

Effect of Destructive Leadership on Workplace Deviance and Interpersonal Deviance: Mediating Role of Emotional Exhaustion

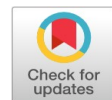
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Abstract: The current research study is an attempt to investigate the effect of destructive leadership on workplace deviance and interpersonal deviance. The study was also examined whether emotional exhaustion mediates the relationship among destructive leadership and workplace deviance and interpersonal deviance. In order to test the specified relationship, 326 administrative staff was selected to participate in the study through sampling random technique. For data collection, a close-ended questionnaire with a Likert five-point type scale was used. For instruments validity, exploratory factor analysis was used, and Cronbach alpha was used for instruments reliability. Therefore, the study found positive and significant relation between destructive leadership on interpersonal deviance and workplace deviance. The result of mediation analysis is that emotional exhaustion found a significantly and positively mediate between independent and dependent variable. The study concludes that how to make perfect destructive leadership leads destructive leadership affects (interpersonal deviance and organizational deviance) and emotional exhaustion how these relations mediate. The Current research study recommended that destructive leadership could harm the employees health by causing stress, and also increased absenteeism and job lower performance, so it should be prevented to run the organization smoothly. Implications, limitations and exploring the area are also explained.

Keywords: Destructive leadership, Exhaustion, Personality, Deviance

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INTRODUCTION

Background of the study

The term leadership expresses the competency to inspire others to achieve organizational objectives (Glaser, Ekerholt, Barman, & Einarsen, 2006). In the past decade, a variety of researches into positive leadership and positive outcomes have been worked out by different authors for instance authentic leadership, transformational leadership and ethical leadership. Additionally, the positive aspect of leadership with the term has negative effect on their supporters. In this emerging era of dark side or destructive leadership, limited studies have been done with work outcomes, and the study state that up to ten percent supporters faces mistreatment at the point.

Researchers have been focusing their efforts on different style of leadership that have been labeled as "destructive" (e.g., abusive supervision, destructive leadership, petty tyranny). Despite the recent uptick in studies on these forms of leadership, three problems remain: (a) the deficiency of a unified concept of "destructive" leadership that can elucidate and explain the construct's limits and differentiate it from other associated phenomena; and (b) the prevalence of multiple constructs used to refer to the occurrence of "destructive" leadership. Transformational leadership, individualized idealized influence, strategic coercion, and administrative tyranny); and (c) the absence of a common conception of what constitutes disruptive leadership (Anwar & Talib, 2018; Tepper, 2007). These problems diverge and hinder highly beneficial cooperation, scientific analysis, and knowledge acquisition regarding As a result, the goal of this paper is to discourse these flaws and clarify the procedure of "destructive" leadership.

These issues diverge, obstructing extremely beneficial interaction, empirical research, and knowledge

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accumulation about psychological procedures at the root of "destructive" leadership. As a result, the aim of this paper is to correct these weaknesses and explain the essence and method of "destructive" leadership. This study begins with an emphasis on examining explicit acts of leaders, instead of implicit modeling influences, in influencing followers in order to attain certain goals. The examination of implicit influences such as the influence of leaders on the behavior of followers through becoming role models is outside the scope of the present article.

Destructive leadership is recognized as a type of leadership exhibited through patterns of behavior that would be recognized by many as "harmful and deviant toward followers and/or the organization" (Lutgen Sandvik, Tracy, & Alberts, 2007). It is "a unique form of harm doing that is unequivocally tied to the leader's voluntary engagement in such behavior" and DLB excludes behaviors that emerge through good intentions and/or incompetence; rather it emerges when action(s) is/are performed by a supervisor with a consciousness that the behavior, whether passive or active, verbal or physical, direct or indirect, is harmful to the subordinate.

A repeated pattern of destructive behavior by the supervisor has been found to cause employee stress in 60% of the employees (Einarsen, Aasland, & Skogstad, 2007; Pimonratanakan & Pooripakdee, 2017). Results of this sort verify the presence of DLB and its negative effects. Several researchers have concluded that destructive leadership is not limited to a lack of helpful qualities (Padilla, Hogan, & Kaiser, 2007; Skogstad, Einarsen, Torsheim, Aasland, & Hetland, 2007), rather it is a set of actions and appearances of particular destructive behaviors (Ogunlana, 2009), either direct or indirect, verbal or non-verbal that have consequences for workplace approaches and productivity. In fact, one third person when placed in individual managerial positions are seen as failures to their managers after some time due to destructive behaviors according to estimates (White & DeVries, 1990). In situations with life-changing outcomes such as schools or educational institution (Wayne & Ferris, 1990), where minors are part of the relationship between supervisor and subordinate, a large gap is created in the employee work-life research if such proscribed behaviors are ignored. A lack of research on destructive leadership behaviors and their consequences is akin to a rejection of a belief in the necessary improvement of schools and the ideals of transformative leadership practice. This study focuses on the destructive leadership behaviors (DLB) that has an impact on the productivity of the organization and individuals stress, satisfaction related to job, or the probability of leaving the job.

One of the most serious and recurrent problems that subordinates have at workplace includes psychological abuses from supervisors (Yamada, 1999). This study presents destructive leaderships as conduct by a leader that is deliberate and can harm or has the intention to cause harm to the followers or the organization of which the leader is a part through (a) influencing followers through engaging in negative ways, with a lack of any consideration to justify and/or (b) promoting followers to chase goals that violate the organizations legitimized and recognized interests. Einarsen et al. (2007) also in his work, view destructive leadership behaviors as contravening the recognized and legitimate interests of the organization which becomes the base for building the above definition. Nonetheless, the definition this study proposes furthers their definition in three ways. For a start, this study presents destructive leadership as behavior that is harmful and rooted in the practice of leading to present it as a particular type of leadership and demarcate the overlap of destructive leadership with other negative and harmful constructs (e.g., workplace aggression, CWB, etc.). Through this particular point, behaviors which are considered to fall under CWB (e.g., gossiping about co-workers, theft of property belonging to the group (Gruys & Sackett, 2003; Rijal, 2016) are eliminated from the formulation of destructive leadership which sets it apart from the research of Einarsen and colleagues, in whose view behaviors such as these are indicative of destructive leadership.

Research problem

At the present era, most of the organization faces different issues their workers that are going to damaging the organization. Then the employees of the organization cause productivity decrease and as well as low organizational commitment are created mental and physical health destruction of the employees. Hence, its causes issues and also reductions in the work efficiency of the employees job

performance. Thus, in previous research study, the negative leadership style, (destructive leadership) has been shown to use stress and emotional, but the following specific strategies suggest their adverse impact on workplace deviance and interpersonal deviance are still blurred.

The present study will add to the literature on destructive leadership, workplace deviance and emotional exhaustion in the perspective of Affective event theory. The theory declares that Affective Events Theory stated that human being are naturally take emotions and behavior is also directed by their emotions, so therefore, the emotion of the workers is positively and significantly essential to how the individuals arrangements in different work area. Also theories stated that links between employees strategies to inspire and their expression in the work area and also effect the performance of the workers, and job commitment. Hence, AET stated that the emotions and expression of the workers are most essential to handle various situation which may positive or negative. AET model states that employees emotions are significantly associated with their performance how to handle stress situation, plan to influence emotions and reactions to different incidents within organization and affect their performance lead to negative outcomes, and how to deal with negative outcomes.

Research gap

According to [Hauge, Skogstad, and Einarsen \(2010\)](#), the effects of moderating through various moderators on the link between emotional exhaustion and workplace bullying could be examined by future studies. At the end, workplace deviance was the main resulting variable in the current study. [Hauge et al. \(2010\)](#) and [Stynen, Forrier, Sels, and De Witte \(2015\)](#) suggests that an extensive theoretical framework related to work stress is needed even though at a personal level, work experience along with coping strategies, including personality traits, can mediate the stressor and behavioral conduct relationship. [Wright and Cropanzano \(1998\)](#) suggested in his study that emotional exhaustion as mediator can be used in the relationship between workplace deviance and destructive leadership.

Another researcher, [Padilla et al. \(2007\)](#), suggested that the part played by workplace deviance should be considered by future research in their comprehension of destructive leadership. Specifically, there is a necessity for further research that can help determine the extent of proximity of interpersonal deviance and workplace deviance with leaders behavior. Field studies have started to be innovative through drawing comparisons between co-worker abuse ([Webster, Brough, & Daly, 2016](#)) and the discernment of a single supervisor behavior by different subordinates ([Harvey, Treadway, & Heames, 2007](#); [Meurs, Fox, Kessler, & Spector, 2013](#)). Further studies might be ingenious through making subordinates rate their leaders interactions after observing them through numerous videos interacting with other leaders.

Objectives of the study

1. To investigate the relation between destructive leadership and workplace deviance- interpersonal deviance.
2. To find the role of emotional exhaustion as mediator between the destructive leadership and workplace deviance-interpersonal deviance.

Hypothesis of the study

H₀: There is an insignificant relation between destructive leadership and workplace deviance.

H₁: There is a significant association between destructive leadership and workplace deviance.

H₀: There is an insignificant association between destructive leadership and interpersonal deviance.

H₂: There is a significant association between destructive leadership and Interpersonal deviance

H₀: Emotional exhaustion has insignificant mediating effect on the relationship Between destructive leadership and workplace deviance-interpersonal deviance.

H₃: Emotional exhaustion has significant mediating effect on the between between destructive leadership and workplace deviance- interpersonal deviance.

Significance of the study

The study at hand will contribute to the existing literature on destructive leadership leads to workplace deviance by employees to famous theoretical base which composed Cognitive appraisal theory of stress. AET is bigger theories to explain recommended links. Hence, the workers cognitive appraisals and the emotional response of the employees showed and playing vital role in consequences of stressful collaboration at work area (Yagil, 2006). The present study will add to the literature on destructive leadership, workplace deviance and emotional exhaustion in the perspective of ABT and CAP of stress. Furthermore, addition of emotional exhaustion as Intermediate. this research study will add positively and significantly to the literature. Also they will provide assistance to organization to attain organizational goals efficiently.

Many others studies on Destructive leadership are conducted in different countries. But its emergent topic but research studies in the Pakistani context are scares, they are still needed to explore.

LITERATURE REVIEW

Destructive leader

The concept of destructive leadership is defined as a process in which over a longer period of time the activities, experiences and/or relationships of an individual or the members of a group are repeatedly influenced by their supervisor in a way that is perceived as hostile and/or obstructive. Keashly and Harvey (2005) has drawn a distinction between passive and abusive leadership. The former occurs when leaders are short of leadership skills and embrace passive management and laissez-faire leadership by exception. When politicians "engage in offensive or punitive acts against their personnel," this is referred to as the latter (Keashly & Harvey, 2005). In addition, Keashly and Harvey (2005) draw a connection between provocation and obnoxious leadership, which is typically described as "intentional harm-doing" (Neuman & Baron, 1998).

Emotional exhaustion

The emotional depletion of resources and energy that a manager arrives at during the process of interaction with employees is expressed through the term manager emotional exhaustion. It is the degree or limit at which a managers interaction with the employee becomes emotionally draining, tiring, and a strain (Maslach, Jackson, & Leiter, 1996). Positive interactions and relationships at work offer emotional support which helps in the accomplishment of work related goals, knowledge, assistance, resistance, and organizational goals along with manager exhaustion (Hobfoll, 2001; Leiter & Stright, 2009). However, negative interactions create emotional distress and strain, exhaust time, and impose pressure (Leiter & Stright, 2009).

Organization deviance

Numerous variety of definitions and terms have been used to study employee misconduct, however, the familiar idea that runs through them is volitional behavior that is capable of harming the organization or/and the individuals who are part of that organization (Griffin & Lopez, 2005). The additional element of the violation of norms makes organizational deviance rather distinctive in the grouping of bad work behaviors. Norms are described as rules and standards that are socially shared and are recognized by group members. They director/and restrict social behavior without the need for law force.

Interpersonal deviance

Through researching work team sizes, Dollard, Miller, Doob, Mowrer, and Sears (1939) argued that a variety of work team behaviors that are considered counterproductive, such as interpersonal aggression, parasitism, or misuse of resources, happen to less frequently occur in small teams as compared to large teams due to how, in larger groups, motivation issues and process losses start taking place (Steiner, 1972). Two types of workplace deviance have been recognized in accordance with deviant behaviour targets, i.e., interpersonal deviance and organizational deviance. When workplace deviance is pointed at other members of the workplace, it is known as interpersonal deviance. Whereas, any deviant behaviour directed

at the organization is called organizational deviance (Robinson & Bennett, 1995). Such aspects have been researched broadly and have been found associated with attitudes of employees and organizational factors, comprising of organization justice, abusive supervision, and personality (Guay et al., 2016; Mitchell & Ambrose, 2007).

Relationship between destructive leadership and organization deviance

Current research shows destructive leaders as unforgiving, arrogant, bossy, manipulative (House & Howell, 1992; Naseer, Raja, Syed, Donia, & Darr, 2016), behaving unethically, susceptible to exploiting (Naseer et al., 2016), limiting participation of followers in decision making processes, and possessing a leader follower relationship that is of inadequate quality (De Hoogh & Den Hartog, 2008). The theory of social exchange is used to elucidate the outcomes of destructive leadership, similar to studies on unethical and abusive leadership (Naseer et al., 2016). Employees find the exchange of relationship between them and the leader as exploited and imbalanced when they are treated with anger, lack of empathy, or arrogance by the leader.

They also experience a decrease in identification with the organization which has then an effect on their attitude towards work (Forsyth, Banks, & McDaniel, 2012), along with a display of behavior that is retaliatory, e.g. decrease in work effort and deviance (Meurs et al., 2013). Destructive leadership outcomes can also be illustrated through principles of self-resources. Specifically, studies show that self-resources of employees, such as esteem, attention, and will-power, etc., required for the maintenance of proper behavior are depleted due to offensive and destructive leadership. Accordingly, the self-resources of employees are neglected as a consequence of victimization and threat caused by destructive leader. Inabilities at sustaining proper behavior, taking part in deviant behavior, and increase in psychological unsafely are some of the experiences victims undergo due to an impairment or depletion of self-regulatory resources. Likewise, Hobfoll (2001) conservation of resource theory gives the implication that the obtaining and maintenance of resources needed to accomplish goals is a hard effort for individuals. A decrease in positive work attitude and increase in organizational deviance is observed in the work lives of employees when psychological unsafely, caused by destructive leadership behavior, spills over due to a depletion of resources (Meurs et al., 2013). This study puts forward the idea that a reduced organizational identification of employees, caused by manifesting destructive leadership behaviors, enhances employees organizational deviance. This proposal goes in accordance with previous studies that have found a negative connection between organizational deviance and destructive leader. As a matter of fact, the fairness and efficiency of leadership behavior and organizational procedures may be questioned by employees having a low identification with the organization. Some areas where employees might start getting irritated with the destructive leadership behavior include unethical behavior (De Hoogh & Den Hartog, 2008), decrease in quality of relationships, and exploitation (Naseer et al., 2016), as well as behaving in ways that goes against job specifications or descriptions. Thoroughgood, Padilla, Hunter, and Tate (2012) elucidates destructive leadership as a type of leading that is exhibited in the form of a set of behaviors that would be majorly considered as odd and dangerous with regards to the organization or/and its members/followers. They consider this abuse peculiar in the relationship of the harm and the volitional quality of the leaders engagement in such behavior (Thoroughgood et al., 2012). Considering leaders as comprising of three tiers, i.e. first line, middle, and senior.

The leaders standing in the hierarchy is related to the destructive leadership behaviors where less hostile recourses are available to lower ranking leaders as compared to senior ranking leaders. However, the first line supervisors take the recourse of behavior exclusively to harm their teams. According to Hogan and Kaiser (2005), the dark side measure of our personalities express the well-defined anatomy of managerial behavior that is considered bad, such as harassing, lying, manipulating, bullying, exploiting, betraying in essence stripping employees of their basic humanity. Our dark side personality indicator (Hogan & Raskin, 1990) captures a fairly well-defined taxonomy of poor managerial conduct, which includes bullying, insulting, exploiting, misleading, betraying, manipulating in short, denying subordinates their human respect.

Relationship between destructive leadership and interpersonal deviance

Two types of workplace deviance have been recognized in accordance with deviant behavior targets, i.e. interpersonal deviance and organizational deviance. When workplace deviance is pointed at other members of the workplace, it is known as interpersonal deviance. Whereas, any deviant behavior directed at the organization is called organizational deviance (Robinson & Bennett, 1995). Such aspects have been researched broadly and have been found associated with attitudes of employees and organizational factors, comprising of organization justice, abusive supervision, and personality (Guay et al., 2016; Mitchell & Ambrose, 2007). Employees by and large prefer to sustain their jobs, in threatened circumstances especially, since career opportunities, social contacts, and stable income is ensured by a steady job (Sverke, Hellgren, & Naswall, 2002). Insecure employees do not wish to have a direct conflict with the organization, even though their insecurity implies their low commitment to organizational effectiveness. Rather employees avoid any violation of rules, policies, and procedures of the organization so as not to be laid off (Stander & Rothmann, 2010). Contrary to this, a feeling of job safety makes the employees more prone to violating and neglecting their supervisors instructions, time, and work during job (Guay et al., 2016; Robinson & Bennett, 1995) .

Quantitative job insecurity is, at the same time, immensely stressful for the employees and their psychological well-being (De Witte et al., 2010; Hellgren, Sverke, & Isaksson, 1999). The theory of displaced aggression implies that employees, since it is not possible for them to hit back the organization, may reorient their aggression towards other members of the organization so as to reduce and not feel frustrated (Dollard et al., 1939). In addition to that, one of the easier and safe targets for others to bully include employees who are probably resigning, which increases the possibility of further aggression. In order to save themselves from being subjected to situations which are stressful and to impede any strain, employees may resort to working slowly, ignoring emails from co-workers, and taking longer breaks than are allowed. In order to achieve satisfaction emotionally without having a confrontation with impending stressor, employees may fall for an avoidance approach. In order to regain their lost control due to social exclusion, employees may participate in interpersonal deviance (Whitman, Halbesleben, & Holmes IV, 2014). The choice of how to achieve goals and which ones to pursue fall into the lap of leaders. Destructive leadership arises when a goal is pursued by the leader which has the potential to be harmful for the organizations well-being, e.g. pursuing personal wealth gain at the expense of the organizations earnings. It can also emerge when a leader opts for pursuing a goal in such a way as to be harmful to the welfare of his/her followers, whether or not that goal is sanctioned by the organization, e.g., bullying subordinates/followers. Both forms of displaying and intending of destructive leadership can concur, of course. The choice of pursuing harmful methods or/and goals instead of other possible constructions, that might be available to the leader, makes DL a volitional and intentional practice. However, our definition lacks the requirement of a conscious awareness by the leader of harmful intentions. A lot of the time, the intention of causing harm has been found out, through many studies, to take place outside the realm of conscious awareness (LeBreton, Barksdale, Robin, & James, 2007).

H4: Destructive leadership is positively associated with workplace deviance

Emotional exhaustion as mediator between destructive leader and organization deviance

There is an increase in job satisfaction and a decrease in turnover intentions of the employees when positive emotions are intensified as shown by a number of empirical studies. Research has shown that emotions and stress are connected to leadership which explains their inclusion in destructive leadership behaviors and job satisfaction. Stress encountered at work, emotional exhaustion, and job satisfactions are directly or indirectly related to leadership (Einarsen et al., 2007; Hogan & Raskin, 1990). Spector and Fox (2005) model of environmental events-emotion-behavior declare negative emotions, such as anger, as having the capacity to reduce behaviors that are deviant, whereas organization citizenship behaviors (OCB) is achieved through the inclination of positive effect from positive emotions. The condition of making emotional demands from people through psychological means is referred to as emotional exhaustion. Consisting of border wrench lays, this form of stress is particular in the sense that it is connected to

responses and lowers energy through emotional demands of an intense nature made by the employees. A state of emotional exhaustion is reached when there is a high level of demands on stamina and time (Poddar & Madupalli, 2012). According to Poddar and Madupalli (2012), individuals are susceptible to having difficulty coping with their emotions due to the involvement of abusive supervision, having the essential vocation to control. The relationship between personality and transformational leadership, and personality and destructive leadership has been explored by a number of researches (Einarsen et al., 2007; Hogan & Raskin, 1990; Lipman-Blumen, 2006; Tepper, 2007). The aspects expected in both cases were dramatic. The dramatic feature was discovered as an optimistic interpreter of transformational leadership, while vain and egoistic features were hallmarks for destructive leadership. The research is earliest in elucidating the previously unexplored relation between transformational leadership and theatrical personality while having the troubled evidence for the relation between narcissism and leadership.

Levels of emotional exhaustion are also related to believing in respect begets respect when betrayed among employees who are less tolerant, but show dignity towards customers and co-workers (Leiter & Stright, 2009). The exhaustion of the intellectual assets and emotional energy of an employee that is focused becomes a significant social worry when it transforms into an organizational co-worker incivility (Kern & Grandey, 2009). From the study concluded that due to the increased stress at work, employees experience emotional exhaustion while interacting with clients who are uncivil. The increase in emotional exhaustion due to the increased work stress through recurrent experiences with rude behavior of customers has also been proposed by Kern and Grandey (2009). A number of studies have looked into the relation between increased emotional exhaustion and rude behavior of customer having a negative impact on employee and organization (Ferguson, 2012; Sliter, Pui, Sliter, & Jex, 2011). There is an increase in the emotional exhaustion of employees due to client and colleague incivility, which has the outcome of depleting them of their creativity and natural inspiration at work. There is an important relationship between emotional exhaustion and workplace deviance (Enwereuzor, Onyishi, Onyebueke, Amazue, & Nwoke, 2017). Emotional reactions are generated by workers through the experience of work events, as proposed by Enwereuzor et al. (2017) affective events theory. Moreover, individual behaviors are directly influenced by such emotional experiences. Empirical results were produced by Miner, Glomb, and Hulin (2005) that were in agreement with the affective events theory; specifically, that employees emotional state is affected by various work events that are experienced, which further has an influence on their actions.

H5: Emotional exhaustion mediated the relationship between destructive leadership and deviance directed at organizations.

Emotional exhaustion as mediator between destructive leader and interpersonal deviance

According to the Webster et al. (2016), negative leadership habits are related to negative consequences that result in organizational problems (chronic), however the research in the ways through which toxic behaviors of manager/leader are coped up effectively by subordinates, is lacking. Webster et al. (2016) highlights the duration of control and the experience of toxicity in employee-boss relationships and destructive patterns of bullying as ranging from endurance of agony to finally giving up in heartlessness due to totalitarian and self-serving managers. The most usual results of exposing subordinates to a frequent encounter with toxic or destructive leadership behaviors are uncertainty, frustration, belittling, and feelings of violation (Einarsen et al., 2007). An increase in negative emotional regulation, such as suppression of emotions during interactions that may have an effect on emotional stability, employee loyalty, and job security, has been observed due to the introduction of disrespect and mistrust in leader-subordinate relationship (Einarsen et al., 2007). Destructive thoughts are introduced as a result of destructive leadership, according to a number of studies, causing a spread of toxicity due to which organizational survival and health suffers. Ostracism at workplace becomes an interpersonal stress variable that becomes harmful to the psychological, cognitive, and emotional resources. Workplace ostracism also affects the employees sense of belonging and purpose, control, self-worth, and also their potential to deal with conditions which may be hostile (Kish-Gephart, Detert, Trevino, & Edmondson, 2009). To reduce the difficulties connected with situations and people which are threatening, employees use cognitive avoidant coping behaviors (Tepper, 2007). This strategy consists of accepting a situation as

it is and coming to the conclusion that the basic situation and circumstances that lead to the situation are unalterable. This approach uses emotional, behavioral, and cognitive necessities and link to these burnout symptoms and increased exhaustion. The feelings of emotionally excessively exhausted and extended through ones work is called emotional exhaustion (Wright & Cropanzano, 1998). It emerges when employees believe that the emotional capacities for the management of unceasing stressors is lacking in them (Lee, 1996).

H6: Emotional exhaustion mediated the relationship between destructive leadership and interpersonal deviance.

METHODOLOGY

Research design

The essence current research study in question is hypothesis and cross-sectional investigation. Regression analysis has confirmed the link between cause and effect. Preacher and Hayes followed the technique for mediation studies. The reliability of the instruments was applied to the CFA. For the validity of the instrument, Cronbach’s alpha was used. For the current study, data from the given sample was collected through an adapted questionnaire with a 5-point Likert scale.

Population of the study

The complete groups of individuals is called population; researcher requires to study the things or events for attention. The population of the study at hand involves public sector universities administrative staff throughout the capital of KPK, Peshawar. The information which is provided by representatives (registrar office and internet source) is handed over after the proper request in the form of application submitted to universities the total number of Administrative workforce which is working there is almost Four Hundred and eighty seven (487).

Table 1: Population of the study

S. NO	Universities	T. Employees	Selected Emp
1.	Shaheed Benazir Bhutto Women University	118	79
2.	University Of Peshawar	48	45
3.	Islamia College University Peshawar	93	85
4.	Khyber Medical College Peshawar	48	36
5.	IM Sciences Peshawar	60	50
6.	University of Engineering and Technology Peshawar	62	55
7.	Numl University Peshawar	24	23
8.	The University of Agriculture Peshawar	34	30
	Total	487	326

Sampling procedure

Sample design of the study gives the knowledge of the population and the number of units to be taken and how these will be taken. Choosing perfect size of sample relies on the financial resources, time availability and knowledge of researcher. Via simple random sampling with disproportional allocation method, a sample of 487 administrative workforces is selected from the targeted population. The current study population is administrative workers from the public sectors universities in Peshawar, Khyber Pakhtunkhwa.

Additionally, for getting quick results about the facts of interest, the convenience sampling is the finest way.

Variables and their measurements

Destructive leadership: Destructive leadership will be measured at time1 given by Einarsen et al. (2007). The NAQ scale involves twelve (12) items (Einarsen et al., 2007).

Emotional exhaustion: Emotional exhaustion scale involves IO-item which was given by Maslach et al. (1996) Principal employees were told to point out the broaden to which the items term on the 6-point

scale.

Organizational deviance and interpersonal deviance: Organization and interpersonal deviance was reported by central workers using the 6 items and item. OD ID Scale developed by employees will be told to state how often his/her nearby coworker has exhibited behaviors at job on a 6-point scale.

Conceptual framework: Conceptual framework which will be used in the present study is given in figure as depicted by the framework, the proposed study has one independent variable (Destructive leader), dependent variable (Organization deviance and interpersonal deviance), Mediator (Emotional exhaustion).

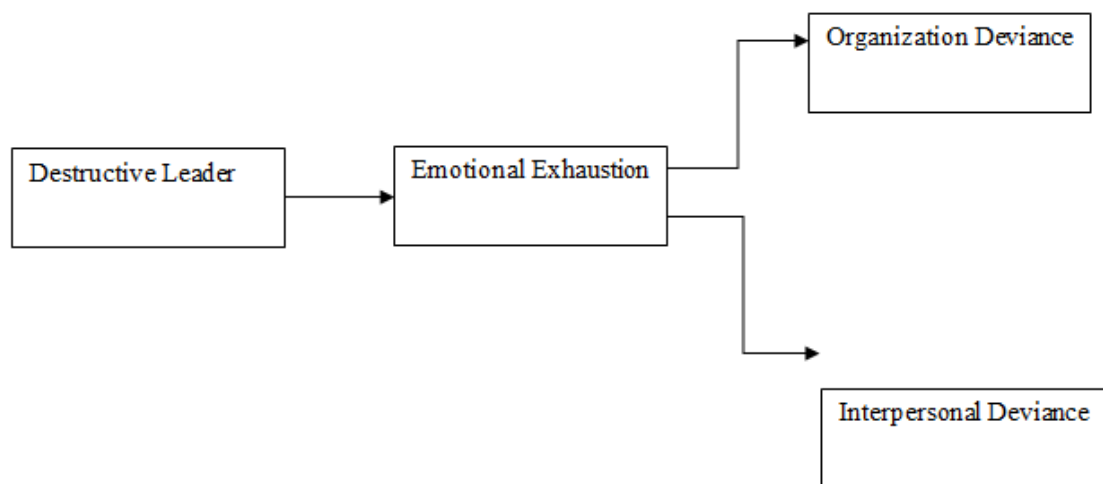


Figure 1. Theoretical frame work

Econometric model

$$\begin{aligned}
 X &= B_0 + B_1X \dots\dots\dots + e \\
 \text{Organization deviance} &= B_0 + B_1(DL) \dots\dots + e \\
 \text{Interpersonal deviance} &= B_0 + B_1(DL) \dots\dots + e \\
 \text{Emotional exhaustion} &= B_0 + B_2(DL) \dots\dots + e \\
 \text{Organizational deviance} &= B_0 + B_1 + B_2(EEX) \dots\dots + e
 \end{aligned}$$

DL = Destructive leader
 EEX = Emotional exhaustion

Statistical analysis

The model of the current study include are reliability, regression, mediation tables. CFA were used for the instruments reliability and for the validity of the instruments, Alpha value were followed. Also this study used structural equation modeling for direct and indirect relationship. SPSS, AMOS and Mplus were used by study for data analysis.

RESULTS AND DISCUSSION

Demographics of respondents

Data was gathered from a total of 338 employees consisting of 69.4% males and 30.6% females with an age group of 30-51 and above. The respondent belonged to different organizations, working at different managerial levels with diverse experience. Most of the respondents had a work experience of more than 6 years.

Reliability analysis

Table 2: Reliability scale test

Variables Name	Items	Alpha Value	Explanations
DL	12	.709	All are reliable
EEX	9	.731	All are reliable
ID	6	.769	All are reliable
OD	11	.718	All are reliable

Confirmatory factor analysis

To measure the model fit indices, 2-factor model, 3 factor model, 4 factor model and a single factor model was run in AMOS. Results are given in the following table.

Table 3: Reliability scale test

Model Test	CMIN	DF	CMIN/DF	CFI	TLI	NFI	GFI	AGFI	RMR	RMSEA
2 Factor (DL+EEX)	324.289	121	2.92	.922	.901	.912	.910	.900	.047	.015
1 Factor (DL+EEX)	494.55	.49	10.093	.887	.957	.978	.924	.870	.014	.086
3 Factor (DL+EEX+ID)	319.260	1.604	199	.901	.987	.901	.980	.991	.068	.046
1 Factor (DL+EEX+ID)	2954.092	130	22.724	.622	.390	.616	.608	.303	.580	.288
4 Factor (DL+EEX+ID+OD)	618.184	384	1.776	.911	.926	.915	.921	.911	.063	.051
1 Factor (DL+EEX+ID+OD)	1677.442	367	4.570	.288	.246	.267	.672	.644	.178	.106

Analysis of structural equation model direct path (Direct path analysis for DL, ID and OD)

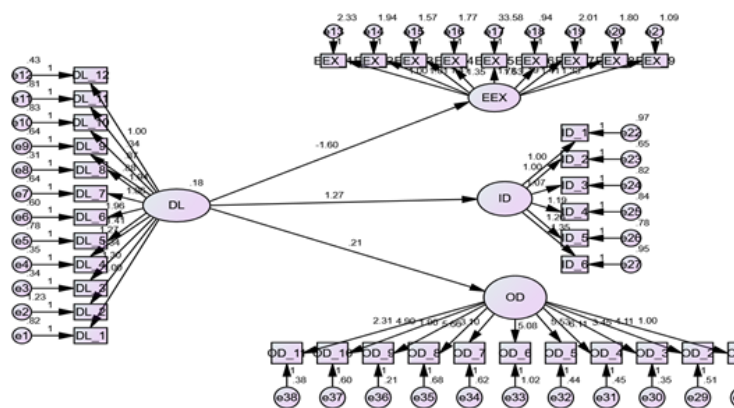


Figure 2. State direct path for IV (destructive leadership) and DV

Indicate the direct direction for the dependent variables of the independent variable (destructive leadership) (interpersonal deviance and organizational deviance). SEM was used to identify the independent variable disruptive leadership and the contingent variable (interpersonal deviance and organizational deviance relationship) using direct path analysis. The relationship between destructive leadership and interpersonal deviance was found to be positive, with a coefficient beta of .55 and a p-value of 0.000; however, the destructive leadership and organizational deviance relationship was also found to be positive, with a coefficient beta of .17 and a p-value of 0.005 between destructive leadership and organizational deviance. As a result, the association between negative leadership and emotional fatigue was found to be favorable, as was the beta meaning. Between disruptive leadership and mental fatigue, the correlation coefficient is .93, and the p-value is 0.000. As a result, it appears that the connection between disruptive leadership and emotional fatigue, interpersonal deviance, and organizational deviance is positively and substantially linked.

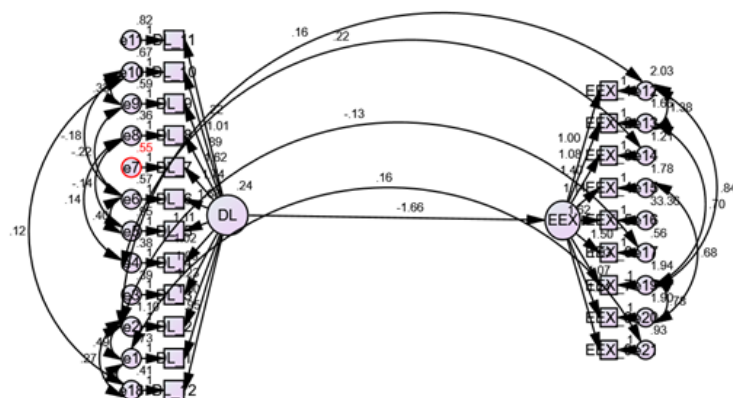


Figure 3. Direct path analysis for DL and EEX

Figure 3 indicate independent variable direct path for destructive leadership and (emotional exhaustion), to identify independent variables (destructive leadership) and mediator emotional exhaustion relationship (structural model) was followed. The link between independent variable OL and MV association was in measurement and finding suggests the coefficient beta is .38, and the value of P-value less than .000. However, current study concluded that destructive leadership and emotional exhaustion association were significant.

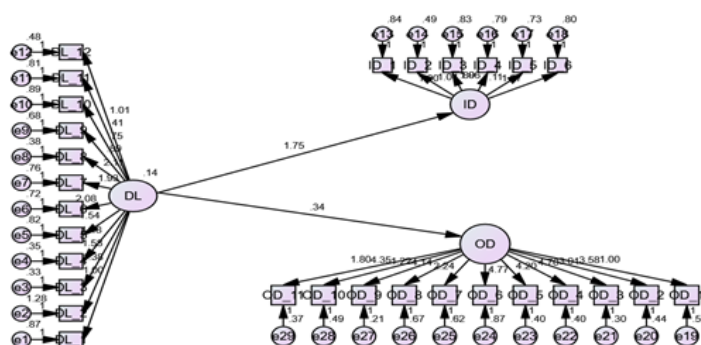


Figure 4. (Direct path analysis) for DL, ID and OD

Figure 4 dependent variables (interpersonal deviance and systemic deviance) and a mediator (emotional exhaustion) the relationship between the mediator (emotional exhaustion) and the dependent variables can be found in a direct direction. The relationship between mediator and interpersonal deviance was investigated using a structural equation model, with the following results: the value of coffined beta.67 and the p-value. Furthermore, the relationship between emotional exhaustion and organizational deviance was discovered to be favorable as measured by the beta value between emotional exhaustion and organizational deviance. 68, and the p -value was 0.001, indicating that emotional fatigue as a mediator has a substantial relationship with dependent variables as (Webster et al., 2016) discovered in their analysis.

Table 4: Direct path analysis results

Model	CMIN	DF	P	CMIN/DF	CFI	GFI	RMR	RMSEA
DL ID+OD	17.280	11	.002	1.570	.991	.970	.055	.061
DL + EEX	10.526	14	.000	0.751	.922	.910	.047	.051
DL ID+OD	79.887	23	.001	3.473	.945	.925	.019	.062

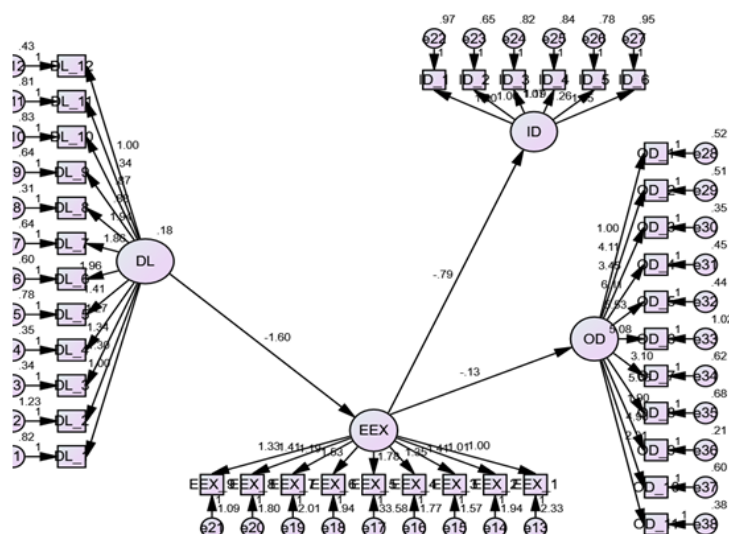


Figure 5. Indirect path analysis for DL, EEX, ID and OD

Figure 5 Shows independent variables (destructive leadership) and dependent variables (interpersonal deviance and organizational deviance) indirect path emotional exhaustion as mediating role. Determine the relationship between the independent variable (destructive leadership) and the dependent variables (ID and OL), as well as the mediating function of emotional fatigue structurally. destructive leadership and emotional exhaustion link was significant, additionally the destructive leadership and dependent variables (interpersonal deviance and organizational deviance) connection effect positive and result shows changed values, .28 as coefficient beta value and p-value is less the 0.05 among destructive leadership and emotional exhaustion. Moreover emotional exhaustion and interpersonal deviance relationship found positive as well the value of beta among emotional exhaustion and interpersonal deviance was .81 and p value less then significant level i.e. 0.000 further more association between the mediating role and of emotional exhaustion and organizational deviance also effect positively. The mediator emotional exhaustion has a complete mediating impact on the relationship between the independent variable (destructive leadership) and the dependent variables, with a beta value of .34 and a p-value of 0.005. (Interpersonal deviance and organizational deviance). As a result, cognitive fatigue was found to mediate the conditional indirect influence of a stressor.

Table 5: Analysis of Indirect path result

Model	CMIN	DF	P	CMIN/DF	CFI	GFI	RMR	RMSEA
DL + EEX	79.866	26	.001	3.071	.991	.959	.056	.076
DL + EEX+ID+OD	30.526	14	.000	2.180	.920	.870	.072	.078

CONCLUSION

The conclusion of current research study is positive relation of destructive leadership was established with stressor (interpersonal deviance and organizational deviance) are used through direct path because coefficient beta value between Destructive leadership and interpersonal deviance was 0.55. The organization deviance which specifies significant relation at significant level. Furthermore, indirect path conclusion supports the role of mediating emotional exhaustion. Emotion exhaustion fully mediated between destructive leadership interpersonal deviance, Organization deviation. Where the co-efficient beta value between destructive leadership and emotional exhaustion was .29 and between emotional exhaustion and interpersonal deviancy was 0.81 and 0.34 fully association discovered in the current research study.

LIMITATIONS AND FUTURE DIRECTIONS

Current research study identifies strong gap, and convenient sampling technique were used in the study and disproportional allocation method are followed. Additionally, some possible variables like work

alienation psychological capital i-e self-esteem and self-efficiency to know, if conceptualization of the destructive leader distinctive for persons or women.

Furthermore, the current study was based on public university sectors in Peshawar, Pakistan. In the future, the research may be checked in other organizations or in new areas such as Karachi, Islamabad, and Lahore, as well as other sectors such as private banks and private hospitals.

RECOMMENDATIONS

The association between IV destructive leadership and DV interpersonal deviance and organization deviance in the current research founded positive and significant. Thus;

- Employ should avoid destructive leadership, current research study found that stress occurs due to destructive leadership which leads to employs interpersonal deviance and organization deviance.

- Destructive leadership reduce the employs the enactment and alteration their behavior to negativity to unable to subsidize in organization productivity.

- Employees who are emotionally exhausted would be less affected by destructive executives who rely on their priorities and missions all of the time, transform to high performance, and contribute effectively to the organizations objectives.

- Destructive leadership would be escaped in organizations, especially in public sector institutions, in order to keep their workers and assistants happy and improve their efficiency.

- Destructive leadership can affect an individual's health by inducing uncertainty, resulting in higher absenteeism and poorer work efficiency, and should be discouraged in order to keep an organization running smoothly.

- Destructive leadership has a negative impact on employee retention and morale, as well as making employees vulnerable, which reduces employee satisfaction and performance in achieving their goals.

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