerment mediates the association between leader's moral competence and employees' OCBS.

Hypothesis 2c: Employees' psychological empowerment partially mediates the association between leader's moral competence and psychological well-being.

2.4 Person-Job Fit and Person-Organization Fit as Moderators

Person-Job fit may be defined as a tie between an individual's knowledge, abilities and skills and the person and demands of the job or the requirements of an employee that the job is capable to deliver (Brkich & Jeffs, 2002). According to Brkich and Jeffs (2002), Person Job fit has two magnitudes, which are Person Job Unfit and Person Job Fit. The first dimension person job fit explicates the similarity between worker preferences, requirements, rewards, and needs of a job, and the similarity between the job requirements and person's abilities, knowledge and skills (Chen et al., 2014). The second dimension Person Job Unfit designates the individual who is not capable of doing the work without a risk to others and self. In circumstances, where there is a disparity between these characters the notion of person-job unfit ascends that sequentially causes augmented stress levels (Buchanan & Norko, 2011; Ermiş et al., 2021). It has been recognized that acquiring the right individual for the job is critical for firms to compete in a business environment (Kozłowski, 2012). On the other

hand, in spite of prior studies advocating the person organization fit, there rests a common deficiency of understanding about why person organization fit distresses firm desirability (Rajper et al., 2020; Yu, 2014). In the study of Wanous (1977), it has been described that when persons are in search of job inside companies, one of the utmost significant elements deliberated is what the individuals would obtain when they join a certain company. Frequently what is not identified in promotional measurable is derived by the job seekers on the base of their experience in other firms (Sekiguchi & Huber, 2011). It determines the prominence of launching supposed person organization fit in an interview for guaranteeing that person's insights of a business tie real phases of the firm. Edwards (1991) advocates that it is imperative for businesses to comprehensively evaluate a candidate's desires and the consequences of the job. Prior study has designated that persona-organization fit influences an array of person attitudes and behaviours containing satisfaction, retention, citizenship behaviours, commitment, and performance (Arthur et al., 2006; Sheidaie et al., 2021).

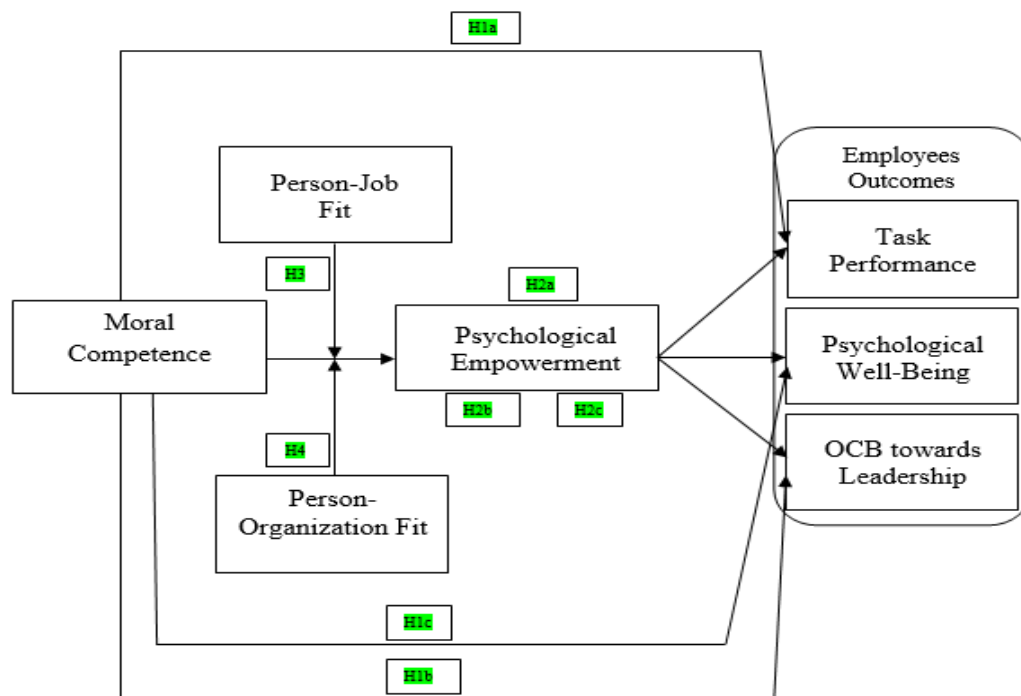


Figure 1: Proposed Model of the study

Byrne first time initiated the similarity-attraction hypothesis in 1971. This hypothesis gives the key hypothetical clarification for person job fit. This attraction might translate into a logical trend to favorably appraise and to like those whom they recognize as being more rather than less similar to themselves (Byrne, 1971). We argue that person-job fit and person-organization fit are significant factors of the degree to which moral competence of a leader is associated to the psychological empowerment of subordinates. This anticipation contains two causes. Its first reason is that leaders having a high level of fit may have a healthier considerate of what their followers' needs and wants in performing the tasks and job activities, because communications between the two will be smoother than for persons described by a low similarity index (Meglino, 1998). Once there seems high intensity of such type of fit, organizational managers, throughout their better considerate of their employees, are more successful in depicting the work as being important. Similarity between manager and employ-

ees must also consequence in better follower self-efficacy as supervisors in similar groups would be more dynamic to boost the subordinates' confidence in managing job related tasks. The second reason of this anticipation as noted by Erdogan and Bauer (2005) is that the moral competence of leaders is more probable to obtain better recognition when there is a higher level of fit, because these leaders will be recognized as being focused on promoting their employees instead of being self-serving. Hence, when person-job fit and person-organization fit are high, leaders get a better understanding from followers because they are more grateful of moral competence of their leaders than is right for employees who have not practiced high level of such type of fit with their leaders. However, for followers having low level of fit, leaders' moral competence would be less confidently associated to the psychological empowerment, as these employees might be less attentive or grateful of the leader's ethical behaviors, and therefore are not as irritated as those with higher levels of person organization fit. If the organizations efficiently analyze about real values, actual situations and versatile culture then action plan may be developed to decrease distance between employee and organization as well as increase people person job fit and person organization fit (Rajper et al., 2020). The measurement of Person-Job Fit directly includes desire skills fit and need supply fit. The mechanism of need supply approach includes the needs of and employee and the features of the task completed to meet all the needs. Among these types of expectations of humans, especially reaching satisfaction psychologically, expectations, values and goals are included. Which are offered to the workforce is defined as general lines of the job descriptions undertaken, compensation and other qualifications (Ermiş et al., 2021).

Many organizations are competing for their survival and growing in today's changing work environment. Consequently, enterprises must have workforce, which are completely occupied in their work since workforce quality has significantly influenced the performance of organization, especially in modern unpredictable job environment (Langgeng et al., 2021). The highly reutilized and structured nature of job descriptions of workforce in private sector, which neutralize the impact of workforce person job fit on their job satisfaction level while at the same time increasing the weight of congruence with the organizational values and culture (Kaur & Kang, 2021).

On the bases of this interpretation, we argue that person-organization fit and person-job fit manipulate the degree to which moral competency of leaders is associated to the psychological empowerment of their subordinates. Therefore, we can hypothesize:

Hypothesis 3: Person Job fit moderates the association between leader's moral competence and employees' psychological empowerment such that the positive association between leader's moral competence and employees' psychological empowerment becomes stronger as Person Job fit increases.

Hypothesis 4: Person organization fit moderates the association between leader's moral competence and employees' psychological empowerment such that the positive association between leader's moral competence and employees' psychological empowerment becomes stronger as Person organization fit increases.

3 Methodology

3.1 Participants and Procedure

The research is based on the hypothetical deductive approach. It was conducted in Telecom Sector of Pakistan. Telecom Sector of Pakistan is a fast growing segment of Pakistan. According to the official website of Ministry of Information Technology & Telecommunication (www.moitt.gov.pk), this particular sector have noteworthy contributions for country's growth especially in economic manners as well as contributed over Rs. 278.5 Billion, during the last year to the National Exchequer, indeed which is commendable. There are 176 million smart phone connections in regular working condition in Pakistan. This statement by the government of Pakistan purposes that the telecom sector is going to become basic pillar for economic growth. Telecom sector falls in both the private and public sectors of the country; it is another reason to select this particular sector. There are educated

employees working in this sector, those can enhance the value of the research work. It has started in twenty first century and growing day by day, so the telecom sector has more power to grow up and there are plenty of gaps to fulfill out.

The population for this study includes workforce of six companies of Telecom Sector working in Pakistan. Two of them are national whereas remaining four are multinational. The convenient sampling was used for this study. Three hundred and thirty nine employees participated in the study. Participating managers completed a questionnaire at job during office time. A survey-based questionnaire was used for this study. The managers were asked to fill out the questionnaires about their subordinates because it will be easy for managers to understand the scenarios about line workers but on the other hand, the employees might not be able to understand about all the variables in the study. However, it is not the only reason the other reason is explanation of questionnaires in front of all the employees instead of group of managers. The third reason is may be the employees are unable to express the exact feelings and thoughts because of their authority in organization. Managers were asked to report their subordinates' psychological empowerment, person-organization fit and person-job fit. They were also asked to assess their moral competence as well as to report their subordinates' organization citizenship behavior, psychological well-being and employees' task performance. They filled a survey-based questionnaire in office hours in their organization. The data were entered into SPSS sheet for analysis. Before entering, the data were screened. To measure internal consistency, the reliability test was run. In this study, SEM was used to check the hypotheses of this study through AMOS (18).

3.2 Study Measures

Moral competence includes integrity, responsibility and impression management. Moral competence was measured by the scale of Martin and Austin (2010). This scale consisted of 38 statements. Example item is: "I believe that honesty is the basis for trust". Managers were requested for rating them regarding how they truly perform on a five-point Likert scale (where "5" = "in all situations", "4" = "in most situations", "3" = "Sometimes", "2" = "infrequently" and "1" = "Never").

Scale of Spreitzer (1995) was used for measuring psychological empowerment. These four measures were meaning, self-determination, impact and competence. Every dimension of this scale has four items. Organizational Personnel were requested to appraise the degree to which they may disagree or agree with the declarations, which express their job on a 5-point scale (wherever "5" = "strongly agree", and "1" = "strongly disagree"). One example statement of the measurement is, "I can decide on my own how to go about doing my work".

The scale of Edwards (1996), and Lauver and Kristof-Brown (2001) was used for measuring person-job fit. This scale had only five statements. The scale used in this response was a five-point Likert scale (where "5" = "Strongly agree" and "1" = "Strongly disagree").

The person-organization fit was assessed by three-statement scale, which was used by Chatman (1989), and Lauver and Kristof-Brown (2001). The scale used a five-point Likert scale (where "5" = "strongly agree", and "1" = "strongly disagree").

The scale of Williams and Anderson (1991) was used to measure task performance. This scaled has seven statements. Managers were requested to point out their accordance with the items, which explain the task performance of their subordinates utilizing a 5-point Likert scale (where "1" = "strongly disagree", "5" = "strongly agree"). Example statement is "my subordinates meet formal requirements of the job".

To measure psychological well-being, the scale of Ryff and Keyes (1995) was used. Managers were requested to signify their agreement with the items that portray the psychological well-being of their followers to them on a five point Likert scale (where "1" = "Strongly disagree", "5" = "Strongly agree"). An example statement is, "Maintaining close relationship has been difficult and frustrating for me".

The scale of Williams and Anderson (1991) was used for measuring organization citizenship behaviour. This scale had seven statements. Managers were requested to signify their agreement with the items that portray the OCB of their followers to them through a five point Likert scale (where "5" = "Strongly agree" and "1" = "Strongly disagree"). One example statement is, "my subordinates go out of the way to help new employees".

4 Results of the Study

4.1 Demographics

Demographics were enlightened in table 1, most of the participants were bachelor degree qualified, which shows that they are enough qualified for their jobs. However, there were almost same number of male female ratio; explains that the organizations are giving same opportunities in gender. Moreover, most of the participants were young and between the age of twenty to forty years.

Table 1: Demographics

Demographic	Category	Frequency	Percentage
Age	20-30	98	28.9
	30-40	123	36.3
	40-50	65	19.2
	50-60	53	15.6
Gender	Male	188	55.46
	Female	151	44.54
Qualification	Intermediate	78	23.01
	Bachelor	163	48.08
	Masters	98	28.91

4.2 Reliability and Validity

In the contemporary research paper, Cronbach's alpha was used to measure the scales reliability, which is a measurement of internal consistency. The higher value of Cronbach's alpha labels greater reliability. The researchers mostly use 0.60 as a minimum level (Jolibert & Jourdan, 2006). The results of scales reliability are presented in table 2.

Table 2: Results of Scales Reliability and Validity

Construct	Item	Factor Loading	Cronbach's Alpha
Moral Competence	MC1	0.615	0.743
	MC2	0.714	
	MC3	0.802	
	MC4	0.719	
	MC5	0.81	
	MC6	0.901	
	MC7	0.81	
	MC8	0.737	

Construct	Item	Factor Loading	Cronbach's Alpha		
Moral Competence	MC9	0.851	0.743		
	MC10	0.89			
	MC11	0.918			
	MC12	0.761			
	MC13	0.715			
	MC14	0.824			
	MC15	0.839			
	MC16	0.89			
	MC17	0.903			
	MC18	0.823			
	MC19	0.723			
	MC20	0.871			
	MC21	0.901			
	MC22	0.925			
	MC23	0.76			
	MC24	0.907			
	MC25	0.805			
	MC26	0.741			
	MC27	0.84			
	MC28	0.806			
	MC29	0.905			
	MC30	0.842			
	MC31	0.735			
	MC32	0.769			
	MC33	0.891			
	MC34	0.912			
	MC35	0.827			
	MC36	0.873			
	MC37	0.805			
	MC38	0.809			
	Psychological Empowerment	PE1		0.83	0.812
		PE2		0.802	
		PE3		0.907	
		PE4		0.85	
		PE5		0.78	
		PE6		0.804	
		PE7		0.972	
		PE8		0.879	
PE9		0.94			
PE10		0.847			
PE11		0.738			
PE12		0.781			
PE13		0.709			
PE14		0.904			
PE15		0.874			
PE16		0.78			

Construct	Item	Factor Loading	Cronbach's Alpha		
Person-Job Fit	PJF1	0.871	0.871		
	PJF2	0.902			
	PJF3	0.937			
	PJF4	0.897			
	PJF5	0.859			
Person-Organization Fit	POF1	0.783	0.851		
	POF2	0.709			
	POF3	0.769			
	PW1	0.764			
	PW2	0.751			
Psychological Well-being	PW3	0.83	0.744		
	PW4	0.971			
	PW5	0.89			
	PW6	0.91			
	PW7	0.814			
	PW8	0.928			
	PW9	0.872			
	PW10	0.925			
	PW11	0.876			
	PW12	0.893			
	Task Performance	TP1		0.905	0.789
		TP2		0.87	
TP3		0.806			
TP4		0.908			
TP5		0.873			
TP6		0.78			
TP7		0.87			
Organization Citizenship Behaviour	OCB1	0.768	0.811		
	OCB2	0.766			
	OCB3	0.804			
	OCB4	0.863			
	OCB5	0.861			
	OCB6	0.894			
	OCB7	0.843			

For the scale validity, confirmatory factor analysis (CFA) was used.

4.3 Correlations

All the correlation values were significant as presented in table 3 such as moral competence was positively correlated with psychological empowerment, person-job fit, person-organization fit, task performance, psychological well-being and OCB where $r = 0.589, 0.473, 0.397, 0.279, 0.829$ and 0.676 at $p < 0.01$.

Table 3: Mean, SD and Correlations

		Mean	SD	MC	PE	PJF	POF	TP	PWB	OCB
MC	Moral Competence	2.7014	0.37261	1						
PE	Psychological Empowerment	3.4011	0.67155	.589**	1					
PJF	Person-Job Fit	3.1723	0.78301	.473**	.819**	1				
POF	Person-Organization Fit	2.7023	0.56347	.397**	.771**	.629**	1			
TP	Task Performance	2.9984	0.38263	.279**	.627**	.847**	.810**	1		
PWB	Psychological Well-Being	3.2097	0.63875	.829**	.714**	.733**	.478**	.658**	1	
OCB	OCB towards Leadership	3.4281	0.52786	.676**	.274**	.572**	.561**	.669**	.394**	1

***. Correlation is significant at the 0.01 level (2-tailed)*

4.4 Hypothesis Testing

Table 4 shows the results of path analysis of the variables used in this study. It is clear from the table 4 that the moral competence of the leader is positively and significantly related to the tasks performance of employees. We observed here that $\beta=.846$, $P<0.05$, which supports hypothesis 1a. Leader's moral competence was positively related with followers psychological well-being ($\beta=.923$, $P<0.05$), which supports hypothesis 1c. However, moral competence is negatively related to OCBS as $\beta=-.421$ at $P<0.05$. It does not support hypothesis 1b.

Table 4: Regression Weights of the Constructs

Effect		Estimates	P Value
Psy_Emp	←Moral_comp	0.933	***
Psy_Emp	←PJ_Fit	0.441	***
Psy_Emp	←PO_Fit	0.392	***
Task_Perf	←Psy_Emp	0.152	***
OCBS	←Psy_Emp	1.368	***
Task_Perf	←Moral_comp	H1a	0.846
OCBS	←Moral_comp	H1b	-0.421
Psy_WB	←Moral_comp	H1c	0.923

*Note: PJ_Fit= Person Job Fit, PO_Fit= Person Organization Fit, Moral_comp = Moral Competence, Psy_Emp= Psychological Empowerment, Task_perf= Task Performance, Psy_WE= Psychological Well-Being, OCBS=Organization Citizenship Behavior, *** $p<.05$*

To check the mediation effect of followers' psychological empowerment, we first checked the direct relation of leader's moral competency and followers' task performance. In the table 4, we observed that there is a positive association between leader's moral competency and followers' task performance. Table 5 reveals that by introducing the third variable psychological empowerment, the value of β is reduced to .851, which shows partial mediation. Hence, hypothesis 2a is accepted.

Table 5: Results of Mediation Analysis

Effects				Estimates	P Value
Task_Perf	←Psy_Emp	←Moral_comp	H2a	0.851	***
OCBS	←Psy_Emp	←Moral_comp	H2b	0.443	***
Psy_WB	←Psy_Emp	←Moral_comp	H2c	0.793	***

To test hypothesis 2c, we first checked the direct relationship of moral competence and psychological well-being, and then checked the indirect relation through psychological empowerment. We observe that the moral competence of the leader is significantly and positively associated to the psychological well-being of employees. By adding psychological empowerment, the value of β is reduced to .793, which shows partial mediation as shown in table 4. Hence, hypothesis 2c is also supported.

To check the moderation effect of Person Job Fit and Person Organization Fit, we first checked the direct relationship of moral competence, psychological empowerment and person job fit and person organization fit as shown in table 4. Then, we observed the combined effect of (moral competence x

Table 6: Moderation Regression Weights

Effect			Estimate	P Value
Psy_Emp	←Mod	H3	0.928	***
Psy_Emp	←MoF	H4	0.891	***

Note: Mod= Moral Competence X Person Supervisor Fit

MoF= Moral Competence X Person Organization Fit

Person Job Fit) and (moral competence x Person Organization fit) on psychological empowerment, which are shown in table 6. It is obvious that the value of β increased to .928, and .891. It shows that the person organization fit as well as person job fit moderate the relation of moral competence and psychological empowerment. Hence, hypothesis 3 and 4 are supported.

Overall, in this study, Hypothesis 1a, 1c, 2a, 2b, 2c and hypothesis 3, 4 are accepted whereas the hypothesis 1b is rejected keeping in view the values of the standardized estimate, values of β , critical ratio, standard error and p value.

5 Discussion

This research encompasses the theory of moral competence towards Asian context especially in Pakistan as well as provides peripheral validity to outcomes of research in some other contexts. In the framework of Bandura (1986) social learning theory, it has been examined the impact of optimistic moral competence on supervisory rated workforce outcomes in Pakistan. Kim and Kim (2013) conducted a research also established moral competence correlations along with variety of outcomes from workforce side.

Past research on moral competence and employees' outcomes focused only on the task performance and organization citizenship behavior (OCBs). In this particular study, we have utilized additional combined measure of workforce outcomes. The outcomes are suggesting that moral competence considerably affects every phase of employees' outcomes such as; task performance, OCBs, and psychological well-being. These findings support the social learning theory (Bandura, 1986) and suggested that encouraging psychological resources expand the thought action repertoires as well as help employees to mobilize, generate and implement pioneering ideas at their bureau. It has been

also found that employees with high psychological empowerment experienced little level of stress at job.

As a result, present research's outcomes exposed that moral competence of manager was associated to the task performance of subordinates, psychological well-being, psychological empowerment and organizational citizenship behavior. Hence, psychological empowerment of employees was observed as to be partially mediating about the influence of leaders' moral competence going on employees' outcomes. Moderation analysis exposed that the association among moral competence of the leader and psychological empowerment of employees was observed as contingent on the employees' view of person-organization fit and person-job fit. Leaders' moral competence fortified a positive relation with subordinates' psychological empowerment whenever subordinates professed similarity with their leaders.

In the present research, we recognized the construct validity of moral competence comprising of three constructs: including responsibility, integrity and impression management (Martin & Austin, 2010). Confirmatory factor analysis results pretend the operational legitimacy of the concept, signifying that the description having three dimensions emerges to be a logical path for further research of leaders' moral competence. We support continuous study on leaders' moral competence and the improvement of the scale. More notably, we stretched the effort of Martin and Austin (2010) through the development and testation of theory, which established the deep impact that the moral competence of leader partakes on followers' outcomes and behaviors. Specially, we observed that the moral competence of a leader positively and considerably affected followers' task performance, psychological well-being, and organization citizenship behavior. In a broader sense, the results of this study suggest that subordinates generate improved task performance, and stay in more flexible behaviours when leader allowed widespread human values, for example to respect and care for others and sympathy. The results of this study extend the existing study on competence and leadership (Dwyer, 2019; Kim & Kim, 2013) by demonstrating that moral competence is another form of competence, which have impact on employees' outcomes.

At a primary stage, the outcomes of this particular research extended competence and leadership study by concentrating on the fundamental procedure by which leaders' moral competence eventually demonstrates itself in employees' outcome. Particularly, this study observed that followers' psychological empowerment was found to be partly mediated the relation among moral competence of leaders and workforce outcomes (Kim & Kim, 2013; Peng et al., 2021). These findings propose that leader having high ethical competence is inherently motivating his subordinates to the effort that guides towards better task performance and better commitment in prosocial behaviours toward managers than happens for comparatively less ethically competent managers. According to outcomes of this research work, future study will need to make sure the value of workforce psychological empowerment as a device through which other forms of competency (social, emotional, and cognitive) have an impact on employees, outcomes.

Another prominent hypothetical development of this research is the moderate effect of person-organization fit and person-job fit in associations among the moral competence of leader and subordinates' psychological empowerment. Outcomes of this work recommend that subordinates having similarity at higher level with their job and enterprise in terms of needs, desires and principles are more probable to be motivated inherently by the organization and their leaders possessing a higher level of moral competence. This outcome extends the present leadership and competence study (Mofakhami, 2021; Popoveniuc, 2021) by demonstrating that the impact of moral competence on the outcomes offered by employees may differ as a utility of the harmony among job, organization, and organizational personnel. The present result also adds a contribution to person-environment fit investigation by showing that the fit between employees and others/ job/ environment/ organization may be critical in increasing or extenuating the impact of managerial and organizational exercises on workers' behaviours and attitudes.

5.1 Conclusion

This study developed and tested a model connecting leaders' moral competence and subordinates' outcomes, as affected by followers' psychological empowerment and person-job and person-organization fit. This research gives approaching about how leaders' moral competence has impact on a human being and business outcomes. Forthcoming study can gain help from probing how the moral competence of leaders has impact on other types of employees' outcomes, for example and leader-member exchange. It will be remarkable to observe how the organization could improve moral competence of their leaders and how it is different from other types of competences in influencing employees' outcomes.

5.2 Recommendations and Practical Implications

This study gives several practical implications. For instance, organizations who want to inspire their employees efficiently and effectively and accordingly make superior enactment might be more fruitful if they employ business leaders, who are morally competent. Firms can also enhance the moral competence of their leaders by training. The training can enhance moral and ethical skills among managers. Moreover, firms must construct a business culture, which promotes moral values that support morally competent leaders and promote leaders to obtain moral competency. One more implication of this study is that business managers can be capable to promote followers' psychological empowerment if they have higher value similarity with their job, organization and employees. Firms can improve the fit between managers and employees by if they provide managerial mentoring programs. In developing countries, we are facing the clashes among workers and the managers, because they are managers only and are not playing the role of leaders. Slow increments in benefits and absence of wellbeing can cause demoralization and turnover intentions amongst the entire workforce. This particular research work can help out the managers to become the leaders and must try to produce or enhance psychological empowerment of workforce as well as better employee outcomes.

5.3 Limitations and Direction for Future Study

This research has some limitations. First, all the data in the research were collected from Pakistan and therefore multicultural generalizability of the findings might be an apprehension. We do not recognize whether the impact of leaders' moral competence on employees' outcomes differ through dissimilar cultures. Even though the moral competence construct might be worldwide, we have the same opinion that behaviours resultant of the moral competence of a person can differ across cultures. Future study needs to authenticate the findings of the present study in other regions and countries. For instance, power distance is higher in different as compared to most other regions and countries on the earth. Provided that managers relate power distance with authoritarian control of employees, it proposes that the findings of this study might be conventional, and that the things observed in this study might be of high level in the countries having low power distance, for instance Denmark and Australia. One more limitation is that here we only focus on only two employees outcomes variables (task performance, psychological well-being and OCBS). However, it is suggested that the moral competence of a leader is related to employee voice, human capital. Hence, in future study, variables like employee voice and human capital may be investigated. In addition, only three dimensions of moral competence (responsibility, integrity, and impression management) were studied. It is recommended that some more dimensions of moral competence like moral judgment, moral courage be studied in further. In addition to that, we have studied the impact of moral competence on employee' outcomes. Leaders' moral competence can influence the organizational matters outcomes. In future study, the impact of moral competence on organizational outcomes, for example, corporate social responsibility, effectiveness etc. need to be studied.

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