The Effect of Exploitative Leadership and Perceived Organizational Injustice on Work Withdrawal Behaviors: The Mediating Role of Moral Disengagement

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Abstract

Today, exploitative leadership and perceptions of organizational injustice have been shown to affect several outcomes as job satisfaction and employees work deviance. This research contributed to previous studies by investigated the impact of exploitative leadership as first independent variables, perception organizational justice as second independent variables on work withdrawal behaviors as dependent variables, in relation to Moral disengagement that act as a mediating role in the link between exploitative leader, perception organizational injustice and work withdrawal behaviors. The research applied on the field of Nil cruises at Luxor and Aswan, among crew members of splash cruises (N=200). Survey data were collected from crew members of splash cruises al Luxor and Aswan. Mediation analysis and confirmatory factor analysis were used for testing the hypothesized model of this research. Structural equation models were applied to test our hypotheses.

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Research findings declares that exploitative leadership and perception organizational injustice were have a positive significant impact on work withdrawal behavior through moral disengagement that in turn partially plays a mediating role between independent and dependent variables. Analysis declared that there is an adequate fit between the data and the tested model. The research practical implications and limitations are discussed. Finally, the theoretical contribution of this research will provide a recommendation for future research. It is also outlines a practical implications and some research limitations.

Keywords: Exploitative Leadership, Perceived Organizational Injustice, Moral Disengagement , Withdrawal Behaviors.

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تأثير القيادة المُستغلة والظلم التنظيمي المدرك على سلوكيات الانسحاب من مكان العمل: الدور الوسيط التداخلي لخرق الارتباط الأخلاقي

ملخص

اليوم، ثبت أن القيادة المُستغلة وإدراك الظلم التنظيمي من العوامل المؤثرة على العديد من النتائج مثل الانحرافات السلوكية للعاملين داخل بيئة العمل. ويستهدف هذا البحث التعرف علي تأثير القيادة المُستغلة والظلم التنظيمي المدرك كمتغيرات مستقلة على سلوكيات الانسحاب من العمل كمتغير تابع، وبالاضافة إلي اختبار دور خرق الارتباط الأخلاقي كوسيط في العلاقة بين القيادة المُستغلة، والظلم التنظيمي المدرك وسلوكيات الانسحاب من العمل كمتغير تابع. تم تطبيق البحث على أفراد طاقم الرحلات النيلية بالأقصر وأسوان (ن = 200). وتم جمع بيانات الاستبيان من أعضاء طاقم الرحلات البحرية في الأقصر وأسوان. وباستخدام نموذج المعادلات الهيكلية أشارات نتائج البحث إلى أن القيادة المُستغلة والظلم التنظيمي المدرك لهما تأثير إيجابي معنوى مباشر على سلوك الانسحاب من العمل وغير مباشر من خلال خرق الارتباط الأخلاقي الذي يلعب دور الوساطة الجزئية بين المتغيرات المستقلة والتابعة. وتمت مناقشة الآثار العملية البحثية والقيود. أخيرًا، توضيح المساهمة النظرية والعملية لهذا البحث، وتحديد قيود البحث والتوصيات للبحوث المستقبلية.

الكلمات المفتاحية: القيادة المُستغلة ـ الظلم التنظيمي المدرك ـ خرق الارتباط الاخلاقي ـ سلوكيات الانسحاب من مكان العمل.

1. Introduction

Today organizational success lies on their productive efforts of their employees. For which, organizations need to establish good relationship with their employees

Nowadays, the topics of exploitative leadership and perception organizational injustice have increased in the field of organizational behavior science.

The previous studies on exploitative leadership are currently in the starting stage. Apart from these negative outcomes of the dark side of exploitative leadership on employees, there is several unknown about this leadership style (Wu et al., 2021; Visser & Scheepers,2021).

The importance of leader-self-interest has been investigated by previous researchers. Large numbers of studies have revealed that exploitative leaders indicated that leader self-interested behaviors can be painful for target employees. (Schmid et al, 2019).

The concepts of destructive leadership are considered key elements in the workforce, it influencing organizations effectiveness and experiences of his subordinates (Aravena, 2019; Fors Brandebo et al., 2019).

The research starts with the theoretical background of exploitative leadership, perception of organizational injustice, moral disengagement and work withdrawal behaviors. On which hypothesis are developed, then it follows the methodologies and description. Finally, the theoretical contribution of this research will provide a recommendation for future research. It also outlines a practical recommendation and some research limitations.

2. Theoretical background

2-1: Exploitative leadership

Exploitative leadership represents the degree to which leader behaves in highly self- interest way to exploitative his followers (Costa et al., 2021).

Exploitative leadership is a type of emerging leadership behavior that is destructive in organization. He relies on legitimate control as manipulation and coercion (Abdulmuhsin et al, 2021). Moreover, an exploitative leader is not aggressive like other abusive forms of leadership (Ye et al., 2022).

Exploitative leadership relies under the umbrella of destructive leadership as they display a huge range of negative behaviors (Wang et al., 2020; Mackey et al., 2021; Lyu et al., 2022).

Exploitative leadership is identified as a negative leadership style in which they engage in manipulation by pressurizing their subordinates, display selfish behavior, undermines their employee's skills overburdened them, and always creates obstacles in their personal growth (Schmid et al., 2019).

Despite other destructive leaders are more dangerous, but exploitative leaders are remaining over-friendly with their followers and always has smile on their faces to achieve their personal benefits (Majeed & Fatima, 2020).

2-2: Perception of organizational justice

Perception organizational injustice refers to the extent of which employees respond to unfair treatment in workplace by negative feelings such as anger, resistance, and withdrawal behavior (Khan, 2018).

The perception of organizational injustice is identified as workplace stressors that affect employee's ability to cope with work requirements (Khattak et al., 2021).

Many studies classified the consequences of perception organizational injustice on the behaviors and attitudes at workplace (Kee et al, 2021).

Perception of organizational injustice is concerning with the sense of unfairness which in turns affect employee's attitudes and behaviors (De Clercqrt al., 2021).

Perception organizational injustice is a belief that one has been treated unfairly, disrespectfully and is suffering unnecessarily as a result of another person's actions (Dajani et al.2017).

Finally, the outcomes associated with the perception of organizational injustice are the results of employee behavioral and attitudinal responses to injustices and also create a harmful consequence as deviant work behaviours (Hystad et al., 2014), Moral Disengagement and work withdrawal behaviors, (Mozammel, 2021).

2-3: Moral disengagement

Moral disengagement refers to eight cognitive mechanisms. It is facilitating the engagement in an ethical behavior without feeling guilt, as workforce deviance (Muldoon et al., 2022).

Moral disengagement refers to a social cognitive action, which permit individuals to disengage in negative moral standards without feelings of self-condemnation (Rengifo & Laham, 2022).

Moral disengagement refers to employees 'ability to deactivate moral self-regulation, which allow employees to engage in inconsistent behavior without felt guilt or self-sanctions (Paschalidis & Chen, 2022).

Moral disengagement is a relatively a modern construct applied in organizational researches. Previous researchers assert

that Moral disengagement and its consequences are still in each early stage (Wang & Ngai, 2020).

2-4: Work withdrawal

Work withdrawal behaviors refer to employees' actions which they become psychologically, physically, and moral disengaged from their organization (Zhang et al., 2014).

Work withdrawal behaviors is one types of deviant behavior in which employees work time is less than organizational expectations (Rurkkhum, 2018).

Employee withdrawal behaviors can be described as the ways in which an employee, who is dissatisfied with a work situation, responds to it. Clearly, these responses do not positively contribute to the performance of the job tasks and the set of voluntary extra-job-role behaviors that are critical to organizational effectiveness (Nauman et al., 2020).

A withdrawal behavior is described as dissatisfaction at work, so employees are escaping rather than direct harm from the situation (Yi & Wang, 2017).

3. Research problem

The researchers have observed incidents that become a phenomenon spread out among the cabin crew of the Nile cruises at Luxor and Aswan that is regarding exploitative leadership, lack of fairness, perception organizational injustice and their impact on employees work withdrawal through the mediating role of moral disengagement.

Despite the attention paid to the topic of exploitative leadership, perception of organizational injustice, but the antecedents of this culture and how it is affected work withdrawal behaviors through the mediating role of moral disengagement is still under discussion (schmid, 2020).

A research gap also exists in the research joint effect of these variables in private and public sectors.

The researchers admitted that the test of the impact of exploitative leadership and perception of organizational injustice on work withdrawal behaviors with the mediating role of moral disengagement didn't receive sufficient attention in Arabic or foreign literature. In order to fill this literature gap, the researchers promoted to study the impacts of these variables on each other. This research model answers many critical questions as:

- Why and how exploitative leadership affect work withdrawal behaviors?
- Why and how perception organizational injustice affect work Withdrawal behaviors?
- How moral disengagement Mediating the relationship between exploitative leadership, perception organizational injustice as two independent variables and work withdrawal behaviors as some dependent variables?

4. Research objectives

The main objectives of this research are to identify whether there is a positive significant impact of exploitative leadership, perception organizational injustice on work withdrawal behaviors in the presence of the mediating role of moral disengagement. Since employees feels uncomfortable in stressful environment, the researcher pointed to moral disengagement as a mediating mechanism.

The researchers realized that few studies examined particularly these topics in current era, so the research aims are to address these gaps in the literature and investigate how the proposed model could impact employees' deviant behaviors at Nile cruises services.

The research aims are to promote greater understanding to the concept of exploitative leadership, perception of organizational injustice, moral disengagement and work

withdrawal behaviors in order to urge the exploitative leaders in the organizations to pay attention to their employee's emotions and needs.

5. Literature review and hypotheses development

Although the direct impact between exploitative leadership and employees and employee negative outcomes have been investigated in the literature (schemed et al,2019).

Previous research suggests that employees may take revenge against their leadership who has mistreated them. (Hongbo, 2020).

Based on justice theory and social exchange theory, the research posits that exploitative leadership influences their follower's withdrawal behaviors through the mediating role of moral disengagement. Therefore, the impact of exploitative leadership and perception organizational injustice on work withdrawal, and the underlying mediating processes of moral disengagement remain unexplored.

To the best knowledge of the researchers that there are not previous studies explored the negative consequences of exploitative leadership and perception organizational injustice among cabin crew of Nile cruises at Egypt.

5-1: Exploitative Leadership and work withdrawal

Many previous researches focused on destructive leadership and their negative outcomes on their subordinates in the organization (Sun et al.2021).

The Exploitative followers represent a low quality of relationships with their leaders and this lead to decrease their performance (Wu et al., 2021).

Literature has shown that exploitative leadership can have negative influence on their subordinates as work withdrawal behaviors, Employees' Workplace Deviance (Lyu et al., 2022), and emotional exhaustion (Elsaied, 2021).

Exploitative leadership can lead to work withdrawal behavior (Akhtar et al., 2022), also increase the role of moral disengagement (Cheng et al., 2021).

If employees perceive that they are exploited by their managers, this may arises positive feelings like anger, and moral disengagement.

The previous studies examined the negative impact of exploitative leadership on organizationally relevant outcomes as turnover, job satisfaction and knowledge hiding (Guo et al., 2020).

The exploitative leadership was introduced in recent studies that is refers to self-seeking obtaining credit from employees 'work and using followers. Also, previous studies suggest that exploitative leadership and its negative outcomes such as workplace deviance (Schmid et al, 2019).

A review of the management suggests that exploitative leadership exerts a negative impact on employees work life balance and their moral disengagement and positively predicts employees work withdrawal (Nauman, 2018).

There is sufficient evidence that show that exploitative leaderships are strong predicators of their subordinate's negative emotions (Khanel et al, 2019).

Finally, this research pointed to the fact that exploitative leadership being a highly negative form of leadership, and may led to his followers' withdrawals behaviors in relation to moral disengagement as a mediator mechanism promoted the impact of exploitative leadership on work withdrawal behaviors. Although the importance of the concept of exploitative leadership, the empirical research in this field is still rare.

Exploitative leadership can lead to many negative consequences as employee's knowledge hiding and turnover (Guo et al.,2020).

The researchers would like to highlights on the fact that the impact between exploitative leadership and work withdrawal behaviors is not investigating sufficiently in previous literature weather Arabic or English. For this reason, the researchers promoted this research to fill these gaps. Taken together, we propose the following hypothesis:

Hypothesis1. There is a positive significant impact of exploitative leadership on work withdrawal behaviors.

5-2: Perception organizational injustice and work withdrawal

According to appraisal theory, employee's perception of organizational injustice affects their moral disengagement and psychological state (Mozammel, 2021). Researcher promoted the impact of perception organizational injustice on work withdrawal behaviors. Although the importance of the concept of perception organizational injustice, the empirical research in this field is still rare and focusing on this potential gap, the researcher tests perceived organizational injustice as a situational factor (Gluo et al., 2020).

Exploring the influence of perception organizational injustice and work withdrawal behaviors, prior studies assumed

that perceived organizational injustice cause employee deviant behavior including (withdrawal-absenteeism-work alleviations and turnover intentions (Nasir and Bashir, 2012).

A researcher believes that due to the rapid international competition between the organizations, it is important to each organization to compete in the international market to focus on human resource for it is a major factor for success.

Once employees perceive a various aspect of justice, they feel satisfied and reduce withdrawal (Hazzi, 2018).

It is crucial to recognize how employees observe injustice and respond to it. If employees experienced an organizational perception injustice, they are more likely to take a dishonest behavior as revenge against their employer (Mozammel et al, 2021).

Overall, there is substantial evidence that perception organizational injustice is a vital construct affecting employee's actions and reactions in their job (Li et al, 2012).

Since previous researchers ignored individual differences in facing perception of organizational injustice, so this research purpose is to examine the impact of perception injustice on work withdrawal behaviors with regard to the mediating role of moral disengagement.

There is a strong influence between perception of organizational injustice and moral disengagement as when employees receive less attention (Loi et al., 2015).

Previous studies stated that the ethical workplace in an organization enhances employees to involve in moral disengagement (Liu & Loi, 2012), therefore they propose that perception organizational injustice is a feature that can be increase employee's tendency to disengage morally.

The researchers would like to highlights on the fact that the impact between perception organizational justice and work

withdrawal behaviors are not investigated sufficiently in previous literature weather Arabic or English. For this reason, the researchers promoted this research to fill these previous studies gaps. Thus, we propose the following hypothesis:

Hypothesis2. There is a positive significant impact between perception organizational justice and work withdrawals behaviors.

5-3: Mediating role of Moral disengagement

Previous studies suggest that employees may become moral disengaged due to the unjustly treated of their leadership (Hinrichs et al., 2012; Bonner et al., 2016).

More recent research investigates how moral disengagements operate as a mediator to affect employee's responses to moral problems.

It also shows central questions in moral disengagement theory and the interventions used to reduce work withdrawal (Schamid, 2019).

This research extends and builds the findings of (Yıldız et al., 2015; Wang et al.,2017; Valle et al., 2019), specially, the researchers propose that moral disengagement might act as a mediator in the link between perception of injustice and work deviant.

The influence of moral disengagement on work withdrawal behaviors is observed through the previous literature that investigated the effect of negative work outcomes on employee deviant behaviors (Tuna et al.,2016).

The researchers would like to highlights on the fact that the impact of exploitative leadership on work withdrawal behaviors through a mediating role of moral disengagement is not investigated sufficiently in previous literature weather Arabic or English. For this reason, the researchers promoted this research to fill these gaps, and also the lack of interest in studying the mediating variables in this relationship.

Finally, Moral disengagement created by organizational perceived organizational injustice that will translate into work withdrawal. Thus, we propose the following hypothesis:

Hypothesis 3. The mediating role of moral disengagement, between exploitative leadership and work withdrawal behaviors.

Different studies refer to different names to work withdrawal as one type of work deviance. Deviant behaviors are classified into four categories as property deviance also known as withdrawal work behavior, political deviance and production deviance (Jiang& Qu, 2022).

In this research, the researchers are mainly focused on one type of deviant behavior which is withdrawal. (Mozammel 2021). Work withdrawal behaviors create an atmosphere that helps for wide range of moral disengagement that provokes employees to express an informal judgment of deviant activities.

The researchers would like to highlights on the fact that the impact of perception organizational injustice on work withdrawal behaviors through a mediating role of moral disengagement is not investigated sufficiently in previous literature weather Arabic or English. For this reason, the researchers promoted this research to fill these gaps, and also the lack of interest in studying the mediating variables in this relationship. Thus, we propose the following hypothesis:

hypothesis 4. The mediating role of moral disengagement between perception organizational justice and work withdrawal behaviors.
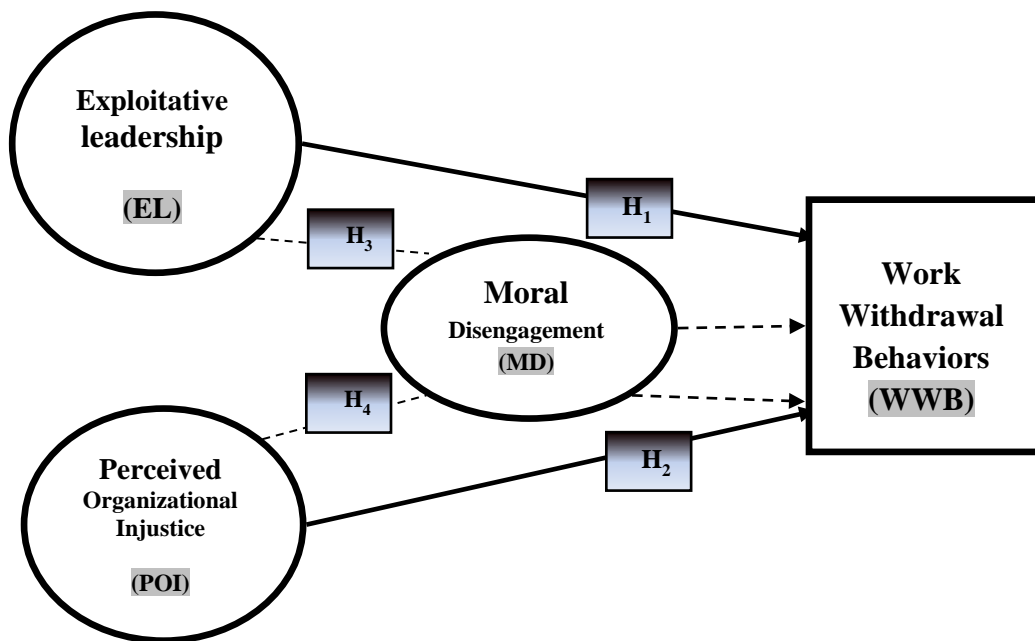
Fig.1. The Conceptual model of this research.

6. Research Methodology

To achieve the objectives of the research, the researchers relied on the descriptive approach, the analysis based on describing the phenomenon, testing the research hypotheses, analyzing the data that was collected and reaching conclusions that contribute to determining the impact of exploitative leadership and perceived organizational injustice on workplace withdrawal behaviors in light of the mediating role of moral disengagement. The research used two types of sources to collect data:

- Secondary sources: by reviewing the published literature, including books, letters, research, and periodicals related to the research topic.

- Primary sources: The researchers relied on a questionnaire as a method for collecting the primary data and information required to test the research hypotheses.

6.1. Sample

The researchers explore the variables among employees working on board at splash cruises at Luxor and Aswan. The researcher chooses this sector for it represents a workplace where employees are exposed to workplace hazards. Cabin crew members working at cruises have a unique character. Their procedures and policies are mainly implemented from their administration without any consideration to their working environment nature, so this situation could provide a great ground of dissatisfaction regarding these procedures and their feelings of perception organizational injustice toward their exploitative leadership that may cause moral disengagement and work withdrawal behaviors.

This is quantitative research in which data were collected from Cabin crew which is working on board of splash cruises at Luxor and Aswan. With total samples of (N=200).

6.2. Data Collection Methods

The researchers used the Questionnaire method with its support with the personal interview specifically for the purposes of rationalizing it when submitting the lists in order to answer any inquiries that the surveyor may deem necessary from them to answer the Questionnaire.

The Questionnaire included (34) items to measure the research variables**.** (15) Item to measure the dimensions five of exploitative leadership included demonstrating genuine, egoistic behaviors, exerting pressure, , under challenging followers taking credit, and manipulating followers Based on scale of Schmid et al.'s, (2019). (4) items to measure Perceived organizational injustice. According to the scale of Hodson et

al., (1994). (8) items measure of moral disengagement based on Moore et al.'s (2012) scale. and (7) Items for measuring workplace withdrawal behaviors based on scale Rusbult et al , (1994). (See Appendix for measures). For all items, researchers used a five-point Likert scale, where (1) strongly disagree and (5) strongly agree.

6.3. Statistical Analysis Tools

With the help of the statistical program (SPSSV.26), the researchers used a set of statistical methods in order to analyze the data collected from the answers to the vocabulary of the study sample. Those methods are as follows:

- Descriptive statistics methods such as mean and standard deviation, in order to describe the study variables.
- Cronbach's alpha test to determine the internal consistency of the measures of the study variables in the survey list, and the congruent validity of the study measures. So, factor analysis was used to find the mean of the explained variance.
- Use path analysis to test and analyze relationships within the model.

7. Data Analysis

7.1 Reliability and Validity of Measurement model

The results presented in Table (1) indicate that the values of Cronbach's alpha coefficient for the measures of the research variables range between 0.778 and 0.921, and this indicates that the measures of the research variables enjoy a degree of stability, as long as the reliability coefficients are greater than 0.60.

The results of Table (1) indicate that the loading coefficients on the factors are more than (0.60.) and have a high level of significance at alpha = 0.001. Where the loadings factor values range from 0.919 to 0.543. The results of the table also indicate that the measures of the search variables have a high degree of Convergent Validity, because all the Average Variance Extracted (AVE) values of the variables are more than (0.50.) and these values are quite appropriate where they exceed (0.50.) which was suggested by Fornall and Larcker, 1981.

Table .1. Measurement model results.

Variables	Dimension	Item Code	Factor Loadings FL	Reliability		Convergent Validity
				α	CR	AVE
Exploitative Leadership	Demonstrating Genuine Egoistic Behaviors	Ego1	0.543			
		Ego2	0.600			
		Ego3	0.761	0.778	0.645	0.532
	Exerting Pressure	Pres1	0.801			
		Pres2	0.781			
		Pres3	0.691	0.921	0.775	0.527
	Under challenging Followers	Und1	0.738			
		Und2	0.671			
		Und3	0.795	0.832	0.749	0.603

Variables	Dimension	Item Code	Factor Loadings FL	Reliability		Convergent Validity
				α	CR	AVE
	Taking Credit	Tc1	0.708			
		Tc2	0.657			
		Tc3	0.654	0.902	0.772	0.598
	Manipulating Followers	Man1	0.717			
		Man1	0.772			
		Man1	0.727	0.813	0.653	0.611
Perceived organizational injustice		POI1	0.775			
		POI2	0.801			
		POI3	0.707			
		POI4	0.795	0.823	0.709	0.641
Moral Disengagement		MD1	0.631			
		MD2	0.665			
		MD3	0.611			
		MD4	0.760			
		MD5	0.749			
		MD6	0.819			
		MD7	0.708			
		MD8	0.693	0.852	0.867	0.618
Workplace Withdrawal Behaviors		WWB1	0.686			
		WWB2	0.689			
		WWB3	0.871			
		WWB4	0.804			
		WWB5	0.695			
		WWB6	0.788			
		WWB7	0.819	0.900	0.809	0.765

Regarding discriminant validity, as shown in Table (2), the mean square root of the explained variance was placed in the diagonal cells of the correlation matrix, and all these values were

greater than the correlation coefficients between any two variables, which indicates that they have a high degree of discriminant validity.

Table .2. Discriminant Validity and Correlation Matrix

Variables	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1. DEGB	0.729**							
2. EP	0.551**	0.725**						
3. UCF	0.640**	0.657**	0.776**					
4. TC	0.578**	0.556**	0.653**	0.773**				
5. MF	0.413**	0.721**	0.584**	0.511**	0.782**			
6. POI	0.509**	0.638**	0.611**	0.673**	0.529**	0.801**		
7. MD	0.451**	0.538**	0.509**	0.532**	0.645**	0.654**	0.786**	
8. WWB	0.465**	0.543**	0.573**	0.576**	0.443**	0.416**	0.569**	0.875**

Note:

   (1)   N = 200. *p < 0.05. **p < 0.01. ***p < 0.001. Two-tailed.

   (2)   **DEGB** = Demonstrating Genuine Egoistic Behaviors, **EP** =Exerting Pressure, **UCF** = Under challenging Followers, **TC** = Taking Credit, **MF** = Manipulating Followers, **POI** = Perceived organizational injustice, **MD** = Moral Disengagement, **WWB** = Workplace Withdrawal Behaviors.

   (3)   The Square Root of **AVEs** the boldface numbers on the diagonal line.

7.2. Results of hypothesis testing using the SEM method.

The results indicate the validity of the direct study hypotheses, as shown in Table (3). Where the results indicate that there is a positive significant effect of exploitative leadership on the work withdrawal behaviors, and the results of the research indicate that the perceived organizational injustice has a positive significant effect on work withdrawal behaviors of from the, which Results supports of the first and second hypotheses.

Table .3. Path Coefficients of direct effects between the study variables

Paths	Path Coefficients (β)	T value	Standard Error	Sig	Hypotheses testing
EL → WW	0.161	13.714	0.965	0.000 *	H1 is supported
POI → WW	0.543	7.602	0.764	0.001 *	H2 is supported
Note (s):***p < 0.001; **p < 0.01; *p < 0.05.					

With regard to testing the mediating role of Moral Disengagement in the relationship between Exploitative Leadership and Perceived Organizational Injustice on Work Withdrawal Behaviors. The results indicate the validity of the indirect study hypotheses, as shown in Table (4). The results indicate that Moral Disengagement partially mediates the relationship between Exploitative Leadership and Perceived Organizational Injustice on Work Withdrawal Behaviors, which supports of the third and fourth hypotheses of the study.

Table 4. Path coefficients for direct, indirect and total effects between the study variables

Paths	Direct Path Coefficients	Indirect Path Coefficients	Total Path Coefficients	Sig	Hypotheses testing
EL → MD → WW	0.120	0.079	0.199	0.001 *	H3 is supported
POI → MD → WW	0.111	0.227	0.338	0.002 *	H4 is supported
Note (s):***p < 0.001; **p < 0.01; *p < 0.05.					

8. Discussion

The Two hypotheses were elaborated to of investigating The Impact supervisor's dark personality traits from different perspectives and ostracized employees and consider them as reasons for employees hiding knowledge behavior Within Government Organizations in Cairo. The results came to support of the study two hypotheses as follows:

This research is among the pioneer studies to show the negative consequences of exploitative leadership and perception

organizational injustice that is one of the common reasons of work withdrawal behaviors at the cruise's services.

The research has a very important theoretical contribution to several types of knowledge related to exploitative leadership, perceived injustice, mediating role of moral disengagement and withdrawal work behavior.

There is a great attention in workplace for the concept of destructive leadership so the researchers contributed to the growing research by out spreading the range of negative outcomes through examining and analyzing employees work behaviors as moral disengagement and withdrawal work behavior. Apart of this, there is a vital contribution that there is a mediator moral disengagement that has a positive impact among the two independent variables exploitative leadership and perception of organizational injustice and the dependent variable work withdrawal behaviors

9. Theoretical contribution

This research shows several unique theoretical contributions. First by exploring the impact between exploitative leadership and extend the literature and provide insight into the perception organizational injustice and its impact on withdrawal work behaviors which is the cause of withdrawal work behaviors. An applied study among cabin crew working in board at splash cruises at Luxor and Aswan.

This research would contribute to human resource ethical literature by studying the causes of work withdrawal behaviors as a type of deviant behavior at the organizations.

This research is considered a first contribution that investigates how exploitative leadership and perception organizational justice affect work withdrawal behaviors through the mediating role of moral disengagement. It also contributes

to the literature review of the cabin crew at the cruises at Luxor and Aswan.

Therefore, this research grows around the needs to fill the gaps in the literature, also expanded and complemented the missing literature of exploitative leadership and perception organizational justice. The research modified to the previous studies that shed the light on the concept of destructive leadership styles and includes exploitative leadership as one type of destructive leadership. In order to fill this literature gap, the present research proposes a model of the effect of exploitative leadership and perception on work withdrawal behaviors with considering the mediating role of moral disengagement.

The researchers found an empirical support for the research hypotheses.

Despite the past decade's studies on exploitative leadership, this is the first research conducted on exploitative leadership and perception organizational injustice in the cruises at luxury and Aswan.

Finally, the researchers hope this research contribution will stimulate future investigation and researches.

10. Conclusion

This research results show that there is a positive significant impact of exploitative leadership and perception organizational injustice on work withdrawal behaviors and the mediating role of moral disengagement among the relation between exploitative leadership and perception of organizational injustice on work withdrawal behaviors.

These results may change the attitudes of exploitative managers and encourage them to consider justice as importance to reduce moral disengagement and avoid work withdrawal behaviors. This negative feelings and outcomes can be reduced by enhance the psychological detachment from work.

This research illustrated that there is a positive significant impact of exploitative leadership and perception organizational injustice on work withdrawal behaviors, representing a mediating role of moral disengagement. More specifically exploitative employees with high perception organizational injustice was more likely to engage in work withdrawal when their propensity disengages were high.

As a result of the scholarly interest on the concepts of exploitative leadership and perception of organizational injustice in the organization and their negative consequences on employee's behaviors, so the researchers found an empirical support for the research hypotheses.

11. Research Recommendations

This research discourages the exploitative side of leadership and perception of organizational injustice in order to overcome employee's moral disengagement that lead to work withdrawal behaviors.

In regarding to this research, participation level should be increased. Furthermore, the research findings suggest that exploitative leadership and perception organizational injustice are the major causes of work withdrawal behaviors, therefore if organizations will not take the right action in this situation, moral disengagement and work withdrawal behavior can change from bad to worse.

Prior research has found that moral disengagement is an important mechanism through which morally questionable leadership influences subordinate's unethical behavior (Zhao et al.,2020).

Future researches may replicate this research in other region and countries and across different sectors of operations.

This research may set as a platform to launch and expand future researches about the research variables.

Finally, future researchers may consider a mediating effect of other variables as angry and turnover.

12. Limitations and implications for future research

There were a few limitations in this research. Firstly, the research sample focused only on the crew members of splash Nile cruises at Luxor and Aswan which in turn affect the research results. Secondly, the small sample size and the low rate of responses in which the researchers admitted.

The title can be future researched in other fields and in all countries; also this research used a self-reporting data.

The researchers used cross-sectional data; therefore, the researchers suggested that the future researches may use the longitudinal research method.

Although, it is impossible to fully eliminate the negative outcomes of exploitative leadership and perception of organizational injustice, but it is possible to reduce the risk associated with moral disengagement and work withdrawal behaviors.

The accuracy of this research depends on the responses of 200 respondents from cabin crew of splash Nile cruises at Luxor and Aswan. The researchers have faced difficulties when distributing the questionnaire, many respondents refused to participate and showed unwilling in answering the questionnaire. Finally, the researchers have reach a conclusion from an objective approach, also, the research was only limited the study on one field only as cabin crew of splash cruises at Luxor and Aswan in Egypt.

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Appendix:

Construct	Measurement items
Exploitative Leadership (Schmid et al., 2019).	
Demonstrating Genuine Egoistic Behaviors	1. Takes it for granted that my work can be used for his or her personal benefit.
	2. Sees employees as a means to reach his or her personal goals.
	3. Values the achievement of his or her own goals over the needs of the employees.
Exerting pressure	4. Puts me under pressure to reach his or her goals.
	5. Increases my workload without considering my needs in order to reach his or her goals.
	6. Does not consider my workload when new tasks need to be assigned.
Underchallenging Followers	7. Gives me tedious tasks if he or she can benefit from it.
	8. Does not give me opportunities to further develop

Construct	Measurement items
	myself professionally because his or her own goals have priority.
Taking Credit	9. Gives me boring routine tasks when he or she can benefit from it.
	10. Uses my work to get himself or herself noticed.
	11. Passes the team's work off as his or her own.
	12. Uses my work for his or her personal gain.
Manipulating Followers	13. Plays my colleagues and me off against each other to reach his or her goals.
	14. Manipulates others to reach his or her goals.
	15. Does not hesitate to manipulate or deceive employees in order to reach his or her goals.

Perceived Organizational Injustice (Hodson et al., 1994).

16. Some people at my workplace receive special treatment because they are friendly with supervisors.
17. People at my workplace times get credit for doing more than they actually do.
18. people at my workplace sometimes put off finishing tasks so that they do not get assigned additional work.
19. The work in department is often mor difficult than it needs to be because people in other department do not do their jobs the best, they could.

Moral Disengagement (Moore et al., 2012).

20. It is okay to spread rumours to defend those you care about.
21. Taking something without the owner's permission is okay as long as you're just borrowing it.
22. Considering the ways people grossly misrepresent themselves, it's hardly a sin to inflate your own credentials a bit.
23. People can't be blamed for doing things that are technically wrong when all their friends are doing it too.
24. People can't be blamed for doing things that are technically wrong when all their friends are doing it too.
25. Taking personal credit for ideas that were not your own is no big deal.

Construct	Measurement items
	26. Some people have to be treated roughly because they lack feelings that can be hurt.
	27. People who get mistreated have usually done something to bring it on themselves.

Workplace Withdrawal Behaviors (Rusbult et al., 1988).

28. I have lost motivation for my assigned job; I might work more slowly or make more errors.

29. I might call in sick occasionally because I don't feel like working on my job.

30. I feel like putting less effort into my assigned job.

31. I will begin to take a lot of breaks and do less work.

32. I might begin to show up late because I am not in the mood for working at my job.

33. I have quit caring about my job and will allow conditions to get worse and worse.

34. I feel like saying something rude to my supervisor.