

CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD



**Detrimental Consequences of  
Psychopathic Leadership: The  
Case of Banking Employees in  
Pakistan**

by

**Bushra Hameed**

A thesis submitted in partial fulfillment for the  
degree of Master of Science

in the

**Faculty of Management & Social Sciences**

**Department of Management Sciences**

2019

Copyright © 2019 by Bushra Hameed

All rights reserved. No part of this thesis may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, by any information storage and retrieval system without the prior written permission of the author.

*I want to dedicate this accomplishment to my beloved Mother, Razia Sultana who has supported me a lot while I was writing my thesis. My mother has always shown great interest in my academic life and has inspired me to do well, try hard and not let anything get in my way of success.*



## CERTIFICATE OF APPROVAL

### **Detrimental Consequences of Psychopathic Leadership: The Case of Banking Employees in Pakistan**

by

Bushra Hameed

(MMS181016)

### THESIS EXAMINING COMMITTEE

S. No.	Examiner	Name	Organization
(a)	External Examiner	Dr. Basharat Javed	NAMAL, Mianwali
(b)	Internal Examiner	Dr. S. M. M. Raza Naqvi	CUST, Islamabad
(c)	Supervisor	Dr. Sajid Bashir	CUST, Islamabad

---

Dr. Sajid Bashir

Thesis Supervisor

October, 2019

---

Dr. Sajid Bashir

Head

Dept. of Management Sciences

October, 2019

---

Dr. Arshad Hassan

Dean

Faculty of Management & Social Sciences

October, 2019

## *Author's Declaration*

I, **Bushra Hameed** , hereby state that my MS thesis titled “**Detrimental Consequences of Psychopathic Leadership: The Case of Banking Employees in Pakistan**” is my own work and has not been submitted previously by me for taking any degree from Capital University of Science and Technology, Islamabad or anywhere else in the country/abroad.

At any time if my statement is found to be incorrect even after my graduation, the University has the right to withdraw my MS Degree.

**Bushra Hameed**

(MMS181016)

## *Plagiarism Undertaking*

I solemnly declare that research work presented in this thesis titled “**Detrimental Consequences of Psychopathic Leadership: The Case of Banking Employees in Pakistan**” is solely my research work with no significant contribution from any other person. Small contribution/help wherever taken has been duly acknowledged and that complete thesis has been written by me.

I understand the zero tolerance policy of the HEC and Capital University of Science and Technology towards plagiarism. Therefore, I as an author of the above titled thesis declare that no portion of my thesis has been plagiarized and any material used as reference is properly referred/cited.

I undertake that if I am found guilty of any formal plagiarism in the above titled thesis even after award of MS Degree, the University reserves the right to withdraw/revoke my MS degree and that HEC and the University have the right to publish my name on the HEC/University website on which names of students are placed who submitted plagiarized work.

**Bushra Hameed**

(MMS181016)

## *Acknowledgements*

All praises for Almighty **Allah**, the most merciful and compassionate, the creator of universe who enabled me to improve my knowledge. I offer my humblest word of thanks to **Muhammad (PBUH)** who is forever torch of guidance and knowledge for humanity. I would like to have the honor to express my sincerest gratitude to my supervisor, **Dr. Sajid Bashir**, Head of Department, School of Management Sciences, Faculty of Management Studies, Cust University Islamabad; who has been a phenomenal source of motivation and guidance throughout my research, I have learned immensely under the supervision of **Dr. Sajid Bashir** in every phase of my M.Phil thesis. His dedication and sincerity towards his students is truly exceptional. Besides all, I would take this opportunity to thank my beloved family, without their continuous support and motivation this work would have been impossible to accomplish. Thank you all and May Allah Bless Us All! Ameen.

**Bushra Hameed**

(MMS181016)

## *Abstract*

This study focuses on the relationship between the psychopathic leadership and job disengagement with mediating role of abusive supervision in presence of power distance as moderator. Data were collected from 250 employees working in various banks in Pakistan. Results show that psychopathic leadership is positively related to Job disengagement. While mediating role of abusive supervision and moderating role of power distance was also established. The study is useful for the practitioners especially in the banking sector.

**Keywords: Psychopathic Leadership, Abusive Supervision, Power Distance, Job Disengagement**



# Contents

<b>Author’s Declaration</b>	<b>iv</b>
<b>Plagiarism Undertaking</b>	<b>v</b>
<b>Acknowledgements</b>	<b>vi</b>
<b>Abstract</b>	<b>vii</b>
<b>List of Figures</b>	<b>xi</b>
<b>List of Tables</b>	<b>xii</b>
<b>Abbreviations</b>	<b>xiii</b>
<b>1 Introduction</b>	<b>1</b>
1.1 Background of the Study . . . . .	1
1.2 Gap Analysis . . . . .	3
1.3 Problem Statement . . . . .	4
1.4 Research Questions . . . . .	4
1.5 Research Objectives . . . . .	4
1.6 Significance of the Study . . . . .	5
1.7 Theory Supporting on Research Topic . . . . .	6
<b>2 Literature Review</b>	<b>9</b>
2.1 Psychopathic Leadership and Job Disengagement . . . . .	9
2.2 Psychopathic Leadership and Abusive Supervision . . . . .	13
2.3 Abusive Supervision and Job Disengagement . . . . .	16
2.4 Abusive Supervision as Mediator . . . . .	25
2.5 Power Distance as Moderator . . . . .	28
2.6 Theoretical Framework . . . . .	35
<b>3 Research Methodology</b>	<b>36</b>
3.1 Introduction . . . . .	36

---

3.1.1	Unit of Analysis . . . . .	36
3.2	Research Design . . . . .	37
3.2.1	Type of Study . . . . .	37
3.2.2	Research Philosophy and Quantitative Research . . . . .	37
3.2.3	Population . . . . .	37
3.2.4	Sample and Sampling Technique . . . . .	37
3.2.5	Data Collection Technique . . . . .	38
3.3	Instrumentation . . . . .	39
3.3.1	Measures . . . . .	39
3.4	Operationalization of Variables . . . . .	40
3.4.1	Psychopathic Leadership . . . . .	40
3.4.2	Abusive Supervision . . . . .	41
3.4.3	Power Distance . . . . .	41
3.4.4	Job Disengagement . . . . .	41
3.5	Sample Characteristics . . . . .	42
3.6	Data Analysis Technique . . . . .	42
<b>4</b>	<b>Results and Findings</b> . . . . .	<b>43</b>
4.1	Introduction . . . . .	43
4.2	Description of Sample Characteristics . . . . .	43
4.2.1	Age . . . . .	44
4.2.2	Experience . . . . .	44
4.2.3	Gender . . . . .	45
4.2.4	Qualification . . . . .	45
4.3	Evaluation of PLS-SEM Results . . . . .	46
4.3.1	The Measurement Model . . . . .	47
4.3.2	Discriminant Validity . . . . .	50
4.3.3	The Structural Model . . . . .	54
4.3.3.1	Direct Relationships . . . . .	54
4.3.3.2	Mediation Test (Indirect Model) . . . . .	56
4.3.3.3	Moderation Test (Indirect Model) . . . . .	60
4.4	Summary . . . . .	66
<b>5</b>	<b>Discussions, Conclusions and Recommendations</b> . . . . .	<b>67</b>
5.1	Introduction . . . . .	67
5.2	Discussions . . . . .	67
5.2.1	Main Effects . . . . .	68
5.2.1.1	Psychopathic Leadership and Job Disengagement . . . . .	68
5.2.1.2	Psychopathic Leadership and Abusive Supervision . . . . .	69
5.2.1.3	Abusive Supervision and Job Disengagement . . . . .	70
5.2.2	Indirect Effects . . . . .	70
5.2.2.1	Mediating Role of Abusive Supervision on Psycho- pathic Leadership and Job Disengagement . . . . .	70
5.2.2.2	Moderating Role of Power Distance . . . . .	71

---

5.3	Implications . . . . .	72
5.3.1	Theoretical Implications . . . . .	72
5.3.2	Practical Implications . . . . .	73
5.4	Limitations and Recommendations for Future Research . . . . .	75
5.5	Future Research . . . . .	76
5.6	Conclusions . . . . .	77
	<b>Bibliography</b>	<b>77</b>
	<b>Appendix-A</b>	<b>100</b>
	<b>Appendix-B</b>	<b>102</b>

# List of Figures

2.1	Research Model . . . . .	35
4.1	Measurement Model PLS-SEM Algorithm . . . . .	52
4.2	Measurement Model PLS-SEM Bootstrapping . . . . .	53
4.3	PLS-SEM Algorithm Direct Relationship . . . . .	55
4.4	PLS-SEM Bootstrapping Direct Relationship . . . . .	55
4.5	PLS-SEM Algorithm Mediation (Indirect Relationship) . . . . .	57
4.6	PLS-SEM Bootstrapping Mediation (Indirect Relationship) . . . . .	58
4.7	PLS-SEM Algorithm Moderation (Indirect Relationship) . . . . .	61
4.8	PLS-SEM Bootstrapping Moderation (Indirect Relationship) . . . . .	62
4.9	PLS-SEM Algorithm Moderating Effect . . . . .	64
4.10	PLS-SEM Bootstrapping Moderating Effect . . . . .	65

# List of Tables

4.1	Frequency by Age . . . . .	44
4.2	Frequency by Experience . . . . .	44
4.3	Frequency by Gender . . . . .	45
4.4	Frequency by Qualification . . . . .	46
4.5	Reliability, Convergent Validity and Loadings Values . . . . .	48
4.6	Cronbach's Alpha . . . . .	48
4.7	Composite Reliability . . . . .	49
4.8	Average Variance Extracted . . . . .	49
4.9	Discriminant Validity . . . . .	50
4.10	Factor Loading and Cross Loading . . . . .	51
4.11	Collinearity Statistics (VIF) . . . . .	54
4.12	Result of Hypothesis Testing (Direct Relationship) . . . . .	56
4.13	Result of Hypothesis Testing (Mediation Test) . . . . .	59
4.14	Result of Hypothesis Testing (Moderation Test) . . . . .	63
4.15	Result of Moderation Effect . . . . .	63
4.16	Summary of Hypotheses Testing . . . . .	66

# Abbreviations

<b>AVE</b>	Average Variance Extracted
<b>CR</b>	Composite Reliability
<b>JD</b>	Job Disengagement
<b>PLS</b>	Partial Least Square
<b>PSY</b>	Psychopathic Leadership
<b>SUP</b>	Abusive Supervision
<b>SEM</b>	Structural Equation Modeling
<b>TAT</b>	Trait Activation Theory

# Chapter 1

## Introduction

### 1.1 Background of the Study

Leadership is an integral part of workplace. The leadership affects various outcomes at workplace which includes employee related and workplace related outcomes. Studies have recognized different types of leadership that may exist at workplace. A considerable amount of literature exists on positive forms of leadership about personality trait such as democratic, laissez-faire, autocratic leadership ([Amanchukwu et al., 2015](#)).

In the past leadership has been considered entirely in positive terms [Padilla et al. \(2007\)](#), including Charismatic leadership [Bligh et al. \(2007\)](#) visionary Leadership [Conger et al. \(1990\)](#) while dark sides like tyrannical Leadership [Padilla et al. \(2007\)](#), and petty tyranny [Ashforth \(1994\)](#) are rarely discussed [Wu and Lebreton \(2011\)](#).

The dark side of leadership is delineated as a continuing form of behavior displayed by a leader that effects in overall negative organizational consequences based on the interactions between the leader, follower and the environment. Dark personalities at job are somewhat less researched ([Furtner et al., 2017](#)) yet there is a current surge in concern for this matter ([Spain et al., 2014](#)) though it has remained a popular topic in overall organizational behavior literature. [Furnham et al. \(2013\)](#).

Therefore the latest studies large number of “grey area” exist, where more knowledge about leadership and followership are desired. We pursue to highlight the contrasting shades of dark leadership by consider leaders, subordinate, and their relationships in particular context into account.

Psychology of the dark triad discusses the personality traits of Machiavellianism, narcissism and psychopath. Results presented that Machiavellianism and psychopathy were negatively associated to job performance. These dark triad traits were positively linked with Counterproductive behavior. The term psychopath usually calls up images of serial killer or act of genocide. Less commonly considered are those who are intelligent enough to avoid recognition by criminal justice system while hiding in the boardrooms of cooperation or working in the halls of government institutions (Palmela et al., 2018). Although extensive assumption that psychopathy is associated with thoughtful extensive assumptions that psychopathy personality trait don't consistently converted to chronic criminal offender (Akee et al., 2018). Psychopathy comprise of a collection of affective interpersonal characteristics involve lack of sympathy, cruelty, manipulateness and interpersonal appeal, impulsiveness and carelessness (Igoumenou et al., 2017).

Leader with higher level of psychopathy have been begin to treat their subordinate employees more destructively, exhibiting behavior such as bullying and intimidation (Boddy et al., 2015). Potentially due to this behavior, employees working for leader higher in psychopathy display less job engagement, greater intent to change job, less enthusiasm to do their job, and greater negligence toward their job (Mathieu et al., 2015a). Psychopathic traits influence on an individual's engagement. Indeed psychopathy have been linked with fraud, white collar crimes, immoral and dangerous assessment formulation, and disengagement in cooperate social environment (Jonason et al., 2014). Psychopathy is a personality sickness that is well-defined by anti-social and dysfunctional emotional, interpersonal and behavioral expressions (Louth et al., 1998). Psychopathy anticipate the most obvious and destructive tend amongst the Dark Triad (Jones and Paulhus, 2014). According to most of the researchers that provide information indicating that psychopathy is linked with negative leadership form (Mathieu et al., 2015a). As well



as negative influence on subordinates ([Mathieu et al., 2014](#)). In study of bullying in adult, stated that psychopathy was more strongly linked with bullying behavior ([Baughman et al., 2012](#)).

In general, subordinate are more expected to tag their supervisor as abusive when their supervisor ridicule and belittle them, remind them of past mistakes and failures, state them they are incompetent, speak poorly about them to others, and engage in other aggressive behavior. ([Tepper, 2000](#)) postulated that psychopathy form a “dark triad” that frequently appears in toxic or abusive leadership behavior. While these behavior also have positive outcomes, as getting ahead, they also increases the likelihood that supervisor will involve in negative, destructive behavior toward subordinates ([Garraway, 2013](#)).

## 1.2 Gap Analysis

These findings suggest that we need to specifically focus on psychopathic leadership and its detrimental outcomes. A study by ([Blickle et al., 2018](#)) addressed many issues on psychopathic leadership but they suggested that still there is dearth of knowledge which can link it with outcomes. Based on this call we identified abusive supervision as a potential mediator between psychopathic leadership and job disengagement. This is in addition to few studies that discuss psychopathic leadership and its impact on job performance but job disengagement was rarely discussed.

Another dearth in knowledge is that studies on psychopathic leadership have focused western and US context for example ([Robert et al., 2015](#); [Lin et al., 2013](#); [Zhang and Bednall, 2016](#)). These studies suggest that results might give different results in other contexts like having high power distance as it allows a psychopathic leaders to exercise more abusive behaviors. Keeping in view these calls, this study takes power distance as a between psychopathic leadership and abusive supervision.

### 1.3 Problem Statement

The leadership literature is predominantly focused on positive outcomes of leadership. For last many decades either its traits or behaviors, the main focus have been a positive image of leaders. However many incidents highlighted how leaders manipulated situations for self-interests and against the benefit of others.

Thus dark side emerged as a key focus in leadership debate; however this has many unaddressed puzzles which studies need to solve. One of these is to identify new mechanisms which clearly explain how psychopathic leadership results various outcomes. In addition role of culture needs further clarify.

To address these problems, the present study contributes in extant literature by looking abusive supervision as a potential explanatory mechanism in presence of power distance as moderator. This will give new findings to resolve the problems in extant literature.

### 1.4 Research Questions

The current study aims to identify answers for these questions:

**Question 1:** How psychopathic leadership affect job disengagement?

**Question 2:** How abusive supervision can act as an explanatory mechanism between psychopathic leadership and job disengagement?

**Question 3:** How power distance affect the relationship between psychopathic leadership and abusive supervision as moderator?

### 1.5 Research Objectives

This study intends to consider following objectives.

- To study dark side of leadership and identify unique outcomes of psychopathic leadership.

- To identify mediator in study of psychopathic leadership.
- To identify moderator in study of psychopathic leadership.

## 1.6 Significance of the Study

This study determine the impact of psychopathic leadership on job disengagement through a powerful and important variable abusive supervision because has wider outcomes on indices of employee attitudes (Lin et al., 2013). Earlier research exhibited that abusive supervision ideally related with job disengagement in a large extent samples (Martinko et al., 2013) and the study also determine relationship of psychopathy and its impact on job engagement in a power distance culture as Pakistan is a country where power distance prevails (Islam, 2004) crease the strength of this study. In light of these conclusions, we believe that this research spurs carryon study on inhibitors of Psychopathic Leadership at work place.

This study use moderator power distance that affects the impact of psychopathic leadership toward job disengagement. accordingly, we analysis the moderators and mediators that relate psychopathy and job disengagement in Pakistan power and people accept that power is distributed to elite people (Randall et al., 1993). None of the study in Pakistan has yet been conducted to test such relation of psychopathy and job disengagement under the light of culture because culture is very important factor that effect the organization.

This study makes following contributions in extant literature:

- Psychopathic leadership is studied in presence of unique explanatory mechanism.
- Abusive supervision has been used as mediator to link psychopathic leadership with job disengagement.
- The role of culture has been added in psychopathic leadership literature to provide new venues for research.

## 1.7 Theory Supporting on Research Topic

Theory that is supporting all the variables of my research and linking those variables directly to each other is the “Trait activation theory” has been in the literature since its introduction (Tett and Burnett, 2003; Tett and Guterman, 2000), as a foundation for tracking complexities in how personality shows out in the workplace and for recognizing further applications. Trait activation theory covers all the variables in an appropriate way because it depicts the trait situation link by competing that the behavioral exhibition of trait needs inspiration of that trait by trait relevant situational cues. The core of this research is to decide in which situation a personality trait is expected to emerge in behavior. A situation is established to be appropriate to a trait if it suggest cues for the trait expression.

The foundation of trait activation can copied back as initial as 1938, when Murray explained that situations “press” persons to display traits. Tett et al. (2013b) gave explanation about the important contributions of other beliefs that continue and impact trait activation theory with these subsequent:

“Trait and situation form two sides of the same coin that cannot be separated from each other”.

This research gives an interactionist model of job engagement that displays the circumstances in which a specific personality trait is expected to express job engagement. It does so by integrating psychopathic leadership and socially and organizationally derived situation cues in the form of abusive supervision.

The trait activation theory first presented by Allport (1937) while explaining how behaviors are commonly unpredictable, given dissimilar situations. He claims that discrepancies occur as dissimilar traits are triggered to contrasting degrees in dissimilar situations. He discusses that discrepancy arise on account of dissimilar traits are triggered to different degree in different situations. This opinion has establish to assist between many (Abu Bakar, 2015). The current research admits the trait activation theory as express by (Tett and Guterman, 2000), who formalize the trait situation association by arguing that the behavioral articulations of trait want stimulation of that trait by trait relevant situational cues. The essence of this

research is to conclude in which situation a personality trait is possibly to appear in behavior. A situation is established to be appropriate to a trait if it suggests cues for the trait articulation.

Tett and Burnett (2003) trait activation model incorporates declaration about the method by which personality traits are related to achievement. First of all, traits are articulated in work behavior as reaction to trait relevant situational cues. Second, basis of trait related situation cues can be originated at dissimilar level, as assignment, communal and organizational. The current study suggests situational moderators of the personality work behavior association for job engagement. They are trait relevant cues that are socially and organizationally derived contend that the situational variables selected for this research are related in recognizing dissimilar personality belongings of subordinate.

Psychopathic leadership and power distance are trait and abusive supervision is situational cues and job disengagement as behavior. Eysenck (1967) claim that trait and situation form two sides of coins that unable be apart from each another. Kenrick and Funder (1988) distinguished that trait effect behavior only in relevant situation. Trait activation is the way by which persons reveal their traits when given with trait relevant situational cues. In a direct test of trait activation view. Tett and Guterman situational cues that activate traits to produce trait. Expressive behavior is also used to access the behavior as job disengagement.

We rely on trait activation theory (Tett and Burnett, 2003) to give reason of how power distance moderate psychopathy and abusive supervision relationship which is established on the tenet that subordinate display a specific trait in a supportive content. The concept of relevant situation interactionist perspective (e.g Pervin, 1985) which recommend that expression of the individual behavior is reliant on the content which means that right content motivate subordinates to activate their personality trait (Blickle et al., 2018).

Building on proceeding debate this research give priority how abusive supervision as a supportive component of content is conducive to psychopathy leadership and job disengagement. The role of abusive supervision as influential of behavioral characteristics as job engagement. On the foundation of the principle of

---

trait activation, we propose that the predatory orientation of Leader of overall Psychopathy (i.e. a harshly influential view of human nature and enthusiasm to employ others for selfish goals; [Lilienfeld et al. \(2005\)](#)) will be trigger situation as abusive supervision that can be social or envirmental. Afterward ,the activated overall Psychopathy trait should have a negative impact on how these Leader treat their subordinate, that is how these Leader give verbal direction, to get subordinates behavior to conform to the organizations rules, and aid or demoralize their employees.

As psychopathic leadership that is a trait trigger situation cues that is abusive supervision. Behavioral expression of trait that is disengagement in response of abusive supervision that is situational signal that can be social or environmental. Power distance is also a trait that strengthens the relationship between psychopathy and job disengagement.

# Chapter 2

## Literature Review

### 2.1 Psychopathic Leadership and Job Disengagement

In majority psychopathic leadership appear to be fraudulent (Khiantge, 2011) traitorous (Urrows, 2007) disastrous (Williams et al., 2003). Psychopathy projected the most observable and destructive tendency between the Dark Triad (Jones and Paulhus, 2014). A few researchers have presented sign suggesting that psychopathy is related with negative leadership form Blickle et al. (2018) in addition it negative influence on employees Mathieu et al. (2014). In research of bullying in adult, described that psychopathic leadership was more vigorously associated with bullying behavior Furnham et al. (2013), and positively connected to disengaged work behavior Cole et al. (2012).

Hodson et al. (2009) establish that Dark Triad personalities (i.e Psychopathy, Narcissism, Machiavellianism) anticipate social dominance orientation and that the highest correlation was with psychopathy. Kaiser et al. (2015) acclaimed that dark side personality tendencies rest on false belief about how best to serve one's personal intrests. These people exhibit self-defeating behavior that may secure their minor short term interests but it cost them in long run.

According to Jones and Paulhus (2014) Psychopathy has the highest impulsiveness. Psychopaths, who display greater tendency to negative funniness styles

(violent, self-defeating). Psychopathy positively link to socio emotional abilities [Furtner et al. \(2017\)](#). Psychopath were negatively link up to work conduct. Psychopaths were positively linked up with prejudicial work behavior. Psychopaths, who are capable to achieve higher rank at work place, may excelling command their impulsivity and introverted tendencies.

[Patrick et al. \(2009\)](#) inspected diverse and frequently complicated exertion during whole history to explain psychopathy appear at three reoccurring ideas. They emphasized the utility of abstracting. Psychopathy in term of three core phenotypic forms; disinhibition, boldness and meanness. Their “triarchic model” of psychopathy can serve as an organizing framework for contrasting conceptions of Psychopathy, containing those appropriate to the organization.

In a 2002 key note address to comedian police society pioneering psychopathy researcher [Hare \(2002\)](#) stated that “not all psychopath are in broad rooms”. The identification that psychopathy extends to the work place and the rest of professional world is not new [Cleckley \(1941\)](#). Psychopath Johnson et al (2012) study link among the dark triad and strategy of organization manipulation. Psychopathy was related with hard strategies (e.g. threats). Overall, though, dark triad personalities have a tendency to more to hard strategies rather than soft strategies, such as social inspiration and manipulation at organization. As Schyns stated in a “state of the art” about that presentation on destructive leadership, “bad” is more than “good” ([Schyns, 2015](#)). This may be because destructive leadership throw organizational growth into reverse and so generates more repercussions.

Finding from current empirical study check earlier expressed prospects. Current study has certainly revealed that psychopaths have a noticeable consequence on subordinates detachment, workload, job satisfaction, conflict and bullying, cooperate social responsibility and work place constrains in the organization ([Thompson Coon et al., 2011](#); [Boddy, 2016](#); [Boddy et al., 2010](#)). As well as on the propensity to indulge in environmental offending in the form of the illegal dumping of toxic waste materials ([Ray and Jones, 2011](#)).



Based on their personalized power purpose and social supremacy orientation, Psychopathic leaders display antisocial inspiration to leader. In organization framework psychopathic leader display uncertain and passionate leadership behavior. Psychopathic damaging leadership behavior could have powerful negative belongings on firm representatives and effectively [Boddy \(2015\)](#). Psychopath in the workplace conveys the story of brutal bullies who rise to the top echelons of organizations, lying in wait to destroy not only companies and lives ,but also economies [Boddy \(2015\)](#); [Boddy et al. \(2010\)](#).

Psychopathic tend are usually observed in a very negative light by organizational scholars [Murray \(1938\)](#) not unexpectedly, the irresistible greater number of study support this idea. Psychopathic tendencies have been establish to be negatively connected to work accomplishment [Scherer et al. \(2013\)](#) and helping behaviors [Faura \(2016\)](#), and positively related to job engagement [Cole et al. \(2012\)](#).

Engagement is an optimistic state of comfort and high motivation ([Cooke et al., 2019](#)), where engaged employees have great level of efficiency, are entirely participative in their task, and are passionate and like their work ([Quinones et al., 2016](#)). There is some sign that work engagement oscillate within employees over time ([Sonnentag, 2003](#)). [Macey and Schneider \(2008\)](#) who debated engagement as a practice that is comparatively lasting over time and analyze work engagement as an individual characteristic. As great work engagement indicates to be noticed in one's task, greatly engaged employees should be lesser diverted by negative occasions that might happen at work. Therefore, they are less likely to focus on such negative events and their negative effect should remain below. Lastly, high work engagement may allow effective work accomplishment ([De Lange et al., 2008](#)), whereas job disengagement may delay performance because struggle and deliberation are missing.

The emergent from growing disenchantment with “deficit model” of psychology and its emphasis on disorder and psychopathy and issue such as strain and exhaustion ([Purcell, 2014](#)), A capability occupying access would allow an improved understanding of how to start a prosperous life and attain high level of task achievement or spotlight on positive features that makes life worth living ([Avolio et al.,](#)

2004). In regularly cited and experts research, fully accept that they simply chose to arbitrarily exclude model of behavior that spotlight on removal, dysfunctional behavior, or other disengagement occurrences (Pinto et al., 2008), not unexpectedly, numerous in the work engagement field are said to be studies of the negatives (Purcell, 2014) after all there is clarify prove of dark side to engagement. Subordinates who attempt to discharge all task and group action as well as being conscientious organizational citizen, can experience exhaustion, fitness problem and disengagement (Purcell, 2014).

Work engagement may be unobjectionable in its own words in analyzing the aspects, and occasionally the antecedents and concerns, of a supportive, fulfilling's work associated condition of knowledge, but like a side effects are agitation. These range from the way the most of the employees who are completely involved are defined in negative term indicating that it is their own negligence, to a near prevention, or recognition, of conflict at work place whether social or team.

The situation under which leader meaning making efforts, can kill employee experiences of significance at work. The author applied a wide angle taking into account leader's characteristics and employee characteristics. They debated that leader damage follower's work engagement. The negative consequences of diminished meaningfulness comprise disengagement (Kipfelsberger et al., 2017). Literature expose that when employee feel unhappy at work they are involved in deviant work place behavior (Javidan and Carl, 2004). Psychopathy show vital role in bringing negative behavior at work (job disengagement).

Recent research by (Tett and Guterman, 2000) has demonstrated the aspect that trait relevance show in understanding how traits give an account to pattern of behavior. Tett and Burnett (2003) trait activation model integrate declaration about the mechanism by which personality traits are related to performance. First, trait is exhibited in work behavior in task behavior as reaction to trait relevant situation cues. Another point is trait relevant cues can be initiated at various levels that is specifically job assignments, social and organizational. The current research suggest situational moderators of personality job behavior association of job engagement, they are trait relevant cues that are socially and organizationally

derived argue that the situational variable selected for this research are relevant in recognizing dissimilar personality effects of subordinates.

**H1: Psychopathic leadership is positively related to job disengagement.**

## 2.2 Psychopathic Leadership and Abusive Supervision

Psychopathy is the “darkest” dark triad trait in organizational leadership and also the less studied topic (Schleich et al., 2014). There is less proof of relationships of psychopathy and leadership (Boddy, 2014). As reported by (Hare and Neumann, 2008), psychopaths assign organizational participants into two segments: One segment is made of their followers, and the second segment of their critics that categorize that the institute is in risk. Psychopathic leader try to outmaneuver and get rid of their attackers to better ascend to power. Psychopathic leaders can be mainly established high-ranking management levels (Spencer and Byrne, 2016). Psychopathic leaders are extremely complex in picking of their followers, who must pay them complete devotion. Psychopathic leaders avert opinion creating and don't bother about their subordinates. Mathieu et al. (2015b) determined that, like narcissism, psychopathy might be linked with leader development or a surface indication with leadership, but not with leader efficiency.

The reason for leadership derailment lies in the personality illness of the leader (Gundling et al., 2011; Hogan and Kaiser, 2005) stretched their ideal to propose that personality openly defines leadership forms, which in turn effects subordinates views and group work and results organizational performance. Psychopathy is a concept explain by group of personality traits and features, along with magnificence, egocentricity, deception, empty emotion, lack of sympathy, craziness, abrupt, and an impulse to pay no attention or disrupt socialisms (Hare and Neumann, 2008). We consider that psychopathic traits are a firmly basic aspect for many of the interactive behavior show by dysfunctional leaders, and a reason of main mental discomfort in their employees (Hare and Neumann, 2008).

The subject of abusive supervision has created considerable study over the past two eras. Abusive supervision, well exemplify as employees view of the degree to which their supervisors involve in the constant act of aggressive written and unwritten behaviors, exclusive of physical connection (Babiak, 2000) as expanded research debate in the field of general management over the earliest decades. Abusive supervision comprise withholding desired facts, condemning employees, embarrassing them in front of others coworkers, put down their rank, and offering them the cold shoulder (Schyns and Schilling, 2013). A significant form of observed indication has recognized the damaging impacts abusive supervision employs on employees temperament, behavior, and mental fitness, such as job disengagement (Tepper, 2000), lessen effective obligation (Tepper, 2000), interactive and workplace divergence (Martinko et al., 2013), poor work execution (Tepper et al., 2009), counter-productive conflict (Tepper, 2000), and mental suffering (Whiteford and Groves, 2009).

The study on abusive supervision establish that abusive behaviors charged subordinates to display low level of dedication, authenticity, fairness and fair acknowledgment (Robert et al., 2015) and increase the rate of substitutes, work domestic conflict and mental suffering (Lin et al., 2013). Abusive supervision is an unfriendly state that can be give rise to as disbelief between organizational associates and negative attitudes towards organizations (Zhang and Bednall, 2016). From last two decades, numerous researches have been carried out on abusive supervision (Martinko et al., 2013), which displays the probable significance of this area of research in the present time. Literature proposes most of the studies on abusive supervision have done, on sample taken from the western states (Zhang and Bednall, 2016).

Current cases of misbehavior have revitalized interest in Leader personality trait as antecedent, such as abusive supervision (Wu and Lebreton, 2011). Research of supervision (Mathieu et al., 2014) established that employee ranking of psychopathic traits in their direct supervision conclude employees psychological discomfort, work family contention and job dissatisfaction. It demonstrated that psychopathic leadership was a substantial predictor for employee personality (Mathieu

et al., 2015a). It is also established that psychopathic leaders were positively inter-related with abusive supervision and subordinate turnover plans, and negatively related to subordinate' job engagement (Mathieu et al., 2015a).

It described those psychopathic traits in supervisor projected employee's job disengagement, lesser work motivation, mental suffering and turn over intention better than supervisor leadership form (Mathieu et al., 2015a). Furthermore, we faith that psychopathy may be most hazardous of dark personalities in the workplace. At the present time behavior by which supervisor psychopathic trait produce effect on behavior of employee's have yet to be fully explored. We faith that abusive supervision behaviors might be one law psychopathic individuals might use to attract in the workplace.

Particularly, supervisor display of destructive workplace behavior may evidence specific damaging when employees are extremely dependent on their supervisors. This reduces leaders power which requires to manage over other outcomes (Anderson & Brison, 2014), involving an extremely important decision in our interpretation of the association among Leader Dark Triads and abusive supervision. Established on thought on the result of power (Wisse and Sleebos, 2016), we claims that the association among the Dark Triad Traits and abusive supervision may be more prominent when supervisor power is greater rather than lesser.

In the Journal of Business Ethics, The University of Notre Dame written that psychopathic leader have a natural opportunity in organization overrun by abusive supervision, and are more likely to thrive under abusive leader, being more opposing to stress, including interpersonal abuse, and no need for positive relationship than others. Psychopathic leader are impulsive pleasure looking individuals, who don't have sympathy, feeling of guiltiness's, are expected to leads an irregular lifestyle and to show antisocial behaviors (Williams et al., 2003). Psychopathic leadership has been positively associated to abusive behavior (Crocker et al., 2005) workplace intimidation and abusive supervision (Boddy, 2014). There is a Positive connection between psychopathic leadership and both abusive supervision(Laurijssen et al., 2010).

In accordance to Trait activation theory, when somebody face certain situation, they reply according to their precise traits (Tett et al., 2013a). A situation is considered related to a trait if it give cues for the expression of trait relevant behavior (Tett and Guterman, 2000). Situation trait relevance is a qualitative characteristics of situations that is principally trait specific .Abusive supervision, as one expression of negative leadership, is gernalized to be a trait relevant behavior (Tepper et al., 2009). Psychopathic leadership is a trait that activate the situation that can be social or environmental as abusive supervision.

**H2: Psychopathic leadership positively related to abusive supervision.**

## 2.3 Abusive Supervision and Job Disengagement

In current time period, there has been a huge attention given to subordinate engagement .Many have appealed that subordinate engagement estimate employees consequences, organizational successfulness, and financial accomplishment (Saks, 2006). At the similar time, it has been described that subordinate engagement is reduced and there is extending disengagement between subordinates now (Richter et al., 2016).

Robert Hogan consider the idea of engagement is essential for two great reasons. The one is that it challenges the prevailing research paradigm in academic psychology which is a within-team approach. Psychologists research on personalities, observing for features that represent high performers; applied psychologists demand organizations charges to recognize these better performers. All grouping suppose that staffing organizations with better performing individuals conduct inevitably to organizational efficiency applied psychologists think that we build effective organizations one high performing individual at a time. But this postulate has almost never been accept or verified and it don't believe that has any empirical support. That is where engagement comes in it pointers to a between-groups approach.

Engagement is explain in label of beliefs, motivations, and conduct that are favorable to the task group in which the person is embedded. Though engagement is

describe and studied at the individual level, engagement principally matters at the collective level. And it really concern: engagement is the element in organizational lifecycle it forecasts each cumulative level consequence of significance, undesirable or desirable, including customer satisfaction, employee turnover, reduction and productivity evaluations.

Subordinate engagement at higher level is empirically related to measureable indices of organizational efficiency. Effectiveness of organization should be the main concern of all applied psychologists, but reviewing organizational effectiveness needs a between groups methodology, and that is an essential modification in methodological world prospective. In one case, engagement relates collective level of performance and is straightly related to organizational efficiency.

The second purpose of the concept of engagement is important concerns the fact that most Workforce is not engaged. Engagement exploration Gallup is the world Leader, and Gallup studies usually described that employee engagement levels across workplace are in the percentage of 25 to 30. This strong empirical detail increases three exciting questions. The first is what is the reason organizations cut the element that the most of their subordinates are detached? That reality virtually screams for observation. The second question is, how do organizations permit high levels of detachment when doing so brings lost sum of money and unnecessary costs? The third question relates the reason of the low levels of engagement. The solution to these three questions is that most of the leaders are more committed on their own career than on the achievement of the organizations where they work.

In two milestone researches, Wright, Gardner and ([Wright et al., 2002](#)) be revealed that: (a) leader behavior estimate employee engagement; and (b) employee engagement estimate business-unit execution. Engagement is a purpose of how individuals are treated by their leader; when engagement is low, output, customer satisfaction, and unit financial performance are low, and conversely. Particularly, the form of the association between leaders and followers generates engagement. ([Christian et al., 2011](#)) show that associations are the aspect of leadership most interrelated with engagement, and ([Gerstner and Day, 1997](#)) sum up the outcomes

of quality association for organizational performance. Contrarily, (Townsend et al., 2000) report that low quality interactions not only lower individual performance but lead subordinates to respond against nasty leadership.

Offensive leader behavior mainly initiates in “the dark side” of personality (Khoo and Burch, 2008). As Bentz (1967) recognized, leader fail for a consistent set of details: emotional immaturity, pride, regulation, corruption, hesitation, indigent communications, etc. Hogan and Hogan (2001) projected a classification comprising the most usual discriminatory leader behaviors. Even though the behavior forms are changed, they have the similar effect on employees they deteriorate trust, enhance pressure, lower their performance and lower engagement.

Engagement is explain and calculated at the level of individual employees, but engagement concern at the company level. Engagement is an index of profitability and company efficiency. But engagement is created at the individual level, and is a job that how individual employees are treated by individual managers. The research of engagement is not an HR fad, it is fundamental to an unexpected number of important questions associated to between team differences in company efficiency.

Employee engagement discusses employees’ desire about task, obligation to their organization’s goals, and enthusiasm to struggle that guarantee their organization to be profitable (Karumuri, 2016). High work performance can be achieve through higher subordinates engagements (Mackay et al., 2017). However, effective approaches developed by most of the leaders for engaging subordinates and correcting their job accomplishment, others still effort (Plaskoff, 2017). Therefore, researchers can analyze how business leaders can more efficiently engage subordinates and enhance their accomplishment so their organizations can be profitable.

Workforces that perceive enthusiastic to their organization, have the proper expertise position, and accomplish well liable to be creative, which can assist their organization stay ambitious (Ulfig, 2019). Though, about 71 percent of subordinates in the United States do perceive disengaged at job, that can decrease their execution and decrease their organization output and business earnings (Simmons, 2018). Because of the tasks linked with subordinates disengagement, more business



leaders are identify the requirement to know how to engage subordinates (Ulfig, 2019), even though, few of the leaders effort to find the perfect right approach to engage their subordinates (Karanges et al., 2015). This subordinate disengagement concern within organization show an applied business issue that needs more concentration from the research society. Scholars such as (Ulfig, 2019) recognized aspects that assist subordinates perceive engaged at the place of work, comprising appraisal and skilled growth favorable circumstances. Kerns (2014) also recognized the advantage of having engaged staffs such as improved client assistance and financial accomplishment. Yet, many leaders still struggle to engage subordinates (Basit, 2016). Novel study may conduct new details concerning the plans that leaders can use to boost employee engagement and job accomplishment.

Subordinate disengagement states to subordinate be lacking of desire for their task, lack of obligation to their organizational objectives, and absence of ambition to challenging effort on daily basis to guarantee their organization is favorable (Banihani and Syed, 2017). Subordinate engagement is the reverse of it (Kahn, 1990).

The study of the literature on subordinate engagement and task accomplishment contain peer-reviewed reports and papers, books, and thesis. Key research databases comprised the ABI/INFORM accumulation and Business resource entire databases accessible via the Walden University online book collection. It based peer-reviewed printings to comprise in this literature evaluation by looking at words like engagement, subordinate engagement, and engagement theory, along with associated idea such as work engagement, institutional obligation, job participation, and job accomplishment. With view to subordinate disengagement, exploration words comprise disengaged, disengagement, and subordinate disengagement, as well as with same term such as subordinate frustration and subordinate resign. The references of 231 includes literature review, hundred percent of which are peer-reviewed origin, with almost 88 percent issued among 2015 and 2019.

Subordinates disengagement states to absence of individual fulfillment at the place of job (Saks, 2006). Disengaged subordinate have little ambition to diligently

support their business to flourish (Benham, 2017). Employees that don't have integrity usually show less task completion (Singh et al., 2016). Disengaged staffs generally show some warning signs, such as not asking important questions or thinking wisely about work tasks (Pater and Lewis, 2012). Moreover, they frequently ignore deadlines and might devote time at work using social media sites for personal reasons (Pater and Lewis, 2012). Disengaged workers fail to offer creative or artistic belief, likely not to join in conferences, and do not want to collaborate with coworkers from other units (Pater and Lewis, 2012). They might even avoid work regularly (Boichuk and Menguc, 2013).

There are two categories of disengaged subordinates include inactively introvert subordinate and passionately unwilling to accept subordinates (Jamaludin et al., 2016). Pater and Lewis (2012) give samples of both kinds, with a particular emphasis on subordinate's attitudes approaching organization security procedures. For instance, passively unsociable subordinates tend not to work on security procedures or training approaches, be unsuccessful to argue security responsibility, and often lessen the convenience to aid on security task force (Pater and Lewis, 2012). There are unwilling to accept subordinates might also show violent degree of disengagement, such as making jokes during safety meetings or diverting leaders from sharing significant security opinion (Myers, 2018).

There are lots of Reasons of subordinate disengagement. Few subordinates might engage at work in the beginning (Kerns, 2014). Though, the similar worker might notice disengaged with the passage of time (Kerns, 2014). Business leader's advantage from considerate why this continuous change consistently takes place within workplace (Zitron and Gao, 2017). Negative relations with clients and leaders. Some subordinates disengage after relating with angry, aggressive, and hostile client (Goussinsky, 2012). More subordinates give up affection at job because they have a negative relationship with organization leaders. For instance, few of the subordinates job for leader that are regional or threatening (Dye, 2018). In certain organizations, leader rely on growing subordinate engagement is difficult and not valuable trying, which can distress subordinates (Pater and Lewis, 2012). Some workers disengage as they feel that leaders take them for accepted or do not

attain their agreements with subordinates (Pater and Lewis, 2012). Other subordinates do not trust their leaders are truthful and kind, which dispirits them from desire to devote to the workplace achievement (Pater and Lewis, 2012). Workforces sometimes disengage because their leaders do not exchange information or cooperate with them humbly (Singh, 2013).

(Singh, 2013) surveyed 474 workers and find that workers felt more gratified when their leaders were honest; sympathetic; and effective at exchanging ideas, form connections, and addressing conflicts. Deficit of supply, independence, or rectification. Few of the workforces perceive unattached as they observe they do not have the supplies and materials that require to execute work (Laschinger and Fida, 2014). More subordinates might disengage after feeling upset with the number of jobs they must absolute with insufficient assistance (Fida et al., 2015).

Few of the subordinates feel upset because they do not have the liberty to build their own choice about work projects (Laschinger and Fida, 2014). Compensation and workplace policies represent other sources of frustration for some employees (Constanta et al., 2015). Few subordinate disengage at job as they do not perceive assured about their own knowledge (Ulfig, 2019). Putra et al. (2017) studied this concept by conducting a survey study of 149 restaurants subordinate. Liu et al. (2013) established that subordinate who don't have confidence could have a negative attitude regarding their works subordinate conflict.

Disengagement can also be usual between subordinates who do not progress together (Magee and Galinsky, 2008). Organizations where subordinates rumor and give wrong news about each other generally have great levels of subordinate disengagement and nervousness (Ulfig, 2019). (Wu et al., 2018) established this trend after studying 234 supervisor–employee relations in China and knowledge that subordinate who worked in a situation with rumor likely to show lesser enthusiastic. Workers also tend to have lower engagement when they job in a situation where coworkers and leaders are fast to criticize each other upon facing tasks (Ulfig, 2019).

Disengaged workers can upset an organization (Huang et al., 2011). Scholars have recognized some drawbacks of employee disengagement (Kerns, 2014). Consequences range from lower client contentment to lesser productivity (Wirtz and Jerger, 2016). Disengaged subordinate can wreck a client's knowledge (Ulfig, 2019). For instance, if a forefront subordinates evolve into annoyed later communicate with hostile client, the subordinate might take regular breaks to avoid working with other customers (Goussinsky, 2012). Client might become irritated at the lack of service (Goussinsky, 2012). Loss of effectiveness and output. Organizations frequently experience lower profitability due to the under developed outputs stages of depressed subordinates (Ulfig, 2019). There is an average loss of \$1000 yearly in profit of an organization where employees experience disengagement and unattached to the organization accomplishment (Singh et al., 2016).

Unmotivated employees might even discourage colleagues from concentrating on company objectives, which could charge institute as more than as \$300 billion in lacking of efficiency yearly (Park et al., 2019). Productivity levels also decline when displeased staffs fail to share new concepts (Woisetschläger et al., 2016), or when they leave the company for other opportunities (Kerns, 2014). Recruitment and training new staffs cost organizations time and increase money (Yalabik et al., 2015).

Subordinates who lack the wish to been working really hard are also expected to experience psychological and fitness issues (Lucia-Casademunt et al., 2018). Many disengaged staffs feel annoyed, irritated, unhappy, nervous, and harassed, all of which can harm employees' health and aspects of life (Laschinger and Fida, 2014). (Peele, 2014) give surveys to 175 subordinates in the legal industry and learned that subordinates who perceive they had disrespectful coworkers often had negative approaches at the end of the routine. Workers who don't have a sense of relationship to organization principles are also expected to perceive disengaged and practice physical and mental exhaustion (Kahn, 1990).

Subordinates who disengaged might also feel tempted to turn dishonestly by leaving work early, taking unofficial breaks, loitering, or abusing sick leave (Newman et al., 2019). Some subordinates react this way as they feel their leaders have deal

them unethically, such as offering greater salaries, higher benefits, and praises selective workers (Liu and Berry, 2013). Disengaged subordinates might even turn out to be irritated to the point of stealing equipment and resources from their organization (Shoss et al., 2016).

Disengagement of subordinate can cause other form of hazardous behavior as well. An illustration, disengagement of subordinates could exhibit hostility by accusing others and supportive in rivalry and assault at job, which can be reason behind many subordinates to feel depressed and insecure (Tillott et al., 2013). Some disengaged workers might even complete everyday jobs mistakenly on intention, or attempt to embarrass colleagues by degrading their task accomplishment (Fida et al., 2015).

In the last two eras, management researchers have presented growing interest in Destructive behaviors showed by supervisors (Aryee et al., 2008). One of the general form of supervisor destructive behaviors, abusive supervision mention to the range to which supervisors involve in non-physical destructive behavior to juniors (Tepper, 2000). Since the work of (Tepper, 2000), a number of research have accepted pervasive and deleterious effects of abusive supervision as employee mental suffering, job discontentment, emotional fatigue, in-role and extra-role behaviors, and resignation from the job (Macey and Schneider, 2008). Indeed, it is clear that abusive supervisory behavior has ramifications for the welfare and act of employees who are presenting such behavior.

Tepper (2000) defined abusive supervision as “subordinates” insights of the degree to which supervisors encompass in the continued exhibition of aggressive verbal and nonverbal conducts, without physical interaction. Since Tepper’s important article, a multitude of studies have studied the damaging consequences of observations of abusive supervision on a host of subordinate and organizational concerns (Martinko et al., 2013).

This study has established that employee observations of abusive supervision are linked with high level of stress (Wheeler et al., 2013), failures in affective welfare, and low-quality interpersonal exchanges (Kernan et al., 2011). Observation of

abusive supervision have also been positively correlate with employee's tendencies to engage in deteriorated behaviors at job (Huang et al., 2017).

Subordinates who observe supervisory abuse display less commitment (Xu et al., 2012), are assessed more poorly on official work evaluation (Harris et al., 2007), and reportedly involve less in organizational citizenship behaviors (Zellars et al., 2002) than their match who do not observe as much supervisory abuse. Certainly, observations of abusive supervision are related with a varied variety of undesirable organizational consequences.

Diverse studies have shown employees consequences of abusive supervision containing behavior such as more violent behaviors absorbed toward supervisors, colleagues, organizations and family (Tepper et al., 2009) adequate fitness issues, lack of dignity, mental chaos, exhaustion and problematic drinking and decrease work contentment and engagement (Duffy and Ferrier, 2003). Abusive supervision may also cause abuse to other subordinates as well, thus disturbing in organizational efficiency. Furthermore, family life of sufferers may also be extremely concerned because of abusive supervision (Hoobler and Brass, 2006).

Interactionist methods to review of personality (Hochwarter et al., 2006) propose that features of the job situation can trigger the aspect of a given trait by proposing that behavior related with that trait are obligatory, suitable, and preferred. Therefore, the relation between leader traits, namely personality, and leadership behaviors and efficiency would be anticipated to be affect by the structure of job (Humphrey et al., 2007) and, thus, should be powerful when situation demands for that specific trait to be triggered.

Tett and Guterman (2000) suggested the trait activation theory .the trait activation theory emphasized the significance of situational cues that these situational factors can moreover support individual job engagement .It is significant for employees to acknowledge various forms of situations at the same time in understanding their aspect for trait activation.

The relationship between personality trait and behavior can be explained with the help of trait activation theory (Tett and Guterman, 2000). Allport (1937) first

presented the trait activation theory while arguing how behavior is often unpredictable, given different situations. He claims that conflicts appear as contrasting traits are triggered to dissimilar degree in different situations. The current research chose the trait activation theory as articulated by (Tett and Guterman, 2000), who formalize the trait situation link by argue that the behavioral expression of a trait require influence of that trait by trait relevant situational cues. The core of this research is to conclude in which abusive supervision is situational signals may come from association, social and take stimuli. These signals can trigger behavior characteristics that are related to job disengagement.

**H3: Abusive supervision is positively related to job disengagement.**

## 2.4 Abusive Supervision as Mediator

Abusive supervision demarcated a form of leadership called abusive supervision. He describes abusive supervision as workers' observation of their supervisor's continued show of verbal and non-verbal hostile behaviors, excluding physical contact. Hostility is an important component of abusive supervision. It initiate that abusive supervision lowered subordinates' satisfaction and organizational commitment, and increased work-family conflict and emotional distress. A recent meta-analysis found abusive supervision linked with lower job contentment, organizational citizenship behavior, job engagement, perceived organizational support, work performance, and higher counterproductive work behavior, depression, emotional exhaustion, job tension, and work-family conflict (Tepper, 2000).

Model, which was established on current study accessible at the time, seems due for a review. further current studies proposes, directly and indirectly, that follower's individual differentiation can influence their observation of violation and their feedback to these understanding in ways that were not review in the previous research. In specific, we debate that there is few proposal to recommend that response spiral involving follower's achievement and behaviors to abusive supervisory behavior might happen (Tepper et al., 2009).

Abusive supervision is taken as silent workplace stressor which causes injurious psychological consequences on abused employees (Chi et al., 2007). From a broader view, abusive supervision has been noticed as expensive and increasing organizational issues. As per assessment, almost 16 % of US employees have described to deal abusive behaviors (Lawrance et al., 2006) and resulting in increasing expenditures nearly \$23.8 billion. There is a great organizational issue that increasing cost due to abusive supervision.

Lots of researchers checked that how abusive supervisor cause organizational and employee's consequences (Mackey et al., 2013). There are lots of evidence from researches, subordinates' observation of abusive supervision is positively related to emotional fatigue, lack of enthusiasm, workplace conflict, negative distress, low leader-subordinate interchange, family-work fight and plan to leave the job and negatively related with organizational citizenship behavior, engagement, work execution, work achievement and work contentment (Harris et al., 2007).

Abusive supervision is the main reason behind downsizing of employees, particularly for employees that seem mainly endangered and submissive (Neves, 2014). Rather than clearly visible reprisal and violent behavior with ending associations with supervisor (Tepper et al., 2009) which could lead in future task disengagement in uncertain financial circumstances, employees rather try to prevent relationships with the cause of misuse by keeping a distance from their supervisor (Naz, 2018) and keep silent about organizational concern.

It recommends that leader high in psychopathy can exceed those low in psychopathy on certain undoubted accomplishments. Leaders that are high on psychopathy have inefficient manipulation and work execution than low psychopathy leader, the former were view as higher ranking in strategic thinking, innovation, and communication. Likewise, leader high in psychopathy can performed effectively on majority of the tasks including persuasiveness, disaster management, relations with Congress, and worldwide respect (Babiak and Hare, 2006). Leader high in psychopathy have more frequently authorize immoral behavior in their management and more likely to challenge resolutions (Lynam and Miller, 2012).



It is inappropriate to state that the moral suggestion of employing psychopaths without significance. Instead, this study may influence our viewpoint of how cultures tolerant, possibly encouraging, of immoral interpersonal abuse become apparent. If, as we have argued, leader higher in psychopathy do not respond negatively from an emotional position to abusive supervision when others do, they may be amongst the most that desire to work in the organization, maintain their performance levels, and be promoted as a result. Leader that are high in psychopathy are display abusive behavior themselves, such a process could set up organizational cultures where immoral interpersonal exploitation is more general.

Although prior studies has shown abusive supervision to be linked to lots of behavioral outcomes such as work contentment, job engagement, plan to quit, and counterproductive work behaviors , there are few studies found that interlink abusive supervision and job engagement that is a constructive, desired that influence motivation state of job associated wellbeing. Conceptual works, yet, belief that abusive supervision is expected to impact employees' engagement at work. In Tepper's developing model of abusive supervision, abusive supervision is related to mental distress (e.g., job strain, exhaustion from work). Hence, this research searches to restrict the research gap in the literature by inspecting the predictive consequence of abusive supervision on job engagement. employee engagement may be a key to competitive benefit with research indication indicating that individuals with high job engagement outperformed those with low job engagement, more research on its experiences is necessary (Poon and Ainuddin, 2011).

Research that establishes perceived abusive supervision as a type of job demand (Tepper and Henle, 2011) that is directly associated with higher levels of burnout (Tepper, 2000) and lower levels of engagement (Poon and Ainuddin, 2011). In an analysis of work engagement literature alters on a day-to-day basis, and that this daily alteration is driven in part by negative employee experience at task. Infect number of recent researches concerned with support of the concept that everyday variation is significant and expected (Barnes et al., 2015). Furthermore, work engagement happens collectively .workers that are treated abusively can observe job disengagement (Costa et al., 2014).

According to trait activation theory trait activation may happen because of social demands that come from elements, such as colleagues, subordinates, customers and supervisors. Unlikely, social appeal are frequently overloaded as significant situation that impact trait expressive behavior (Tett et al., 2013b) trait relevant cues provide by social demands are not as actual and workable as task requirement, they can be equally as significant in predicting trait expression work behavior. Abusive supervision is different from mistreatment, because only supervisions are participated in harassing subordinate in abusive supervision, as averse to victimization where anybody (employees) can be involved constant over the period of time and make individual behavior in distinct ways.

The theory clarifies the dynamic method of how dissimilar traits display an active part in behaviors modification (Tett et al., 2013a). Trait activation theory delivers a holistic approach for understanding model. When individuals are deal with certain situations, they behave as according to their precise traits (Tett and Burnett, 2003). Theoretically help from this theory, this paper has suggested that when encountered with continuous victimization, employees respond with unlike emotional reactions based on their particular personality traits. Trait that is psychopathy trigger situation that is abusive supervision that influence trait expressive behavior that is job disengagement.

**H4: Abusive supervision mediates the relationship between Psychopathy and Job disengagement.**

## 2.5 Power Distance as Moderator

Dutch social psychologist the Greet Hofsted that emphasis his effort on the review of culture across countries. As per Hosted, Power Distance is the degree of disparity present among a less powerful individual, which in organization would be characterized by higher employee association. The construct of work associated PD discusses how much hierarchical disparities individuals will agree and certainly respect as proper. Conferring to culture's over all PD norms in its organization observes, such as dominant distribution of prestige, societal rank, wealth, the class

and status system, and access to worldwide rights (Bochner and Hesketh, 1994). He has written books on culture enabled culture consequences (1980) and organizations software of the mind (1991). His source review of cultural dimension comprises a research of IBM subordinates from across the countries that designed the basis of his cultural dimensions theory. He presented a very important idea of cultural variances between people in the organization situation. Considering the cultural differences is becoming ever much significant as we continue to grow an integrated global economy. Definitely, how one thoughts power relationship will influence, how that individual will act in business cooperation, as leader and as subordinate using a low power distance management or negotiation method on somebody accustomed to a high power lookout may very well backfire and be counterproductive.

Though, this paper has selected power distance as a moderator from the framework established by (Minkov and Hofstede, 2013) that related national cultural beliefs with organizational behavior. Power distance discusses to the measure in which a culture receives the point that power in organizations is shared unequally (Hofstede, 2013) If the national culture stimulates fairness among persons, then an individual linked with that culture will also aspect the world with the eye of fairness and will not impose unfair powers on others. Individual level power distance explains that the degree which a person confesses unequal distribution of power (Wang et al., 2012). There are certain important causes to select power distance as a moderator from (Hofstede, 2013) cultural values.

power distance is fundamentally cultural belief in the present study as abusive supervision show itself in a variety of mistreatment of power (such as abuse with subordinates in an institute, and for subordinate are possibly influence on their thought and response for supervisor aggressive behavior (Lin et al., 2013).

Respectively, the idea of individual level power distance measures the interpersonal power, impact among a supervisor, and employees (Wang et al., 2012). Followers with less power can observe power distributed unevenly between persons (Hofstede, 2013). This impression is related with the beliefs of more and less powerful followers of a culture (Abdullah et al., 2014). In other words, individual level

power distance can be clarified as the way one observes power has been unevenly distributed in a culture or institutions. The more will be the observed unfairness the extreme probabilities of restoring of abuse through divergent behaviors.

Subordinates who specify high power distance can easily tolerate the aggressive behavior of supervisor by taking them as respectful bodies that they should follow in all circumstances (Khan, 2014). In high level of power distance cultures, subordinates simply neglect the abusive behavior in any conditions as contrast to low power distance cultures (Lian et al., 2012). Numerous calls have been prepared to study power distance it in Asian culture (Peltokorpi, 2019). Western culture base on low power distance, while Asian states (for instance Pakistan, China and India) rely on high power distance (Minkov and Hofstede, 2013).

Hofstede (1980) acknowledge first cultural dimension called power distance. In cultural dimension power distance that may be associated to the Dark Triad and impact an individual social behavior. Culture approve power distance as governance of authority as beyond doubts (Taras et al., 2010). Interesting one's extent of power has considerable behavioral outcomes (Anderson and Brison, 2014). Concluding from the current studies that power increase comparability between initial faith, status and traits on the one side and behavior on the other (Magee and Galinsky, 2008).

Power distance is the point to which subordinates are enthusiastic to take up hierarchical order (House, 2004). Subordinate in high power distance culture are agreeable to be obedient to their leader and agree to take their plans without question; as such, subordinates are usually less sensitive to leader action towards them due to their respect to the power hierarchy. Inst cultures, physical areas such as organization architecture are organized and without any doubts defined to disconnect employees from leader. In distinction, low power distance belief cultures are more probably take open idea of floor systems that acknowledge leaders and employees to socialize (Tan and Chong, 2003).

Leader with high power distance attitude are supposed to be more related attitude, to permit less involvement to refrain interpersonal relations with subordinates (Den Hartog et al., 1999). To build relatively little attempt to communicate, to be

more inconvenient, and to be expected to give personal relationship opportunities (Offermann and Hellmann, 1997). Actually, Leader in high power distance cultures regularly treat subordinates as if they don't have authority to exhibit their idea (Bjørge, 2007).

Looking at the individual level it appear power distance would about obligatory effect one's relationship with his leader. High power distance culture subordinates may face the situation of abusive behavior from the leader due to the power that is unequally distributed (Kang and Jensen, 2009). Kang and Jeuses investigate the association between abusive supervision and power distance as positive. In culture where power is high create more abusive behavior and take that behavior of leader. In culture where power distance is high create more abusive behavior and take that behavior as normal behavior of leader.

Most of the study on abusive supervision has concentrated on its antecedent, outcomes and the elements and basis of its circumstances, while lots of the literature studies have acquire a positivist and quantitative studies. There is deficit of perception of the employee's understanding of their supervisory misuse in different cultural content. In this concern, the researcher has debate abusive supervision at job from its ancient approach and examine to relate two dissimilar cultural states e.g. Australia and Pakistan on the base of Hofsted culture aspects.

Demonstration of National culture influence subordinate idea of supervisory misuse, the writer explain the idea of National culture over few Leading scholar research of how National culture develop and how cultural deviation happen by employing (Venaik and Brewer, 2013). Cultural aspects which see distinct culture through define cultural aspects which task like a glass to view the difference among the culture.

Supervisor exhibition of negative workplace behavior may show especially adverse when employees are more reliant on their supervisor. This render leader power, which entail authority over other results (Ross, 1995). It is imperative in understanding of association between Dark Triads traits and abusive supervision, established on insight on effect of power (Moskowitz, 2004). We argue that association between the Dark Traid Traits and abusive supervision may be noticeable

when supervisor power is higher than lower. The reflection of negative supervision in their behavior is not only an issue of power or the trait (Wisse and Sleebos, 2016), but rather it is mixture of personal temperament trends and relative factors that conclude the presence of negative supervisor behavior. Therefore, few of the factor may permit supervisor with dark trait to treat others in abuse where as other such behavior. We contend that the intensity to which supervisor psychopathy will be showed in their dealing with employees will rely upon extent of power they have.

Emerge from the research of (Hofsted, 2001), power distance has commonly been inspected in multi-cultural and organizational studies. Power distance states the point to which one agrees the authority of unfairly shared power in association and organizations (Hofstede, 1980). At the specific range, these dissimilarity are manifested in an entity's power distance orientation (Farh et al., 2007) such dissimilarity have been proposed to affect how individuals notice and respond to power. In case, high in power distance orientation regulate the power variances between those in leader positions and those in employee positions by observing authorities to be admirable and elite (Taras et al., 2010). Accordingly, orientation of high power distance persons are more possibly regard, accept, and confidence on supervisors Atwater et al. (2009). Subordinate in high power distance also possess the trust that one should not go contrary one's higher and probably to be differential and interested to their leaders' opinion (Redmond, 2000).

Corresponding with previous supposition on abusive supervision and power distance, we postulate a lighten consequence, such that high power distance orientation will reduced the issue of abusive supervision when the result review is an interpretation of supervisory behaviors. Specifically, it postulates that abusive supervision is at smaller extent anticipated to be investigates as unfair by high power distance intention personalities. Although, personalities with high power distance intention are much expected to observe leaders as high rank personalities Xu et al. (2014). High power distance personalities will be principally acceptable to duplicate the social behaviors abusive supervisors show by engagement among

individual's abnormal behaviors in them. Therefore, it postulate an intensifying consequence, thus abusive supervision is further probably stimulate related behaviors for high power distance orientation individuals.

In high power distance cultures, individuals are strongly believe to submit to authority and may even distressing passing judgment on authority. Power distance also associated with task accomplishment in that power distance is negatively associated to Counter work behavior (Chi et al., 2007). Dark Triad Traits are distinguish by social influence, manipulation, and Callousness (Jonason et al., 2014), thus, the Dark triad may attain the cultural anticipation of deference to authority while at the same time it may associated to opposing the social influence of others.

Tepper et al. (2009) recognized that very small scale of studies on abusive supervision had taken place outside of the United States. Furthermore, he thought that cultural distance such as power distance might spot reaction to abusive supervision, he state that the equivalent of regularly used calculation of misuse should be tested across countries. Our research propose that there has been some improvement on the previous matter but slightly on the last.

The sampling of approximately 21 abusive supervision researches taken by manipulating non U.S. specimen as long as (Tepper et al., 2009) request corresponding studies. The above mentioned samples included from Australia (Kiazad et al., 2010), Canada (Darr and Johns, 2008), China (Davidson et al., 2009), the Philippines (Martinko et al., 2013), South Korea (Lim and Brooks, 2011), and Taiwan (Huang et al., 2011). Even though, the culture depicted in these researches dissimilar from those of the United States on a lots of cultural dimensions that Tepper recognized as appropriate (Hofsted, 2001), lots of researchers did not incorporated cultural variation in their theory development or studies design.

In number of the researches that make use of non U.S specimen (Mackay et al., 2017) the association theorized and verified are reliable with what would expected be, or has been, theorized and tested in western background .This studies are not wrong but point out that there is still more comprise of studies concerning how the lawful system of abusive supervision fluctuates across nation. A curious

verdict was that some of the researches did not notice the cultural dissimilarities in their introductions and discussions but did not include cultural variation into their theoretical growth or research design (Tepper et al., 2011).

Liang et al. (2016) detected that employees with high power distance orientation were fewer interested to perceived abusive supervision as unjustified and were more probable to design his behavior after the abusive supervision. Lin et al. (2013) established more indication that high power distance employees react less negatively to misuse, they noticed that the relationship among idea of abusive supervision and effect of mental wellbeing and work achievement were weaker for high power distance employees than for low power distance subordinates .In a comparable (Mushkat, 2013) established that employee with powerful Chinese traditions standards were not as probable in cruel supervisor direct take action of deflection in reaction to observation of abusive supervision than those with low traditional principles.

A number of researches in cross cultural studies investigate the moderating impacts of cultural variables. Most of the researches have been absorbed on the dimension of power distance. Kempf et al. (2014) established that employees with high power distance extent observed abusive behavior as less unjust than those with low power distance levels, for illustration. (Lin et al., 2013) also perceived that management of high power distance subordinates better than lower power distance level, for instance (Lin et al., 2013) also noticed that employee at high power distance, get along advance than lower power distance subordinates in term of job engagement and mental health issues.

Abusive supervision frequently proceeds as of variation in the extent of power and control among subordinate and their supervisors and they use his power differential to engage in malevolent action (Tepper, 2000). Power value, the functioning of culture needs at least certain amount of power variation in interactive relationship. Power standards reflect a spotlight on resources and authority and give priority the achievements of superior position in communal arrangements In the high power distance culture or high power standards, employee are to be expected to regard those who have attained a position of rank, such as supervisor, and accord them



right to use their position of authority. In culture lower in power principles, the supervisor is not given the right to use their rank of supremacy simply because of the position they hold. Hence, abusive supervision behavior more expected to attribute to individual commit the abuse, not the position itself which would obtain more of a response from the employee faced the misuse (Davidov et al., 2018).

According to trait activation theory, a trait is more expected to be triggered and thus articulated in “trait-relevant” situations, which symbol of individuals that exhibiting the focal trait is both significant and suitable (Tett and Burnett, 2003). Hence, a trait is more likely to describe into important variances in job behaviors, and thus accomplishment, in situations that are more agreeable to, and achieve of, the expression of the trait. Even though trait activation theory emphasizes chiefly on personality traits.

Trait activation proposes that some situation deliver signals that trigger the expression of given trait. Traits reveal behavioral tendencies in people, the expression of those traits into behavior tendencies in people, the manifestation of those traits into behavior can be affected by the situation According to Trait activation theory conceptual framework, we purpose that an individual power distance orientation can be perceived as a trait that is activated in some situation, but not in other (Tett and Burnett, 2003).

**H5: Power distance moderates the relationship between psychopathic leadership and abusive supervision.**

## 2.6 Theoretical Framework

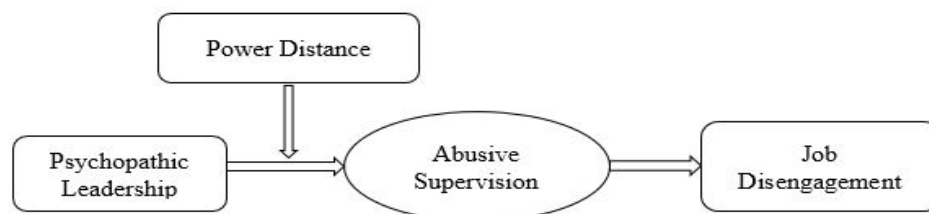


FIGURE 2.1: Research Model

# Chapter 3

## Research Methodology

### 3.1 Introduction

The determination of this research is to examine the mediating role of abusive supervision and moderating role of Pd on the association between Psy and Jd. Research design debates unit of analysis, population, sampling technique, sample size and data collection method. The data were gathered with the assist of adopted questionnaires furthermore, reliability and data analysis techniques have also been discussed.

#### 3.1.1 Unit of Analysis

This study will be a primary research. By the definition, the participants of the study are respondents from which researcher gathered the information during survey. The unit of analysis in this study was subordinates and Leaders of banking sector. In order to assess the job disengagement of subordinates and Psychopathic Leadership trait, study need to approach banking sector which basically facing job disengagement because of psychopathic traits of Leader.

## **3.2 Research Design**

A research design is a basic path way which provides guidelines that how a study has been conducted, who will be the participant of the study, which techniques will be used for data collection, and data analysis (Krihika et al., 2016). This study was based on primary data and can be termed as causal research.

### **3.2.1 Type of Study**

This study is used to highlight the impact of psychopathic leadership on job disengagement, for that co-relational study has been used in this research.

### **3.2.2 Research Philosophy and Quantitative Research**

In order to approach a wide scale of population, usually quantitative approaches are used and appreciated. Therefore, in this research quantitative research has been used in form to collect the quality data for the purpose of connecting variables to each other and for representing the nature of association among the variables used in the study.

### **3.2.3 Population**

Service sector shows a significant part in the development of a country. In service sector banks are comprised in top contributor of economic growth. Development of other sectors depends banking sector. Banking system is a crucial part to boost up the economic growth of Pakistan; an effective banking system is fruitful to uplift the economy of Pakistan, (Haider et al., 2017). Banking industry in Pakistan is at its growing stage.

### **3.2.4 Sample and Sampling Technique**

Sampling may be done on the basis of different techniques. It may be convenience, judgmental, snow ball or random sampling. In this research, convenience

sampling was the foundation on which the sample was drawn. Convenience sampling is one of the methods of non-probability sampling technique, in which data is collected randomly based on the possibility to collect data efficiently. Therefore, Convenience sampling is the most suitable method to be used in this research because through this method data can be randomly gathered from the banks of Pakistan which will represent the most genuine image of the whole population in demonstrating the influence of psychopathic leader on job disengagement through mediation of abusive supervision and power distance as moderator.

### **3.2.5 Data Collection Technique**

The source of data collection was primary in nature. Structured questionnaires were used as an instrument of data collection. It is difficult to gather data from the whole population because of limitation of resources and other time limit; Sampling is the generally used technique to gather data. For that purpose a particular cluster of individuals are chosen that are the accurate representatives of the entire population. Therefore the sample selected for the study represents all the elements desirable to acquire the necessary outcomes and is the true characteristic of the entire population.

Our study was conducted in Pakistan in city of Rawalpindi and Islamabad. About 250 employees target 250 subordinates and 50 Leaders .we requested managers if they would like to take part in study on personality and job engagement in the work place and if they were willing to ask their direct superior and 5 subordinate to provide job associated assessment of their work behavior. To confirm a supervisor rating for each target, potential participants were supposed to be lower and mid-level managers who supervised from 1 to 5 subordinates.

Each manager established an invitation e-mail that comprised information about the study and personalized link by which to access the survey. After completing the self-assessment, manager were asked to provide the e-mail to take part in the study. All participants were informed that confidentiality would be preserved by the use of randomly generated codes. Thus, we were able to link manager

self-assessments to the matching superior and subordinate assessments while simultaneously granting confidentiality to all participants (i.e., manager and subordinates). To avoid common source bias, we used Dyadic source research design with two data sources; Psychopathy and situational assessment data.

For data gathering, questionnaires for evaluating four variables of concern i.e. Psychopathic leadership, Abusive Supervision, power distance and job disengagement. The psychopathy leadership from Leader, job disengagement, abusive supervision and job disengagement from subordinates. Almost 350 questionnaires were distributed in the Banks. Due to certain limitations convenient sampling was used.

### 3.3 Instrumentation

#### 3.3.1 Measures

The data will be gathered through the questionnaires selected from dissimilar authentic sources through adoption of those questionnaires. Questionnaires were also distributed online to the websites of different Banks for the speedy response. As according to past researches, online collection of data is the more convenient way of collecting data, as respondents have ease to fill the questionnaires as matched to the process of filling questionnaires by paper-pen procedure and irrespective of the technique of collection of data there is no substantial influence on the standard of data while using any of the two technique refer above (Church et al., 2001).

All the items i-e psychopathic leadership has to be filled by the Branch manager and other three variables job disengagement, abusive supervision and power distance by employees/subordinated. All the items of the questionnaire are to be filled on 5-points Likert-scale where 1 denotes (strongly disagree), 2 represents (disagree), 3 denotes (Neutral), 4 denotes (Agree) and 5 denotes (strongly agree). All these scales were approved by passing them through reliability test.

350 questionnaires were distributed in total but only 296 were collected. But the actual numbers of questionnaires used for the examination of data for demonstrating the results were 250. There are 50 Leaders and 250 employees means in a

branch 1:5 ratio is taken 5 subordinates is under 1 Leader .Leader evaluate himself in questionnaire of Psychopathic Leadership and employee fill variables of job disengagement, power distance and abusive supervision. The discarded questionnaires out of 296 questionnaires were those which were not having the complete information or many of the questions were unfilled in those questionnaires hence making them not appropriate for the study. There were 50 questionnaires filled by Leaders and 250 questionnaires from the subordinates of banking sector. So, we had a total response of 71.42

### 3.4 Operationalization of Variables

During the conduction any research operationalization of the variables is very essential. It provide appropriate sense of meanings to the variables, the variables have been operationalized as follows:

#### 3.4.1 Psychopathic Leadership

This scale adopted from Psychopathy Scale SRP-III; (Williams et al., 2003). The participants will rank their answers on 5 likert-scale from 1= strongly disagree 5= strongly agree. The measures were adapted from previous studies. The psychopathy was based on 15 items adapted from Psychopathy. It initiated with a pool of items designed to circumscribe the classic conceptions of the Dark Triad constructs. In particular, we ensured that psychopathy was represented by items tapping erratic lifestyle, callous affect, manipulation, and antisocial behavior. There are 5 items are come under the heading of Antisocial behavior,3 come under the heading of Erratic lifestyle,7 comes under Callous effect and 3 under short term manipulation.

Items include Get revenge authority, Avoid dangerous situation, Thrill seeker, Payback, I'm out of control, Family proud, Grab thing while opportunity, True I can nasty, Get angry, Hate movies of blood & guts, Mess with me always regret, trouble with law, Say anything to get what I want, feeling guilty, pick on losers.

There are four reverse coded questionnaires. question no 2,6,12 and 14 are reverse coded questions.

### 3.4.2 Abusive Supervision

The scale ranges from 1-5 cannot remember him/her ever using this behavior, seldom uses this behavior, occasionally uses this behavior, uses this behavior moderately, behavior very often.

Source: Tepper, Bennett consequences of abusive supervision. *Academy of management journal* 43, no.2 (2000):178-190.

Items include Ridicules me, thoughts are stupid, Gives silent treatment, Puts down, Invades privacy, Reminds of past mistakes and failures, Doesn't give credit, Blames to save himself, Break promises, Expresses anger, Makes negative comments, Is rude, Does not allow to interact, Tell I'm incompetent, Lies.

### 3.4.3 Power Distance

The answers will be got through 5 point Likert scale ranging from 1= strongly disagree 5= Strongly Agree.

Source: ([Bochner and Hesketh, 1994](#)). *Journal of cross-cultural psychology*, 25,233-257. Items include establishing rank in society, deserve salary increase, better off not questioning decision, Communication with superior. There are four reverse coded questions. .

### 3.4.4 Job Disengagement

The responses will be obtained through 5 point Likert scale ranging from 1= strongly disagree 5= Strongly Agree.

Source: ([Demerouti et al., 2010](#)).

Items include find interesting aspects in work, talk about my work negative way, job almost mechanically, my work to be a positive challenge, disconnected from

work, i feel sickened by work task, only type of work that can imagine, more engaged in my work. There are four reverse coded questions that are no 2, 3, 5 and 6.

### 3.5 Sample Characteristics

The demographics considered in this study are; Leader age and employee's age, Leader dynamic experience in the organizations and employee's dynamic experience in organizations, manager's gender and subordinate gender and manager's qualification and employees qualification. As it was a dyadic relationship, two different questionnaires were made; one to be complete by the Branch Manager only and one to be complete by the subordinate only.

### 3.6 Data Analysis Technique

Simple descriptive analysis was conducted on SPSS 21.0. To obtain the results for the current research, Partial Least Square-Structural Equation Modeling (PLS-SEM) analysis was run to examine the data. SMART PLS is a soft modeling method to SEM with minimal suppositions about data circulation is used for model testing.

PLS-SEM is an appropriate statistical technique in the situation where availability of sample size is small, applications have little available theory and or not sure the correct model specification (Hair et al., 2010). PLS-SEM was used because it is considered as a good for theory building and provides high degree of flexibility to test mediation and moderation relationship in a single model, allowing using multiple predictors and criterion variables. The main advantage of PLS-SEM is that on the bases of results amendments and perfections are made which consolidates the design progressively. Complex exploratory situations can be handled better by using PLS-SEM rather than other statistical methods (Richter et al., 2016).



# Chapter 4

## Results and Findings

### 4.1 Introduction

The core determination of this chapter is to provide the analysis of study which includes descriptive statistics of reliability and validity, including outcomes of the hypotheses tests. Findings were drawn on the basis of analysis of data collected from banking sectors employees. In this chapter following sections discusses the details regarding descriptive analysis were discussed in first section; second section contain the inferential statistics including reliability and validity analysis which highlights the goodness of measurement scales; last section illustrated the results of hypotheses testing, coefficient determination.

### 4.2 Description of Sample Characteristics

The demographics considered in this study are; manager's age and employee's age, manager's dynamic experience in the organizations and employee's dynamic experience in organizations, manager's gender and employee's gender and manager's qualification and employees qualification. As it was a dyadic association, two different questionnaires were made; one to be complete by the Branch Manager only and one to be completed by the employees only.

### 4.2.1 Age

Age is considered as one of the demographics, to which respondents sometimes feel uncomfortable to disclose openly. So, for the convenience of respondent limit of age arrange in systematize way to collect information about the ages of the participants.

TABLE 4.1: Frequency by Age

Age	Frequency	Percent
18-25	91	36.2
26-33	106	42.4
34-41	20	8
42 - 49	33	13.2
Total	250	100

It has been shown in **Table 4.1**, that majority of the participants were having age between the ranges of 26-33, 36.2% of participants were having age ranging among 18-25, and 8.0% respondents were having age ranging between 34-41, and 13.2% of participants were having age ranging among 42- 49.

### 4.2.2 Experience

Again to gather evidence about the experience of the participants, different ranges of experience time period were developed so that every respondent can easily sport out the specific tenure of their experience in the relevant field of projects.

TABLE 4.2: Frequency by Experience

Experience	Frequency	Percent
01-May	108	43.2
06-Nov	60	24
Dec-17	55	22
18-23	17	6.8
24-29	10	4
Total	250	100

It can be seen from the **Table 4.2** that maximum of the participants were having an experience ranging between 01-05 years, which depicts that 24% respondents were having experience between the range 06-11 years, 22% respondents were having experience ranging among 12-17 years, 17% participants were own experience categorize between 18-23 years and 4% participants were own experience ranging among 24-29 years.

### 4.2.3 Gender

Gender is an element which remains in highlights for the purpose to maintain gender equality, so it is also considered as the important element of the demographics because it distinguishes among male and female in a particular population sample. In this study, it has been tried to make sure the privilege of gender equality but still it has been observed that ratio of male mangers is considerably greater than the ratio of female mangers.

TABLE 4.3: Frequency by Gender

Gender	Frequency	Percent
Male	184	73.6
Female	66	26.4
Total	250	100

**Table 4.3.** depicts the ratio of male and female respondents. As we can see majority of the respondents were male, which shows that 73.6% the participants were male and 26.4% respondents were female.

### 4.2.4 Qualification

Education is the major element which contributes towards the prosperity of the whole Nation and it is also the basic need of the hour to compete globally. Hence after gender, qualification/education is another vital dimension of the demographics. Education opens up many new and unique paths for success and creativity in

order to gain competitive advantage amongst all the other countries around the globe. Probably education plays an important role in demonstrating creativity and innovation in project tasks by facilitating the effective knowledge management.

TABLE 4.4: Frequency by Qualification

Qualification	Frequency	Percent
Matric	0	0
Bachelor	113	39.51
Master	87	30.41
MS/M.Phil.	86	30.06
PhD	0	0
Total	250	100

It has been shown in **Table 4.4**, that most of the respondents were having qualification of Bachelor, which comprises 39.51% of the total respondents chosen as the true representative sample of the whole population. 30.41% respondents were having qualification of MS/M.Phil., 30.06% of the respondents were having qualification of Masters and 0% of the respondents were PhD amongst the 250 respondents.

### 4.3 Evaluation of PLS-SEM Results

In chapter three it was mentioned that all the items used in this research were adapted from earlier researches. The reliability and validity of the construct measures were also evaluated in this study. Regarding factor analysis of measures, the outer model infers the uni-dimensionality of the variables which were considered in current study. To assess the external model (measurement model) and internal model (structural model) PLS-SEM was used in this study. To examine the results of direct, mediating and moderating effects of the study PLS-SEM was used. Results were obtained by using Smart PLS version 3.0 (Ringle et al., 2015).

### 4.3.1 The Measurement Model

In PLS-SEM analysis the first step is the valuation of the measurement model (outer model). The outer model concern with the measurement of the component, which determines how well the items load theoretically and associate with respective constructs. To confirm that the survey items measured the constructs which they were designed to measure, the examination of the outer model is carried out, thus, confirming that they are reliable and valid.

In PLS-SEM analysis, reliability and validity are two key criteria which are considered to assess the outer model (Tenenhaus et al., 2005). The reliability and validity of the measures are the basis to conclude the nature of the association among constructs (inner model).

Considering the following points the appropriateness of calculated model can be assessed: (1) reliabilities of individual item, i.e. items reliability and internal consistency are measured by means of composite reliability (CR); (2) by using average variance extracted (AVE) convergent validity of the measures related with different constructs were measured; and (3) discriminant validity using Fornell-Larcker criterion and the indicator's outer loadings were also measured (Roh et al., 2015). Therefore, to measure the internal consistency and reliability, CR & AVE was examined.

In the below **Table 4.5**, Unlike Cronbach's alpha, CR does not suppose an equal indicator loading of construct. CR varied between 0 and 1; the threshold value should not be lesser than 0.60 but value 0.70 and above is more desirable. The value of CR between 0.60 and 0.70 indicates average internal consistency, while value among 0.70 and 0.90 is regarded as more adequate (Ginat, 2017).

The CR and Cronbach's alpha values for all the constructs were inspected in the present study, and the results are mentioned in table 4.6 and 4.7 showing that all Cronbach's alpha values and CR values respectively exceeded the suggested threshold value of 0.70 (Henseler and Sarstedt, 2013). Hence, in this study the values of CR ranges from 0.846 to 0.991, representing the reliability of the measurement model.

TABLE 4.5: Reliability, Convergent Validity and Loadings Values

<b>Variables</b>	<b>Item loadings</b>	<b>Discriminant Validity</b>
JD JD1	0.767	YES
JD4	0.87	
JD7	0.716	
PD PD2	0.961	YES
PD4	0.954	
PSY PSY10	0.949	YES
PSY13	0.815	
PSY15	0.885	
SUP SUP1	0.749	YES
SUP10	0.736	
SUP11	0.8	
SUP12	0.79	
SUP13	0.84	
SUP14	0.818	
SUP15	0.789	
SUP2	0.756	
SUP3	0.784	
SUP4	0.918	
SUP5	0.853	
SUP6	0.769	
SUP8	0.84	
SUP9	0.77	

Note: JD =job disengagement, Pd = power distance, Psy =psychopathy, Sup= abusive supervision CR= Composite Reliability, AVE= Average Variance Extracted.

TABLE 4.6: Cronbach's Alpha

<b>Variables</b>	<b>Cronbach'sAlpha</b>
<b>Job Disengagement</b>	0.706
<b>Power Distance</b>	0.91
<b>Psychopathy</b>	0.862
<b>Abusive Supervision</b>	0.957

The afterward phase is convergent validity, which states to the level to which measures of the similar constructs that are theoretically linked to each other are

connected.

TABLE 4.7: Composite Reliability

<b>Variables</b>	<b>Composite Reliability</b>
<b>Job Disengagement</b>	0.829
<b>Power Distance</b>	0.957
<b>Psychopathy</b>	0.915
<b>Abusive Supervision</b>	0.961

With respects to detecting an element of convergence in the measurements of the construct, AVE is used with a threshold value of 0.50 and above. AVE value of 0.50 indicates adequate convergent validity (Hans et al., 2015). In this study, convergent validity was evaluated by investigative AVE values. Results in Table 4.8 displays that the AVE value of all the constructs exceed the threshold value of 0.50. The result reveals that AVE values ranges from 0.620 to 0.917; so it can be accomplish that convergent validity is established.

TABLE 4.8: Average Variance Extracted

<b>Variables</b>	<b>Average Variance Extracted</b>
<b>Job Disengagement</b>	0.62
<b>Power Distance</b>	0.917
<b>Psychopathy</b>	0.784
<b>Abusive Supervision</b>	0.641

Then, discriminant validity was measured, which take interest with the degree to which one construct is in fact dissimilar from another construct. The best conventional method in evaluating discriminant validity is Fornell-Larcker standard. Others comprise cross-loading investigation technique, which is considered more liberal, since it is expected to have more constructs displaying discriminant validity (Soto-Acosta et al., 2017).

### 4.3.2 Discriminant Validity

Although the value of the square root of AVE of each construct is greater than the construct's maximum correlation with any other latent construct then discriminant validity is recognized (Gye-Soo, 2016). Hence, table 4.9 below reported the results of Fornell-Larcker Criterion valuation with the square root of the constructs. The square root of AVE in bold is larger than its highest construct's correlation with any other constructs. Therefore, it is established that discriminant validity of the construct is recognized.

TABLE 4.9: Discriminant Validity

Variables	PD	SUP	JD	PSY
<b>PD</b>	0.958			
<b>SUP</b>	0.534	0.801		
<b>JD</b>	-0.201	-0.235	0.787	
<b>PSY</b>	0.35	0.529	-0.518	0.885

Note. The bold values indicates square root of the Average Variance Extracted (AVE) Jd= job disengagement, Pd= power distance, Psy=psychopathy, Sup= abusive supervision. The bold values of outer loading in **Table 4.10**, below exceed from the suggested threshold 0.5, which presenting acceptable contribution of the indicators to allocated constructs. By investigating the items outer loadings discriminant validity can be assessed.

If the item outer loading on a construct exhibits higher values than all its cross-loading with other items discriminant validity can be established. Therefore, in table 4.10 the loadings are higher than 0.5 and no additional indicator has loading moreover it aims to calculate, which indicates the absence of discriminant validity problem (Urbach et al., 2010).

The below **Table: 4.10**, shows the results of measurement model shows satisfactory evidence of validity and reliability. Outer model (measurement model) valuation has been carry on because the original framework of the study based



on the results found in literature, so there is a need to revise and modify the framework. Due to this, 18 indicators were deleted out of 42 in the investigation of outer model as their outer loading were not met the recommended threshold level which is higher than 0.5 is met ([Wixom and Watson, 2001](#)).

TABLE 4.10: Factor Loading and Cross Loading

items	PD	SUP	JD	PSY
JD1			0.767	
JD4			0.87	
JD7			0.717	
PD2	0.961			
PD4	0.954			
PSY10				0.949
PSY13				0.815
PSY14				0.818
PSY15				0.886
SUP1				0.749
SUP10				0.736
SUP11				0.8
SUP12				0.79
SUP13				0.82
SUP14				0.818
SUP15				0.789
SUP2				0.756
SUP3				0.784
SUP4				0.918
SUP5				0.853
SUP6				0.769
SUP8				0.84
SUP9				0.77

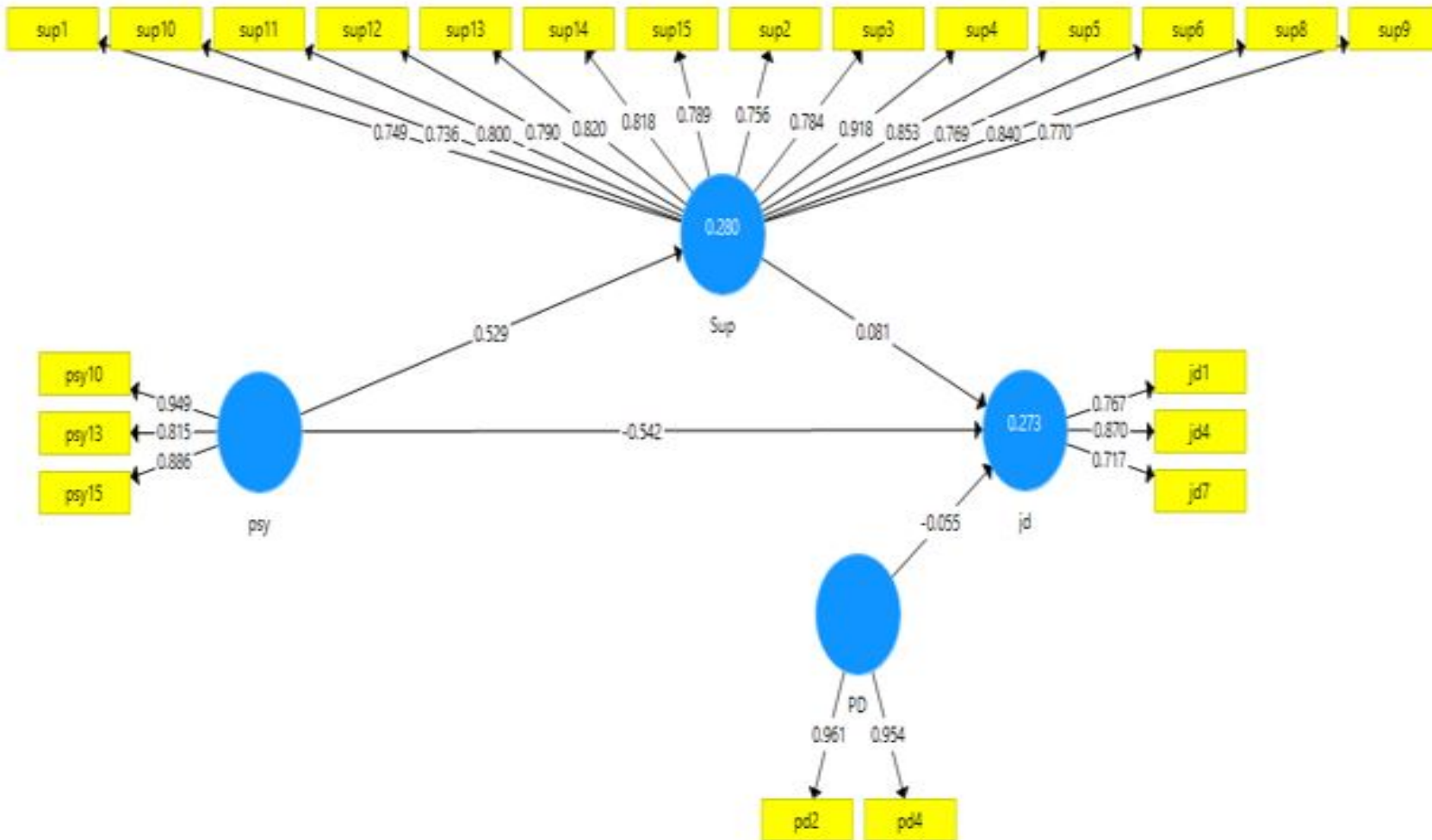


FIGURE 4.1: Measurement Model PLS-SEM Algorithm

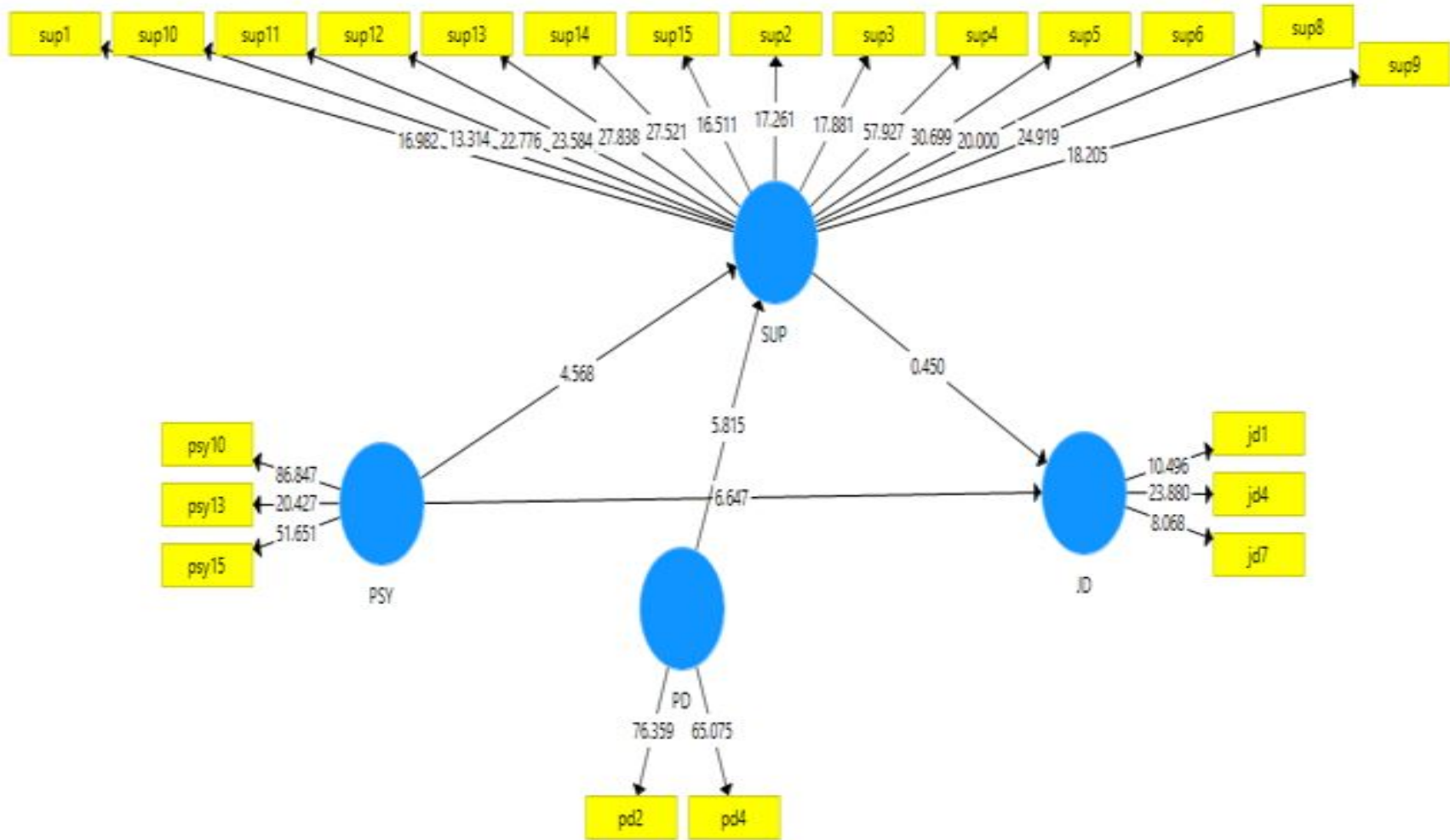


FIGURE 4.2: Measurement Model PLS-SEM Bootstrapping

### 4.3.3 The Structural Model

Once the reliability and validity of the measurement model are recognized, the afterward phase was to assess the inner model (structural model) consequences. Inner model involved in assessing the outer model's predictive capabilities and the associations among the constructs. Firstly, collinearity should be inspected before evaluating the structural model (Sarstedt et al., 2014). In Table 4.11 the VIF results are shown, the values of VIF are clearly below the threshold of 5. Hence, it is established that further analysis should be carried out because there is no collinearity problem in the forecaster constructs in the structural model.

TABLE 4.11: Collinearity Statistics (VIF)

CONSTRUCTS	JD
JD	-
PD	1.139
PSY	1.369
SUP	1.369

Note: JD=Job disengagement, PD=power distance, PSY=psychopathic leadership, SUP=abusive supervision

#### 4.3.3.1 Direct Relationships

The next phase afterward approving the nonexistence for collinearity issue was to evaluate the structural model. To deliver a thorough image of the results and to measure hypotheses of present study a systematic model examine the structural model was carried out. The evaluation of the inner model begins with an inspection of the direct associations among the psychopathic leadership (independent variable) and job disengagement (dependent variable). Through the PLS-SEM

Algorithm in Smart PLS 3.0, the size of the path coefficients was examined, and through PLS-SEM bootstrapping technique the significance of the association was inspected.

In lots of cases, the original sum of cases was used, and 5,000 were used as bootstrapping samples (Stouten, 2010). The analysis of the direct association among the independent variable and the dependent variable (H1) was concentrate in first model. A mediating variable was present in the second model, and analysis of the association among the independent variable psychopathic leadership and the mediator which is abusive supervision was carried out. Then, the association among abusive supervision and job disengagement has also been examined (H2 to H3). In addition to the second model, the mediation examination took place, where H4 was examined. The moderator (power distance) was introduced in the last model where its association and interaction effects were inspected, which took care of H5.

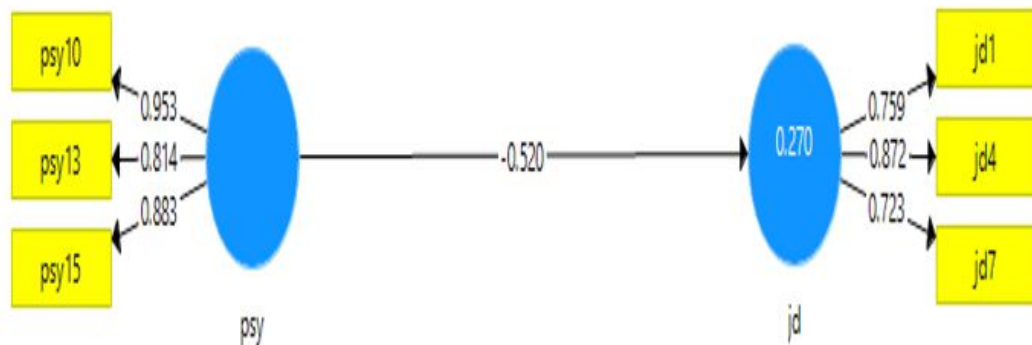


FIGURE 4.3: PLS-SEM Algorithm Direct Relationship

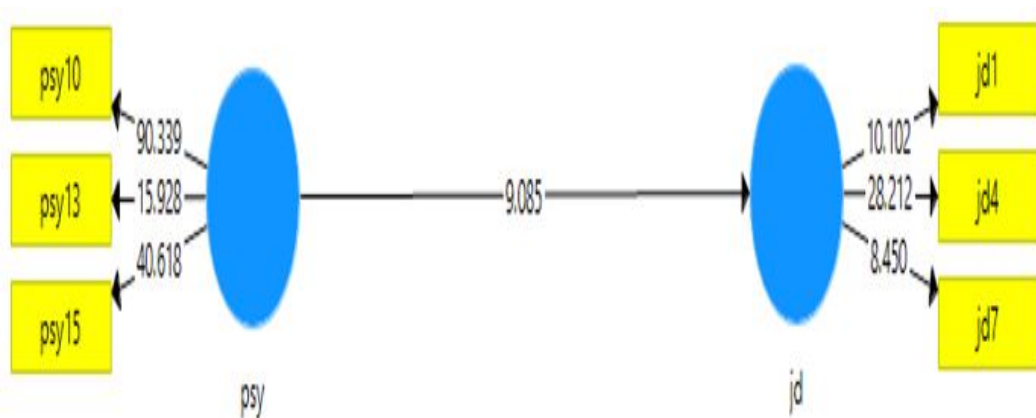


FIGURE 4.4: PLS-SEM Bootstrapping Direct Relationship

On the foundation of PLS-SEM algorithm and bootstrapping process consequences as mentioned above, Figure 4.3 shows the path coefficient of the psychopathic leadership and job disengagement. The outcome illustrated that the independent variable (PSY) has a positive influence over the dependent variable (JD).

The outcome of PLS-SEM bootstrapping in Figure 4.4 revealed that the association among the PSY and the JD is significant at  $p < .001$ . Table 4.12 presents the path coefficient, t-statistics and p-value.

The outcome proposes that there is a significant association among PSY and JD of subordinates with respect to H1 ( $\beta = 0.439$ ;  $t = 9.162$ ;  $p < .001$ ); therefore, H1 is supported.

TABLE 4.12: Result of Hypothesis Testing (Direct Relationship)

Hypothesis/Path	Path coefficient	Standard Error	T statistics	P-value	Decision
H1 PSY -> JD	-0.52	0.0057	9.162	0.000	SUPPORTED

Note: JD=job disengagement

PD=, power distance

PSY=psychopathic leadership

SUP= Abusive supervision

#### 4.3.3.2 Mediation Test (Indirect Model)

The mediating variable was presented in the second model, and the linkage among PSY and SUP, moreover SUP and JD, were calculated. The path coefficients among PSY and SUP are negative as presented below in Figure 4.5. As well, the path coefficient among abusive supervision and JD is also negative.

In Fig. 4.6 the bootstrapping results found which shows the association is significant with a negative coefficient at  $p < .05$ .

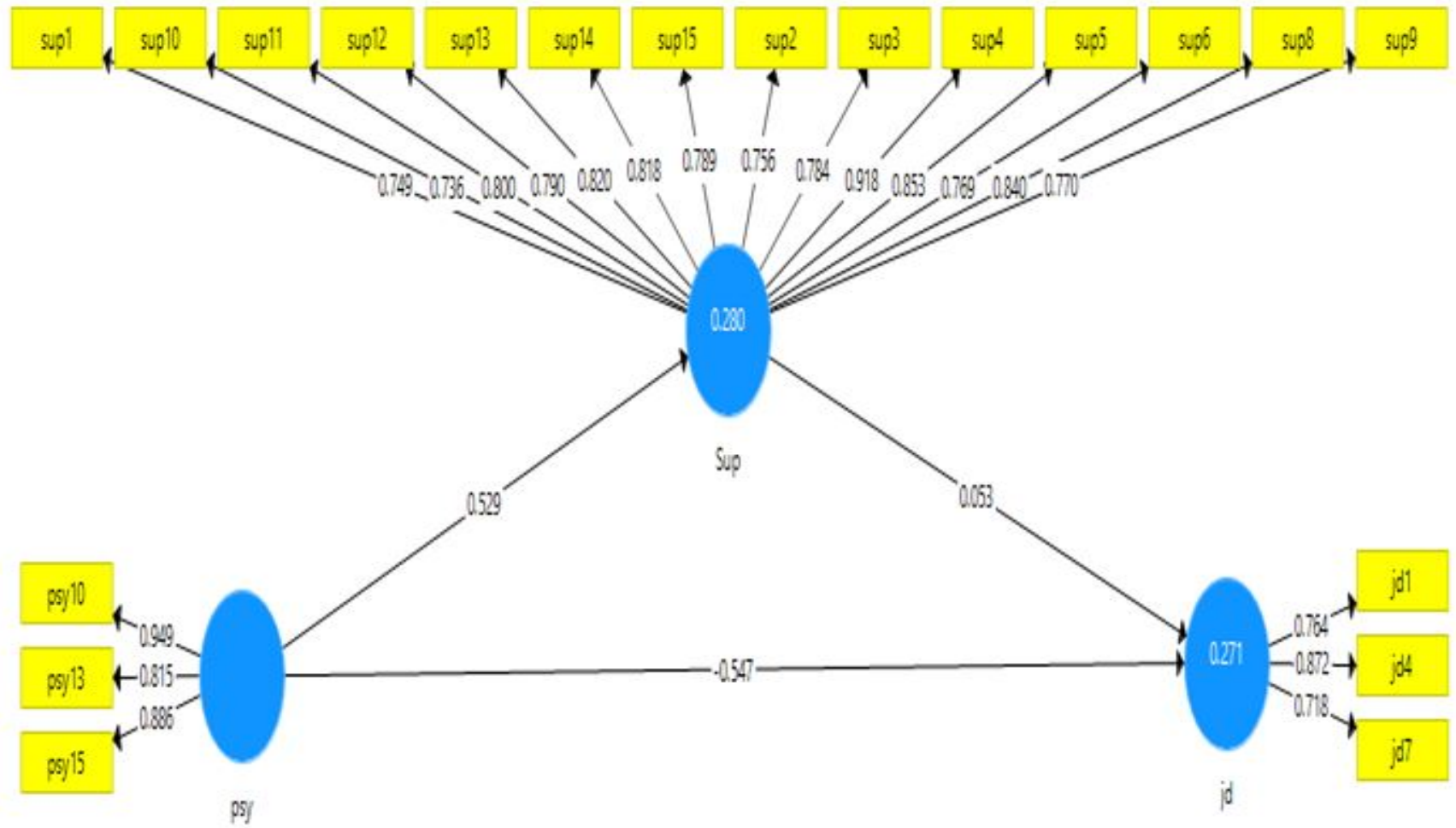


FIGURE 4.5: PLS-SEM Algorithm Mediation (Indirect Relationship)

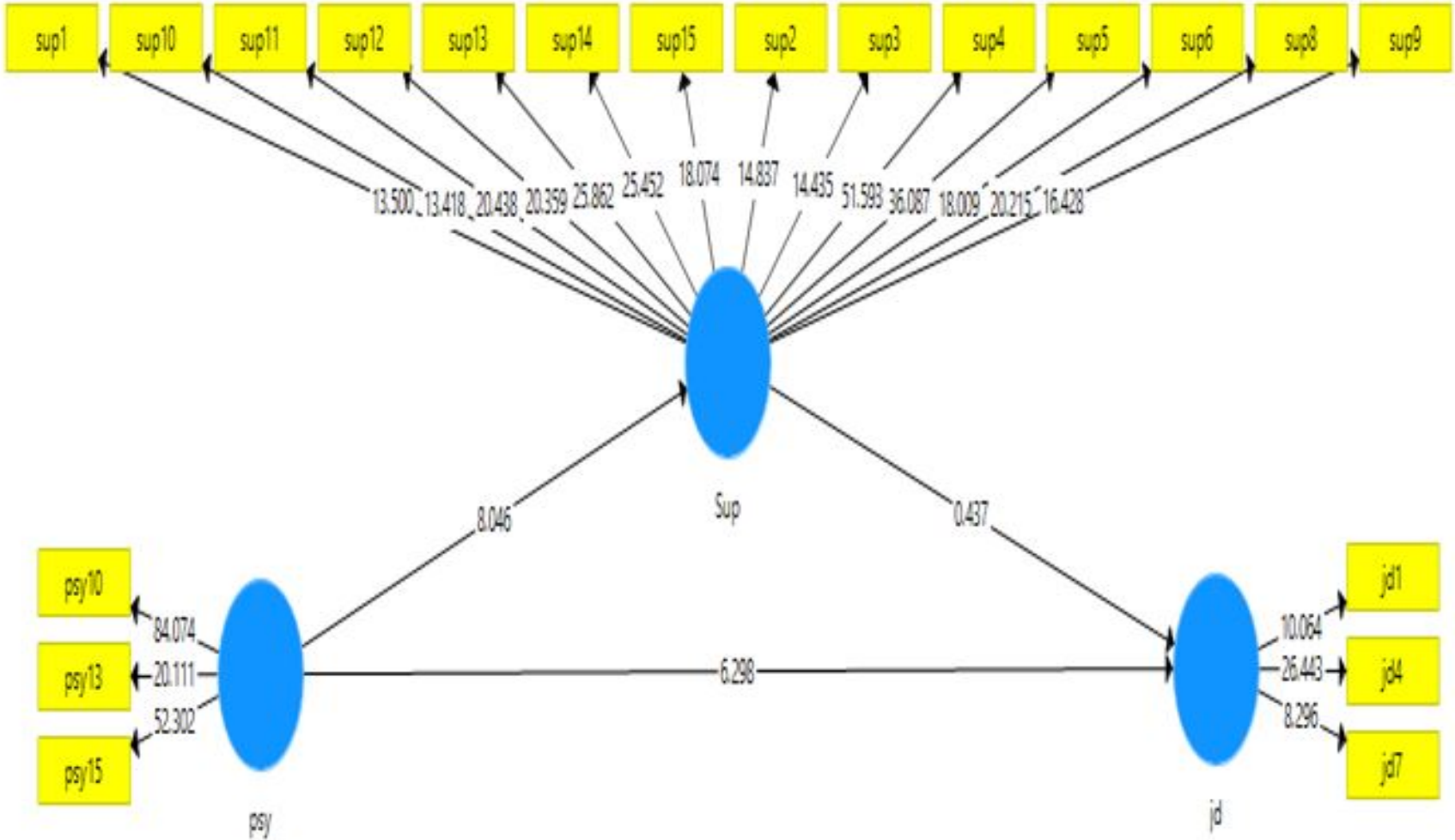


FIGURE 4.6: PLS-SEM Bootstrapping Mediation (Indirect Relationship)



The indirect effect of the exogenous variable on the endogenous variable through an intervening variable is measured in mediation investigated. There are several methods for evaluating mediation, which comprise: Causal steps strategy that states the four conditions of Baron and Kenny (Nguni et al., 2006), the product of coefficient way or Sobel test (Tavakoli, 2013); circulation of the product method (MacKinnon and Cox, 2012).

However, the bootstrapping is the most recent mediation analysis approach, where an empirical illustration of the spreading of the sample of the indirect effect is generated by using bootstrapping (Stouten, 2010).

Sattler et al. (2010) suggested bootstrapping method over other methods for verify the significance of mediation. Therefore, this research verified the mediating role of abusive supervision among psychopathic leadership and job disengagement.

The bootstrapping technique used 5,000 sub-samples. When incorporating the abusive supervision as mediator figure 4.5 showed the PLS-SEM algorithm; and Figure 4.6 shows the PLS-SEM bootstrapping. Subsequently presence of the mediating construct, i.e. abusive supervision in model 2, the bootstrapping result of 5,000 subsamples was used to multiply path a and path b.

To get the t-value, the product of the two significant paths (path a & path b) was divided by the product of the standard error of two paths ( $a*b/Sab$ ). Table 4.13 displays that abusive supervision mediate the connection among psychopathic leadership and job disengagement ( $\beta=0.028$ ;  $t=3.498$ ;  $p<0.001$ ).

TABLE 4.13: Result of Hypothesis Testing (Mediation Test)

Hypothesis/ path	Path coefficient	Standard error	T- Statistics	P- value	Decision
H2 PSY-> SUP	0.529	0.065	8.199	0.000	Supported
H3 SUP->JD	-0.008	0.065	0.130	0.897	Rejected
H4 PSY->SUP- >JD	0.028	0.008	3.498	0.000	Supported

Note: JD=job disengagement

PD=, power distance

PSY=psychopathic leadership

SUP= Abusive supervision.

#### 4.3.3.3 Moderation Test (Indirect Model)

To test the moderation, initially only the key effects of the exogenous variable on the endogenous variable was examined; secondly, the main effect of the independent variable containing the moderator on the dependent variable was analyzed; and at the end, interaction term was introduced.

To reflect the latent interaction the product of the indicators of the variables is used (May-Chiun et al., 2016). Hence, if the interaction term are significant then the moderating effect exist (Horita et al., 2016).

The moderation model in Figure 4.7 and Figure 4.8 tests about the valuation of SUP, from PSY can be improved when power distance as a moderating variable turn into significant or not.

Figure 4.7 gives the path assessment when the moderating variable is comprised as mediator variable and it shows that the path coefficient of SUP to PSY is positive. Similarly, Figure 4.8 indicates a significant relationship between abusive supervision and psychopathic leadership ( $\beta=0.401$ ;  $t=5.556$ ;  $p<0.000$ ).the t value is 5.556 and p value is lesser than 0.000 its means that the moderation test is in acceptable range its t value is greater than 1.96.Power distance that is moderating variable values shows indirect model is existing.

Therefore, it is established that power distance has a positive influence on Leader Abusive supervision and the level of  $R^2$  that is accounted for the model not progresses from 0.411 to 0.272.

the moderation test is accepted in our model it shows that the indirect model is supported. After that moderation effect is tested to confirm either their is moderation between the variables are existing or not. If their is no moderation means power distance not moderating the relationship between psychopathic leadership and abusive supervision.

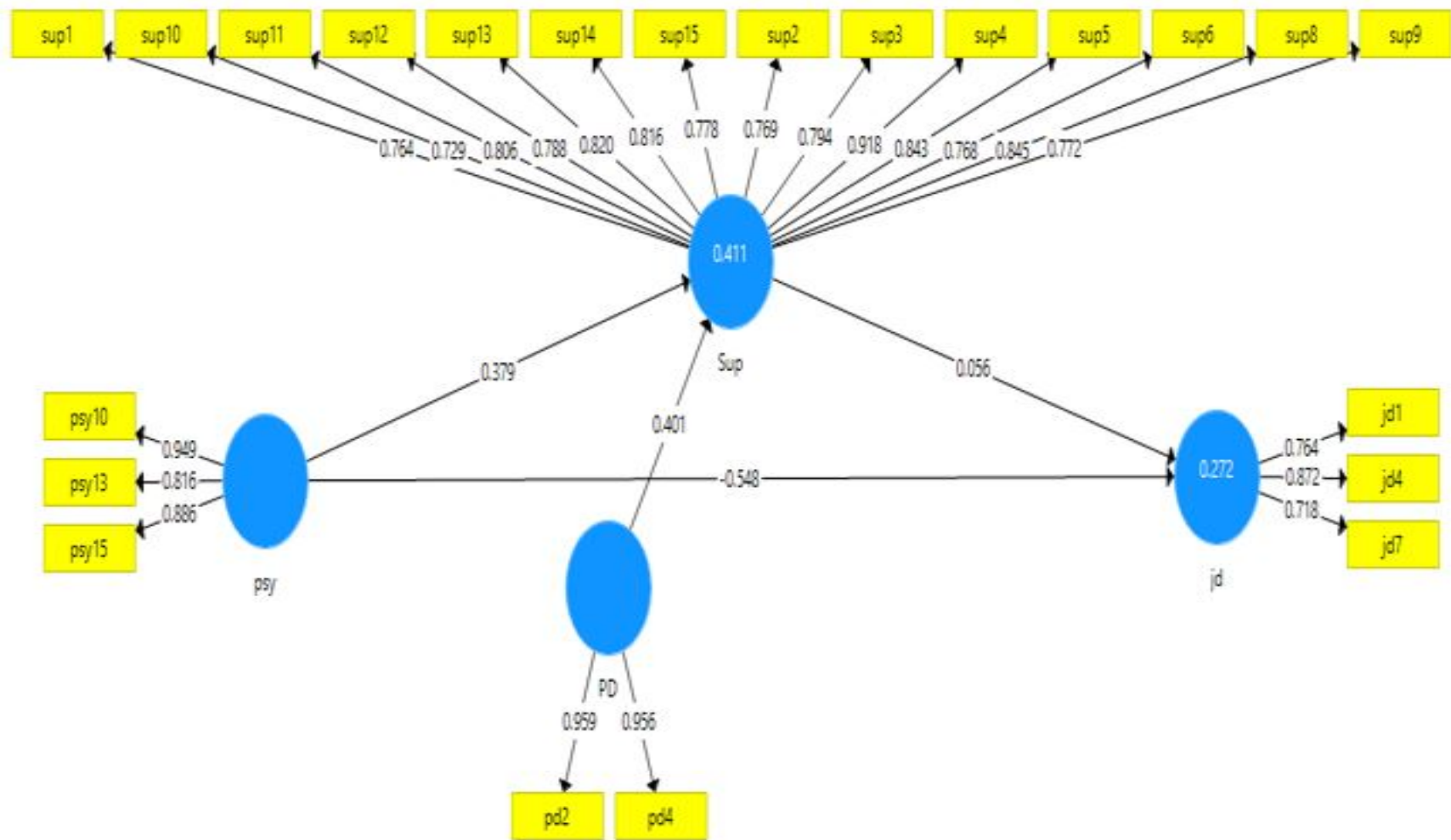


FIGURE 4.7: PLS-SEM Algorithm Moderation (Indirect Relationship)

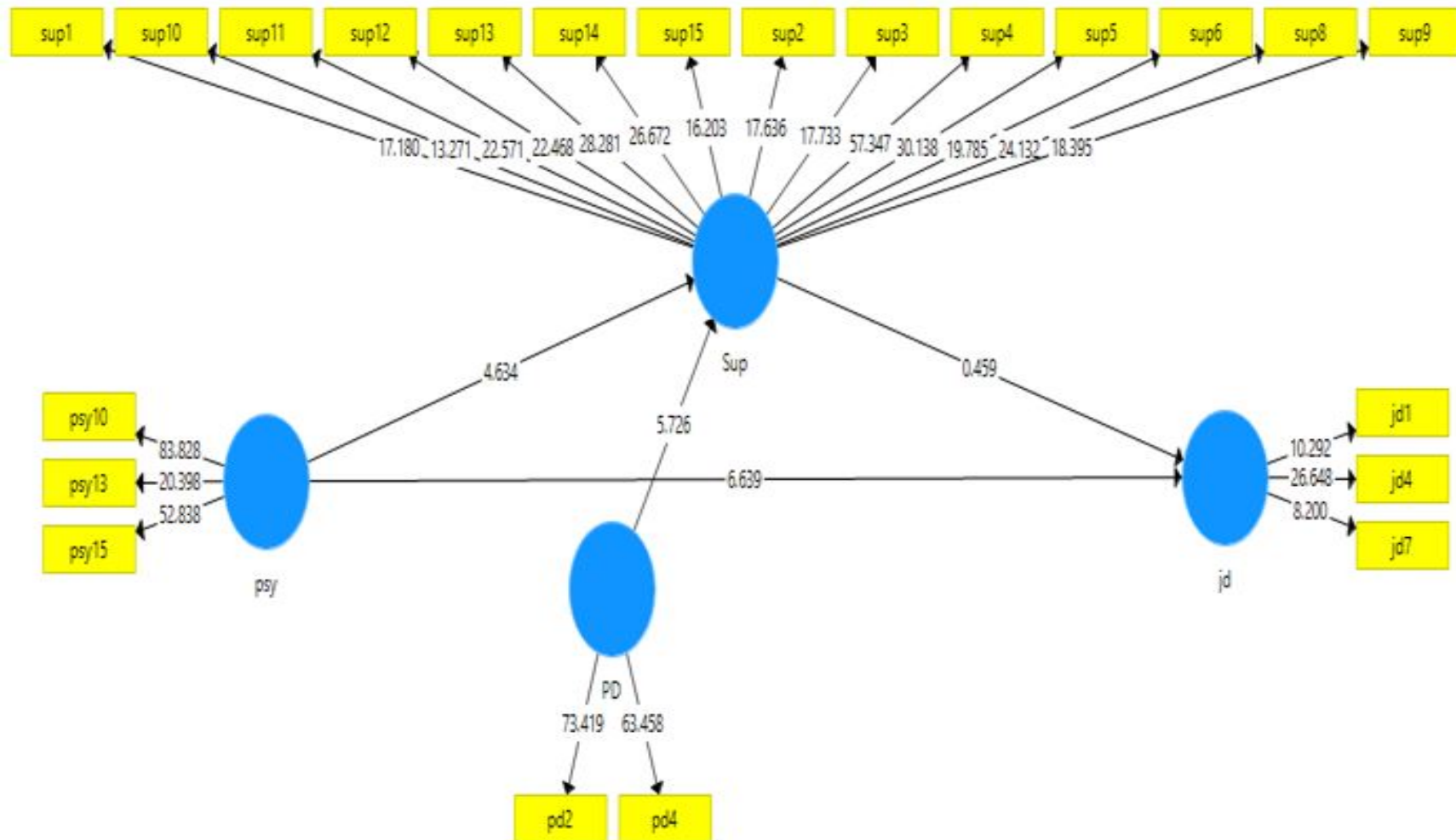


FIGURE 4.8: PLS-SEM Bootstrapping Moderation (Indirect Relationship)

TABLE 4.14: Result of Hypothesis Testing (Moderation Test)

Hypothesis/ path	Path coefficient	Standard error	T - statistics	P - value	Decision
PD > SUP	0.401	0.072	5.556	0	Accepted

Note: JD=job disengagement

PD=, power distance

PSY=psychopathic leadership

SUP= Abusive supervision

In conclusion, one interaction term was included. Figure 4.9 shows that there is a significant addition in the  $R^2$  level. The only interaction term is established to be significant as shown in Figure 4.10.

From Table 4.15 below, it is obvious that, the interaction term of sup\*pd is found to be significant ( $\beta=-0.008$ ;  $t=0.130$ ;  $p>0.05$ ); therefore, H5 is Rejected.

Based on these results, it can be concluded that power distance insignificantly moderates the association among psychopathy leadership and abusive supervision of employees.

Note: JD=job disengagement

PD=, power distance

PSY=psychopathic leadership

SUP= Abusive supervision

TABLE 4.15: Result of Moderation Effect

Hypothesis/ path	Path coefficient	Standard error	T - statistics	P - value	Decision
PD*SUP ->PSY	-0.008	0.065	0.13	0.897	Rejected

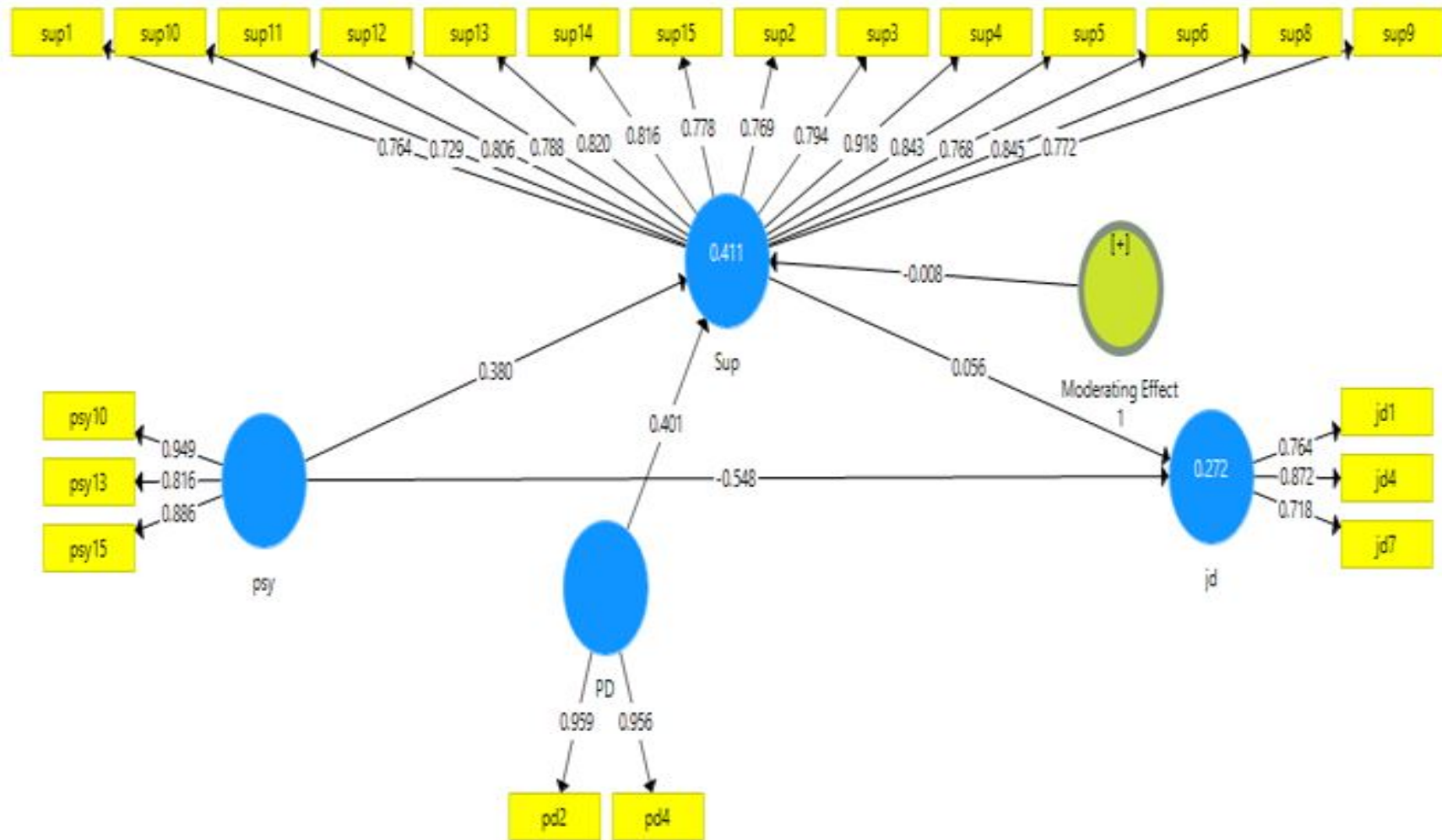


FIGURE 4.9: PLS-SEM Algorithm Moderating Effect

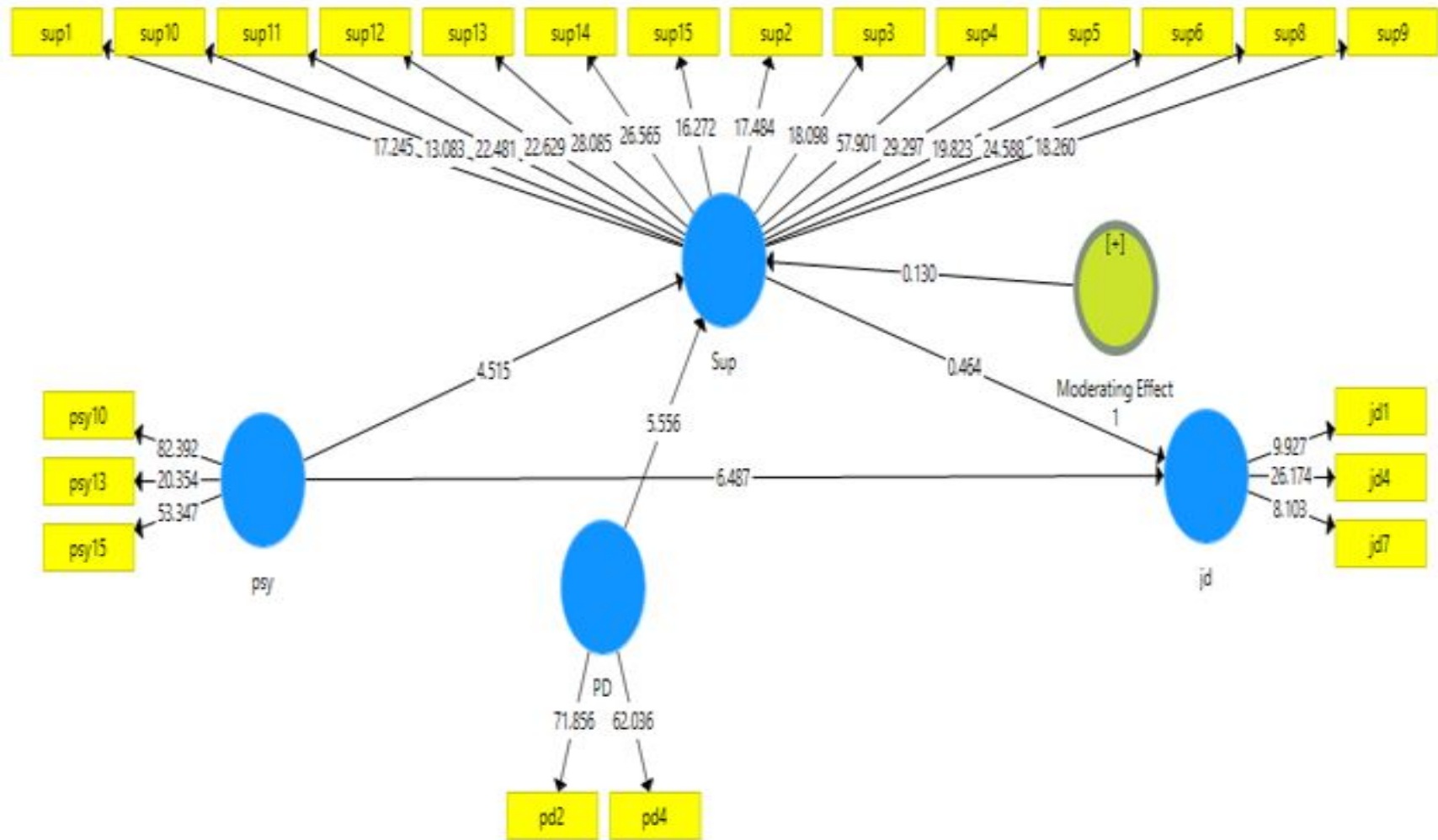


FIGURE 4.10: PLS-SEM Bootstrapping Moderating Effect

## 4.4 Summary

The statistical analysis of data collected by using structured questionnaire which was distributed to the banking sector employees of Pakistan, Islamabad and Rawalpindi were given in this chapter. Chapter begins with the results of the descriptive analysis of characteristics of respondents. After that, the assessment of measurement model which includes reliability, Cronbach's alpha, composite reliability, convergent validity (AVE) and Fornell Larcker test (VIF); and then, structural equation model was evaluated. For the valuation of the outer and inner model via PLS-SEM by using software package SmartPLS 3.0 developed by (Ringle et al., 2015) was used.

TABLE 4.16: Summary of Hypotheses Testing

Hypothesis/ path	Path coefficient	Standard error	T- Statistics	P- Value	Decision
H1 PSY-> JD	-0.520	0.057	9.162	0.000	SUPPORTED
H2 PSY-> SUP	0.529	0.065	8.199	0.000	SUPPORTED
H3 SUP->JD	-0.008	0.065	0.130	0.897	REJECTED
H4 PSY->SUP- >JD	0.028	0.008	3.498	0.000	SUPPORTED
H5 PD-> SUP	-0.008	0.065	0.130	0.897	REJECTED

Note: JD=job disengagement, PD=, power distance, PSY=psychopathic leadership, SUP= Abusive supervision.



# Chapter 5

## Discussions, Conclusions and Recommendations

### 5.1 Introduction

In this chapter includes discussions on research hypothesis based on research objectives. In addition chapter includes implications of the study regarding theoretical and practical perspective and future directions for the further studies. At the end the limitations of the study are stated.

### 5.2 Discussions

Generally the determination of existing study was to examine the relationship of Psychopathic leadership and JD. The specific determination of this research was to investigate the mediating role of Abusive supervision and moderating role of power distance on the association among psychopathic leadership and JD. In this section first part discussed about the direct influence of Psychopathic leadership on JD of subordinates and secondly indirect relationship were discussed. With the present study, we examined psychopathy as a personality trait of leaders ([Lynam and Miller, 2015](#)) with a trait activation theory lens ([Tett et al., 2013b](#)). We verified

the idea that high psychopathy in Leader is related with distressed employees associations and thus low employee job engagement (Rock et al., 2011).

We establish that the predatory orientation of Leader psychopathy activate abusive supervision, which fully mediated the associations with subordinate ratings of job engagement.

### **5.2.1 Main Effects**

The research questions in the meaning of direct relationship of variables are discussed in this section. Three direct relationships examined in this study that was; relationship between PSY and JD, relationship between PSY and SUP, and at last the relationship between abusive supervision and JD.

#### **5.2.1.1 Psychopathic Leadership and Job Disengagement**

The results of correlation examination show that psychopathic leadership and employee job disengagement are positively correlated with each other. The regression analysis specifies that psychopathic leadership is a positively significant factor of subordinate job disengagement. The results of the study have turned out to be consistent with former studies. Mathieu et al., found that psychopathic leadership had a significant effect on employee job disengagement. Psychopathic trait are a potent underlying issue for many of the divergent interactive behaviors exhibited by dysfunctional leaders, and a cause of significant psychological distress lower job engagement (Babiak and Hare, 2006). Psychopathic leadership also contributes to work family conflicts, which in turn strongly linked to higher psychological suffering and lower job gratification and higher level of job disengagement. The respondents of the present study are working in different Banking sector organizations in Pakistan. In Pakistan the organizations mostly prefer to follow bureaucratic structures. Bureaucratic structure is highly formalized involving strict rules and regulations, and the leader is conscious about following procedures. In such strict environment, employees perceive the behavior of their leaders unethical and negative. In response they show job disengagement (Hodson, 2004).

Literature provides evidence that psychopathic leadership adversely affects employees' productivity, their sense of autonomy, responsibility and achievement which lead them to self-estrangement from work and these employees will not perform their duties with full devotion. Employees will not be able to perform tasks according to their competencies and skills which will reduce their involvement in work, deteriorate trust, increase anxiety, and damage performance they lower engagement.

In sum, the dark sides of leadership and followership are a natural part of an organizational reality that many subordinate face day in and day out. The result presented will be fruitful to explain consequences of dark side leader behaviors and how subordinates respond to them. Results provide strong support for acceptance of 1st hypothesis of the study.

#### **5.2.1.2 Psychopathic Leadership and Abusive Supervision**

The second objective was to examine the influence of psychopathic leadership over abusive supervision. In the study psychopathic leadership hypothesized is found to have a significant impact over abusive supervision. In the previous chapter the result of figure 4.5 and 4.6 showed empirical evidence in the favor of this hypothesis. Consequences presented that there is an inverse but significant association among psychopathic leadership and abusive supervision. Findings of the study exhibits that psychopathic leadership plays a significant role to mitigate the level of abusive supervision.

The results are consistent with the idea of Trait activation theory which explains that the relationship between leadership behavior and abusive supervision. Psychopathy is trait that trigger situation that is abusive supervision. Traits are expressed in work behaviors as response to trait relevant situational cues. Trait relevant cues can be initiated at different levels, namely task, social and organizational. Finally, the conclusions of the current research are consistent with the past researches ([Harris et al., 2010](#); [Thompson Coon et al., 2011](#); [Mathieu and Babiak, 2016](#); [Schyns and Schilling, 2013](#)).

### **5.2.1.3 Abusive Supervision and Job Disengagement**

This section include the discussion about the third research objective which was stated that what is the influence of abusive supervision over job disengagement of subordinates and hypothesized that abusive supervision has an insignificant impact over the JD of employees. The result reported in previous chapter provides the rejected evidences for this hypothesis. The findings of the study indicated insignificant relationship between abusive supervision and JD.

## **5.2.2 Indirect Effects**

In this section, the findings related to the indirect relationship are discussed, firstly discussion includes the mediating role of abusive supervision in the association among Psychopathic leadership and JD; and secondly, the moderating role of power distance over the association among psychopathic leadership and abusive supervision.

### **5.2.2.1 Mediating Role of Abusive Supervision on Psychopathic Leadership and Job Disengagement**

By following the fourth question of the present study, which hypothesized that abusive supervision mediates between psychopathic leadership and JD. The results are demonstrated in table 4.13 in the previous chapter and are in the support for fourth hypothesis, i.e. abusive supervision mediates between psychopathic leadership and JD. Finally, it was found that abusive supervision mediates between psychopathic leadership and JD fully as well as partially. The results of the current research are essential because it clarify the understanding in the context to trait activation theory that how psychopathic leadership is related to JD. Based on Trait activation theory, when come up against a situation with constant victimization, subordinates react with altered emotional responses based on their precise personality traits. The situations are mask underlying traits that influence employee behavior that is job disengagement (Tett et al., 2013b). Psychopathic leadership in Leader is linked with troubled subordinate relationships and consequently low

job engagement. As psychopathic leadership that is trait is trigger situation that is abusive supervision and behavioral expression of trait that is disengagement in response of abusive supervision.

The mediating role of abusive supervision shows the indirect impact of organizational leadership on JD which supports the mechanism of partial mediation. There are few studies were examined to analyze the association among psychopathic leadership and JD with the inclusion of mediator such as psychological safety ([Erkutlu and Chafra, 2019](#)), leadership styles ([Blickle et al., 2018](#)).

Present study provides evidences in order to extend the work of previous studies that abusive supervision could also mediate the impact of psychopathic leadership on JD. Finally the conclusions of the current research provides empirical evidence to the literature on the relationship between psychopathic leadership and JD that abusive supervision as a mediator somehow can show partial mediating mechanism between psychopathic leadership and JD.

#### **5.2.2.2 Moderating Role of Power Distance**

With the meaning of fifth objective of the present study which hypothesized that power distance moderates the association among psychopathic leadership and JD. The results reported in table 4.14 and 4.15 in the previous chapter provided hypotheses that the direct association is significant but moderation effect is negative. PD is not moderated between abusive supervision and Psychopathic leadership.

In most of the studies either the mediating effect or the moderating effect separately has been examined on the relationship between psychopathic leadership or JD, however, in literature less attention was given by the researchers over the mediation- moderated model in the relationship between psychopathic leadership and JD especially in the banking sector.

## **5.3 Implications**

Several theoretical and practical implications are suggested on the basis of present result of the present study. In the first part theoretical implications have been discussed and managerial implications have also been discussed in the second part.

### **5.3.1 Theoretical Implications**

From the present result of the study it can be stated that the existing study has a greater contribution to enhance the existing body knowledge in the field of JD. Findings of previous studies were extended with the addition of findings of present study. Initially to examine the relationship of psychopathic leadership and JD banking sector of Pakistan was used which provides a stronger viewpoint in the literature on JD. An adequate strength of past researches in western context was conducted to examine the relationship between psychopathic leadership and JD.

The findings of the present study exhibits that despite western cultural, leadership affects JD of employees in Asian culture context as well. As mentioned previously, that researchers have not paid any attention for investigating the mediating effects of abusive supervision between psychopathic leadership and JD in a single study. Researcher gave an adequate attention to examine the direct influence of psychopathic leadership on engagement; and same as the direct impact of abusive supervision on JD. The findings of the present study reveal some pragmatic confirmation about the indirect relationship between psychopathic leadership and JD, via.

Mediating role of abusive supervision in the banking industry. The results of present study demonstrated that in employee's JD, abusive supervision plays a mediating role in the negative influence of organizational leadership over JD. It is also found that abusive supervision causes low level of employee's willingness to perform their job. Although, several local studies were conducted to contribute to the JD literature through examining the antecedents of JD ([Banihani and Syed](#),

2017). However, the indirect impacts of psychopathic leadership on JD of employee's with examining the mediating role of abusive supervision and moderating role of power distance taken one step forward to the literature of JD. The findings of the present research provide empirical evidences to the mediating and moderating influences on the relationship of psychopathic leadership and JD.

### **5.3.2 Practical Implications**

Current research has several practical implications which provide good suggestions for the organizations. This study will assist for potential researchers, policy makers and managers. It will provide helpful mechanism to organizations to handle with job disengagement among employees due to psychopathic leadership as now days employees' less engage is a prime outcome of negative behavior of leaders for organizations. This study organization will be able to know the reasons of this problem. Employees and employer relationships are given importance in these days so this study will help organizations to make healthy and supportive relationship.

Present study will help policy makers to deal with these destructive problems of Psychopathic leadership and job disengagement. With help of this study they can hire such leaders who have supportive and friendly nature and who have the ability to influence and inspire their employees. Because helping and friendly natured leader have the ability to make their subordinates more engage. This study will help policy makers to make flexible and healthy environment where employees have the freedom and autonomy to perform their jobs properly so their commitment level will increase. So policy makers can get benefits from this study in hiring and selection of their workforce especially leaders.

An aim of this paper is to examine cases in history where Psychopaths working in business, or psychopaths as they have now come to be called, may be evident. Furthermore, this can contribute to the debate among psychologists and management researchers as to whether organizations should screen for psychopathy among senior managers so that the worst excess can be avoided through careful management these individuals. Study focus on the role of leader dark triad personality

traits and dark leadership could increase our understanding of the complex field of leadership study, which for long time has only been fascinated of “good” and “idealized” leadership behavior.

This study will help future researcher to further work on this model. Researcher could take support from present study to work on these concepts. Researcher could even further work on other dimensions of culture. The model can be studied with different dimension of culture like individualism /collectivism can generate the different results. Next section will discuss the limitations and future directions of the study.

From the practical perspective, the findings of the present study demonstrated that psychopathic leadership has a capability to influence employee’s behavior to perform the work which is not a part of an official job or beyond the official job functions. The willingness of banking sector employees are more to work hard, beyond the expectations of any reward, such as staying after off timing to complete the work, helping their colleagues who have heavy workload etc. For the top management of banks, conclusions of the current research provide Guidelines to develop the training programs for effective leadership. However, to enhance the leadership effectiveness that how to motivate employees to perform the work beyond the official calls, provision of training to bank leaders is an important step. For the association of banks in Pakistan, the findings of the present study provide the practical implications in order to prevent the job disengagement.

Organizations should also discourage the psychopathic leadership of leaders. The organizations should play their role in rectifying organizational processes. The leaders should also be encouraged to promote ethical and justice climate at work-place. The leaders are the representative of organization; they should be guided to fulfill the organizational obligation in contract. It will motivate the employees to play their role effectively. Though organizations know the cost associated with the psychopathic leadership, but they are unable to properly assess the situation. Therefore, it is suggested that organization should hire competent managers, and introduce continuous training programs for managers and leaders. It will help them to treat their subordinates in an effective manner, and the subordinate will



also rarely involve in negative practices like workplace deviant behavior, moral disengagement, and job disengagement.

Our findings also have practical implications with regard to selecting personnel and coaching. First, it is substantial to note that in the United States and many other countries it is illegal for firms to segregate against employees on the basis of a disability. Psychopathy personality, yet has never been classified as a chaos.in this manner, assimilate psychopathy evaluation tool into the selection measure commonly does not clash with legal adjustments ([Wu and Lebreton, 2011](#)). Second the higher level of psychopathy with abusive supervision ,the more dangerous it is for the organization to appoint such an employee. So, if organization look for candidates for managerial job, they are well considered to preferred candidate with low level overall psychopathy because the higher the level of overall psychopathy ,the stronger the tendency for management derailment will probably be ([Hogan and Hogan, 2001](#)). In light of these conditions, we notice that this research stimulus carry on study on situational activators and restriction of psychopathy at work.

## **5.4 Limitations and Recommendations for Future Research**

The first limitation which is considered is the cross-sectional type of the research, in which data is collected at the specific time given to the respondents to give their opinion. Cross-sectional nature of study prohibits establishing a causal relationship between variables because data is collected at one point within a short period of time. In view of these restrictions, for future studies this study suggests to design longitudinal research for testing the causality of variables.

Secondly, in this research all the variables calculated as a uni-dimensionally. Thus, the future studies can investigate by observing at the dimensions that how they entirely affect the association of Psychopathic leadership and JD. Multi dimensionality of constructs would provide an in-depth understanding of the nature of the

relationship. Hence, this research recommends that farther study should examine multidimensionality of the variables.

The underlined study has some reservations, which includes the limitations of the sample size of the study. It exposes only Banking sector with the sample of 250 respondents. Different sectors may possibly have different results and the increase of the sample size can strengthen the soundness of the analysis.

Lastly, the present study was carried out in only in banks of Islamabad and Rawal pindi. So with in the specific context which might limit to generalize the results on other industries. Therefore, to enhance the generalizability future researches need to extend the research to non-financial organizations. Moreover, the researcher has not direct approach to individual employees which may also limit the generalizability of the results. Although, there is a bank policy that researchers do not approach directly the employees in order to collect information or data, however, in future if researchers become able to have a direct approach with the employees may help to make the results more generalizable.

## **5.5 Future Research**

Limitations of the research can be used as future directions.

Investigating the dark triad in the content of leadership is a nascent field. The current research tried to overwhelmed and eliminate present errors in all aspects but still it has some degree of boundaries that must be well-thought-out and useful in future.

1. The findings of the research can be generalized on other sectors of Pakistan since change of sector could change the results of the proposed model.
2. By adding other mediator like negative affectivity etc. result can be different.
3. Further researcher can initiate the comparison between two separate demographics that would change the strength of the results.

## **5.6 Conclusions**

The research objectives of the present study that were stated in the first chapter have discussed the research objectives in this chapter. In literature the gaps were highlighted concerning with the relationship between psychopathic leadership and JD that were arisen in the literature of JD. In the current study, the gaps of past studies were presented which advances the previous researches, such as: (1) the inclusion of abusive supervision as mediator that intervene between psychopathic leadership and JD, (2) inclusion of power distance as a moderators on the association among psychopathic leadership and JD, (3) certain sources of power distance which has moderating power, and (4) the use of the mediator and moderator in a single model.

As a whole, by means of the method of PLS-SEM to determine the whole influence of psychopathic leadership behavior on JD, current research made a significant contribution to the JD literature. An inclusive exploration of the effects of organizational leadership on JD is established through PLS-SEM data investigation method. This research has emphasized few stimulating conclusions. Firstly, findings of the research disclose that Abusive supervision mediates between Psychopathic leadership and JD and give a basis for future research to investigate the relationship between psychopathic leadership and JD with the inclusion of situation as abusive supervision as a mediator.

Secondly, power distance as a moderator is introduced which revealed that it doesn't moderate the relationships between psychopathic leadership and JD in banking industries of Pakistan. The conclusions of the current study open a vacuum for future research to inspect other ways and means of support. Lastly, the whole research offers the broadest valuation of the association among all the variables which were measured in the existing study.

# Bibliography

- Abdullah, N. H., Shamsuddin, A., Wahab, E., and Hamid, N. A. A. (2014). The relationship between organizational culture and product innovativeness. *Procedia-Social and Behavioral Sciences*, 129:140–147.
- Abu Bakar, R. (2015). A conceptual paper: The association between traits and work engagement: Can hr elements be moderators? 1(1):1–7.
- Akee, R., Copeland, W., Costello, E. J., and Simeonova, E. (2018). How does household income affect child personality traits and behaviors? *American Economic Review*, 108(3):775–827.
- Allport, G. W. (1937). Personality: A psychological interpretation. 1(1):489–490.
- Amanchukwu, R. N., Stanley, G. J., and Ololube, N. P. (2015). A review of leadership theories, principles and styles and their relevance to educational management. *Management*, 5(1):6–14.
- Aryee, S., Sun, L.-Y., Chen, Z. X. G., and Debrah, Y. A. (2008). Abusive supervision and contextual performance: The mediating role of emotional exhaustion and the moderating role of work unit structure. *Management and Organization Review*, 4(3):393–411.
- Ashforth, B. (1994). Petty tyranny in organizations. *Human relations*, 47(7):755–778.
- Atwater, L., Wang, M., Smither, J. W., and Fleenor, J. W. (2009). Are cultural characteristics associated with the relationship between self and others' ratings of leadership? *Journal of Applied Psychology*, 94(4):876–882.

- Avolio, B. J., Gardner, W. L., Walumbwa, F. O., Luthans, F., and May, D. R. (2004). Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. *The leadership quarterly*, 15(6):801–823.
- Babiak, P. (2000). Psychopathic manipulation at work. *The clinical and forensic assessment of psychopathy: A practitioner's guide*, pages 287–311.
- Babiak, P. and Hare, R. (2006). Snakes in suits: When psychopaths go to work. new york, ny, us. 97(3):549–579.
- Banihani, M. and Syed, J. (2017). Gendered work engagement: Qualitative insights from jordan. *The International Journal of Human Resource Management*, pages 1–27.
- Barnes, C. M., Lucianetti, L., Bhave, D. P., and Christian, M. S. (2015). “you wouldn’t like me when i’m sleepy”: Leaders’ sleep, daily abusive supervision, and work unit engagement. *Academy of Management Journal*, 58(5):1419–1437.
- Basit, A. A. (2016). Cognition-based and affect-based trust in supervisor and job engagement: Evidence from malaysia. *Academy of Management Proceedings*, 2016(1):11–251.
- Baughman, H. M., Dearing, S., Giammarco, E., and Vernon, P. A. (2012). Relationships between bullying behaviours and the dark triad: A study with adults. *Personality and Individual Differences*, 52(5):571–575.
- Benham, M. D. (2017). Strategies to improve engagement among public sector information technology employees. 4(3):272–279.
- Bentz, V. J. (1967). The sears experience in the investigation, description, and prediction of executive behavior. *Measuring executive effectiveness*, pages 147–206.
- Bjørge, A. K. (2007). Power distance in english lingua franca email communication 1. *International Journal of Applied Linguistics*, 17(1):60–80.

- Blickle, G., Schütte, N., and Genau, H. A. (2018). Manager psychopathy, trait activation, and job performance: A multi-source study. *European Journal of Work and Organizational Psychology*, 27(4):450–461.
- Bligh, M. C., Kohles, J. C., Pearce, C. L., Justin, J. E., and Stovall, J. F. (2007). When the romance is over: Follower perspectives of aversive leadership. *Applied Psychology*, 56(4):528–557.
- Bochner, S. and Hesketh, B. (1994). Power distance, individualism/collectivism, and job-related attitudes in a culturally diverse work group. *Journal of cross-cultural psychology*, 25(2):233–257.
- Boddy, C., Miles, D., Sanyal, C., and Hartog, M. (2015). Extreme managers, extreme workplaces: Capitalism, organizations and corporate psychopaths. *Organization*, 22(4):530–551.
- Boddy, C. R. (2014). Corporate psychopaths, conflict, employee affective well-being and counterproductive work behaviour. *Journal of business ethics*, 121(1):107–121.
- Boddy, C. R. (2015). Organisational psychopaths: a ten year update. *Management Decision*, 53(10):2407–2432.
- Boddy, C. R. (2016). Unethical 20th century business leaders: Were some of them corporate psychopaths? the case of robert maxwell. *International Journal of Public Leadership*, 12(2):76–93.
- Boddy, C. R., Ladyshevsky, R., and Galvin, P. (2010). Leaders without ethics in global business: Corporate psychopaths. *Journal of Public Affairs*, 10(3):121–138.
- Boichuk, J. P. and Menguc, B. (2013). Engaging dissatisfied retail employees to voice promotive ideas: The role of continuance commitment. *Journal of Retailing*, 89(2):207–218.

- Chi, Y.-n., Liu, Y.-h., Wang, W.-s., CHEN, M.-z., and DAI, H.-z. (2007). Study on impact of wind power integration on power system [j]. *Power System Technology*, 3(31):77–81.
- Christian, M. S., Garza, A. S., and Slaughter, J. E. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel psychology*, 64(1):89–136.
- Church, M. A., Elliot, A. J., and Gable, S. L. (2001). Perceptions of classroom environment, achievement goals, and achievement outcomes. *Journal of educational psychology*, 93(1):43–54.
- Cleckley, H. (1941). The mask of sanity; an attempt to reinterpret the so-called psychopathic personality. pages 34–77.
- Cole, M. S., Walter, F., Bedeian, A. G., and O’Boyle, E. H. (2012). Job burnout and employee engagement: A meta-analytic examination of construct proliferation. *Journal of management*, 38(5):1550–1581.
- Conger, R. D., Elder Jr, G. H., Lorenz, F. O., Conger, K. J., Simons, R. L., Whitbeck, L. B., Huck, S., and Melby, J. N. (1990). Linking economic hardship to marital quality and instability. *Journal of Marriage and the Family*, pages 643–656.
- Constanta, M. M., Madela, A., et al. (2015). Employee expectations and the national cultural factor. *Annals of Faculty of Economics*, 1(2):524–530.
- Cooke, F. L., Cooper, B., Bartram, T., Wang, J., and Mei, H. (2019). Mapping the relationships between high-performance work systems, employee resilience and engagement: a study of the banking industry in china. *The International Journal of Human Resource Management*, 30(8):1239–1260.
- Costa, P., Passos, A. M., and Bakker, A. (2014). Empirical validation of the team work engagement construct. *Journal of Personnel Psychology*, 87(2):414–436.
- Crocker, A. G., Mueser, K. T., Drake, R. E., Clark, R. E., McHugo, G. J., Ackerson, T. H., and Alterman, A. I. (2005). Antisocial personality, psychopathy,

- and violence in persons with dual disorders: A longitudinal analysis. *Criminal Justice and Behavior*, 32(4):452–476.
- Darr, W. and Johns, G. (2008). Work strain, health, and absenteeism: a meta-analysis. *Journal of occupational health psychology*, 13(4):293–318.
- Davidov, E., Schmidt, P., Billiet, J., and Meuleman, B. (2018). Cross-cultural analysis: Methods and applications. pages 1–220.
- De Lange, A. H., De Witte, H., and Notelaers, G. (2008). Should i stay or should i go? examining longitudinal relations among job resources and work engagement for stayers versus movers. *Work & Stress*, 22(3):201–223.
- Demerouti, E., Mostert, K., and Bakker, A. B. (2010). Burnout and work engagement: a thorough investigation of the independency of both constructs. *Journal of occupational health psychology*, 15(3):209–222.
- Den Hartog, D. N., House, R. J., Hanges, P. J., Ruiz-Quintanilla, S. A., Dorfman, P. W., Abdalla, I. A., Adetoun, B. S., Aditya, R. N., Agourram, H., Akande, A., et al. (1999). Culture specific and cross-culturally generalizable implicit leadership theories: are attributes of charismatic/transformational leadership universally endorsed? *The leadership quarterly*, 10(2):219–256.
- Duffy, M. K. and Ferrier, W. J. (2003). Birds of a feather...? how supervisor-subordinate dissimilarity moderates the influence of supervisor behaviors on workplace attitudes. *Group & Organization Management*, 28(2):217–248.
- Dye, D. (2018). Employee engagement: How to avoid a tremendous leadership mistake. *Professional Safety*, 63(12):21–21.
- Erkutlu, H. and Chafra, J. (2019). Leader machiavellianism and follower silence: The mediating role of relational identification and the moderating role of psychological distance. *European Journal of Management and Business Economics*, 12(4):197–213.
- Eysenck, H. J. (1967). Intelligence assessment: A theoretical and experimental approach. *British Journal of Educational Psychology*, 37(1):81–98.



- Farh, J.-L., Hackett, R. D., and Liang, J. (2007). Individual-level cultural values as moderators of perceived organizational support–employee outcome relationships in china: Comparing the effects of power distance and traditionality. *Academy of Management Journal*, 50(3):715–729.
- Faura, L. (2016). Getting talent that fits:(wm+ g+ h ^ 2= performance). pages 24–120.
- Fida, R., Paciello, M., Tramontano, C., Fontaine, R. G., Barbaranelli, C., and Farnese, M. L. (2015). An integrative approach to understanding counterproductive work behavior: The roles of stressors, negative emotions, and moral disengagement. *Journal of business ethics*, 130(1):131–144.
- Furnham, A., Richards, S. C., and Paulhus, D. L. (2013). The dark triad of personality: A 10 year review. *Social and Personality Psychology Compass*, 7(3):199–216.
- Furtner, M. R., Maran, T., and Rauthmann, J. F. (2017). Dark leadership: The role of leaders’ dark triad personality traits. *Leader development deconstructed*, 15(1):75–99.
- Garraway, D. L. (2013). Toward a literary psychoanalysis of postcolonial haiti: Desire, violence, and the mimetic crisis in marie chauvet’s amour. *Romanic Review*, 104(4):199–206.
- Gerstner, C. R. and Day, D. V. (1997). Meta-analytic review of leader–member exchange theory: Correlates and construct issues. *Journal of applied psychology*, 82(6):827.
- Ginat, R. (2017). Egypt and the struggle for power in sudan: from world war ii to nasserism. 1(1):152–146.
- Goussinsky, R. (2012). Coping with customer aggression. *Journal of Service Management*, 23(2):170–196.
- Gundling, E., Hogan, T., and Cvitkovich, K. (2011). What is global leadership?: 10 key behaviors that define great global leaders. 1(1):1–38.

- Gye-Soo, K. (2016). Partial least squares structural equation modeling (pls-sem): An application in customer satisfaction research. *Int. J. ue-Serv. Sci. Technol*, 9:61–68.
- Haider, S. H., Officer, C. S., Asad, M., Fatima, M., and Abidin, R. Z. U. (2017). Microfinance and performance of micro and small enterprises; does training have an impact. *indicators*, 4(1):266–316.
- Hair, J. F., Black, W. C., Babin, B. J., and Anderson, R. E. (2010). Multivariate data analysis: Global edition. pages 266–316.
- Hans, A., Mubeen, S. A., Mishra, N., and Al-Badi, A. H. H. (2015). A study on occupational stress and quality of work life (qwl) in private colleges of oman (muscat). *Global Business & Management Research*, 7(3):55–68.
- Hare, R. D. (2002). Psychopathy and risk for recidivism and violence. *Criminal justice, mental health, and the politics of risk*, pages 27–47.
- Hare, R. D. and Neumann, C. S. (2008). Psychopathy as a clinical and empirical construct. *Annu. Rev. Clin. Psychol.*, 4:217–246.
- Harris, K. J., Harvey, P., and Booth, S. L. (2010). Who abuses their coworkers? an examination of personality and situational variables. *The Journal of Social Psychology*, 150(6):608–627.
- Harris, K. J., Kacmar, K. M., Zivnuska, S., and Shaw, J. D. (2007). The impact of political skill on impression management effectiveness. *Journal of Applied psychology*, 92(1):278–285.
- Henseler, J. and Sarstedt, M. (2013). Goodness-of-fit indices for partial least squares path modeling. *Computational Statistics*, 28(2):565–580.
- Hochwarter, W. A., Witt, L. A., Treadway, D. C., and Ferris, G. R. (2006). The interaction of social skill and organizational support on job performance. *Journal of Applied Psychology*, 91(2):482–489.

- Hodson, G., Hogg, S. M., and MacInnis, C. C. (2009). The role of “dark personalities” (narcissism, machiavellianism, psychopathy), big five personality factors, and ideology in explaining prejudice. *Journal of Research in Personality*, 43(4):686–690.
- Hodson, R. (2004). Organizational trustworthiness: Findings from the population of organizational ethnographies. *Organization Science*, 15(4):432–445.
- Hofsted, J. (2001). A meeting of bamboo & clay. *CERAMICS-SYDNEY THEN PADDINGTON-*, pages 63–63.
- Hofstede, G. (1980). Motivation, leadership, and organization: do american theories apply abroad? *Organizational dynamics*, 9(1):42–63.
- Hofstede, G. (2013). Hierarchical power distance in forty countries. *Organizations Alike and Unlike (RLE: Organizations)*, pages 115–138.
- Hogan, R. and Hogan, J. (2001). Assessing leadership: A view from the dark side. *International Journal of Selection and assessment*, 9(1-2):40–51.
- Hogan, R. and Kaiser, R. B. (2005). What we know about leadership. *Review of general psychology*, 9(2):169–180.
- Hoobler, J. M. and Brass, D. J. (2006). Abusive supervision and family undermining as displaced aggression. *Journal of Applied Psychology*, 91(5):11–25.
- Horita, F. E., Albuquerque, J., Marchezini, V., and Mendiondo, E. M. (2016). A qualitative analysis of the early warning process in disaster management. *Proceedings of the 13th International Conference on Information Systems for Crisis Response and Management (ISCRAM)*, 1(1):1–9.
- House, F. (2004). Nations in transit 2004: democratization in east central europe and eurasia. pages 5–520.
- Huang, G.-h., Wellman, N., Ashford, S. J., Lee, C., and Wang, L. (2017). Deviance and exit: The organizational costs of job insecurity and moral disengagement. *Journal of Applied Psychology*, 102(1):581–858.

- Huang, T., Wu, V., Young, G., Lin, Y., Shiao, C., Wu, P., Li, W., Yu, H., Hu, F., Lin, J., et al. (2011). National taiwan university hospital study group of acute renal failure: Preoperative proteinuria predicts adverse renal outcomes after coronary artery bypass grafting. *J Am Soc Nephrol*, 22(1):156–163.
- Humphrey, S. E., Nahrgang, J. D., and Morgeson, F. P. (2007). Integrating motivational, social, and contextual work design features: a meta-analytic summary and theoretical extension of the work design literature. *Journal of applied psychology*, 92(5):1332–1348.
- Igoumenou, A., Harmer, C. J., Yang, M., Coid, J. W., and Rogers, R. D. (2017). Faces and facets: The variability of emotion recognition in psychopathy reflects its affective and antisocial features. *Journal of abnormal psychology*, 126(8):1066–1076.
- Islam, N. (2004). Sifarish, sycophants, power and collectivism: Administrative culture in pakistan. *International Review of Administrative Sciences*, 70(2):311–330.
- Jamaludin, M. F., Ahmad, A. M., Mohammad, A., and Shobri, N. D. M. (2016). A study on the relationship between fun at work and work engagement. *Proceedings of the ASEAN Entrepreneurship Conference 2014*, 85(8):1066–1076.
- Javidan, M. and Carl, D. E. (2004). East meets west: a cross-cultural comparison of charismatic leadership among canadian and iranian executives. *Journal of Management Studies*, 41(4):665–691.
- Jonason, P. K., Wee, S., Li, N. P., and Jackson, C. (2014). Occupational niches and the dark triad traits. *Personality and Individual Differences*, 69:119–123.
- Jones, D. N. and Paulhus, D. L. (2014). Introducing the short dark triad (sd3) a brief measure of dark personality traits. *Assessment*, 21(1):28–41.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, 33(4):692–724.

- Kaiser, D., Bolt, I., Hofer, M., Relly, C., Berthet, G., Bolz, D., and Saurenmann, T. (2015). Chronic nonbacterial osteomyelitis in children: a retrospective multicenter study. *Pediatric Rheumatology*, 13(1):1–560.
- Kang, J. H. and Jensen, J. M. (2009). Cultural matters in entrepreneurial firms: Abusive supervision and its consequences. *ICSB World Conference Proceedings*, pages 1–26.
- Karanges, E., Johnston, K., Beatson, A., and Lings, I. (2015). The influence of internal communication on employee engagement: A pilot study. *Public Relations Review*, 41(1):129–131.
- Karumuri, V. (2016). Employee engagement: Hotel industry. *SCMS Journal of Indian Management*, 13(3):120–128.
- Kempf, H., Olmer, R., Kropp, C., Rückert, M., Jara-Avaca, M., Robles-Diaz, D., Franke, A., Elliott, D. A., Wojciechowski, D., Fischer, M., et al. (2014). Controlling expansion and cardiomyogenic differentiation of human pluripotent stem cells in scalable suspension culture. *Stem cell reports*, 3(6):1132–1146.
- Kenrick, D. T. and Funder, D. C. (1988). Profiting from controversy: Lessons from the person-situation debate. *American psychologist*, 43(1):23–49.
- Kernan, M. C., Watson, S., Fang Chen, F., and Gyu Kim, T. (2011). How cultural values affect the impact of abusive supervision on worker attitudes. *Cross Cultural Management: An International Journal*, 18(4):464–484.
- Kerns, C. D. (2014). Fostering and managing engagement: A framework for managerial leaders. *Journal of Leadership, Accountability & Ethics*, 11(1):34–49.
- Khan, S. N. (2014). Impact of hofstede’s cultural dimensions on subordinate’s perception of abusive supervision. *International Journal of Business and Management*, 9(12):239–251.
- Khiangte, Z. (2011). The effect of insurgency in the psychological adjustment of the mizo. pages 1–38.

- Khoo, H. S. and Burch, G. S. J. (2008). The 'dark side' of leadership personality and transformational leadership: An exploratory study. *Personality and individual differences*, 44(1):86–97.
- Kiazad, K., Restubog, S. L. D., Zagenczyk, T. J., Kiewitz, C., and Tang, R. L. (2010). In pursuit of power: The role of authoritarian leadership in the relationship between supervisors' machiavellianism and subordinates' perceptions of abusive supervisory behavior. *Journal of Research in Personality*, 44(4):512–519.
- Krithika, R. A., Robinson, M., Krithika, R. A., and Robinson, M. (2016). A study on occupational stress among the women employees in banking sector at trichy district. *International Journal*, 2(1):817–820.
- Laschinger, H. K. S. and Fida, R. (2014). A time-lagged analysis of the effect of authentic leadership on workplace bullying, burnout, and occupational turnover intentions. *European Journal of Work and Organizational Psychology*, 23(5):739–753.
- Laurijssen, J., Marsidi, M., Westenbroek, A., Worrell, E., and Faaij, A. (2010). Paper and biomass for energy?: The impact of paper recycling on energy and co2 emissions. *Resources, Conservation and Recycling*, 54(12):1208–1218.
- Lawrance, B. N., Osborn, E. L., and Roberts, R. L. (2006). Intermediaries, interpreters, and clerks: African employees in the making of colonial africa. pages 14–98.
- Lian, H., Ferris, D. L., and Brown, D. J. (2012). Does power distance exacerbate or mitigate the effects of abusive supervision? it depends on the outcome. *Journal of Applied Psychology*, 97(1):107–123.
- Liang, L. H., Lian, H., Brown, D. J., Ferris, D. L., Hanig, S., and Keeping, L. M. (2016). Why are abusive supervisors abusive? a dual-system self-control model. *Academy of Management Journal*, 59(4):1385–1406.

- Lilienfeld, S. O., Widows, M. R., and Staff, P. (2005). Psychopathic personality inventorytm-revised. *Social Influence (SOI)*, 61(65):97–108.
- Lim, K.-P. and Brooks, R. (2011). The evolution of stock market efficiency over time: A survey of the empirical literature. *Journal of Economic Surveys*, 25(1):69–108.
- Lin, W., Wang, L., and Chen, S. (2013). Abusive supervision and employee well-being: The moderating effect of power distance orientation. *Applied Psychology*, 62(2):308–329.
- Liu, C., Yang, L.-Q., and Nauta, M. M. (2013). Examining the mediating effect of supervisor conflict on procedural injustice–job strain relations: The function of power distance. *Journal of Occupational Health Psychology*, 18(1):64–78.
- Liu, Y. and Berry, C. M. (2013). Identity, moral, and equity perspectives on the relationship between experienced injustice and time theft. *Journal of business ethics*, 118(1):73–83.
- Louth, S., Hare, R., and Linden, W. (1998). Psychopathy and alexithymia in female offenders. *Canadian Journal of Behavioural Science/Revue canadienne des sciences du comportement*, 30(2):91–98.
- Lucia-Casademunt, A. M., García-Cabrera, A. M., Padilla-Angulo, L., and Cuéllar-Molina, D. (2018). Returning to work after childbirth in europe: Well-being, work-life balance, and the interplay of supervisor support. *Frontiers in psychology*, 9:1–68.
- Lynam, D. R. and Miller, J. D. (2012). Fearless dominance and psychopathy: A response to lilienfeld et al. pages 171–224.
- Lynam, D. R. and Miller, J. D. (2015). Psychopathy from a basic trait perspective: The utility of a five-factor model approach. *Journal of Personality*, 83(6):611–626.
- Macey, W. H. and Schneider, B. (2008). The meaning of employee engagement. *Industrial and organizational Psychology*, 1(1):3–30.

- Mackay, M. M., Allen, J. A., and Landis, R. S. (2017). Investigating the incremental validity of employee engagement in the prediction of employee effectiveness: A meta-analytic path analysis. *Human Resource Management Review*, 27(1):108–120.
- Mackey, J. D., Ellen III, B. P., Hochwarter, W. A., and Ferris, G. R. (2013). Subordinate social adaptability and the consequences of abusive supervision perceptions in two samples. *The Leadership Quarterly*, 24(5):732–746.
- MacKinnon, D. P. and Cox, M. G. (2012). Commentary on “mediation analysis and categorical variables: The final frontier” by dawn iacobucci. *Journal of Consumer Psychology*, 22(4):600–602.
- Magee, J. C. and Galinsky, A. D. (2008). 8 social hierarchy: The self-reinforcing nature of power and status. *Academy of Management annals*, 2(1):351–398.
- Martinko, M. J., Harvey, P., Brees, J. R., and Mackey, J. (2013). A review of abusive supervision research. *Journal of Organizational Behavior*, 34(1):120–137.
- Mathieu, C. and Babiak, P. (2016). Corporate psychopathy and abusive supervision: Their influence on employees’ job satisfaction and turnover intentions. *Personality and Individual Differences*, 91:102–106.
- Mathieu, C., Neumann, C., Babiak, P., and Hare, R. D. (2015a). Corporate psychopathy and the full-range leadership model. *Assessment*, 22(3):267–278.
- Mathieu, C., Neumann, C. S., Hare, R. D., and Babiak, P. (2014). A dark side of leadership: Corporate psychopathy and its influence on employee well-being and job satisfaction. *Personality and Individual Differences*, 59:83–88.
- Mathieu, M., Couprie, C., and LeCun, Y. (2015b). Deep multi-scale video prediction beyond mean square error. *arXiv preprint arXiv:1511.05440*, pages 26–68.



- May-Chiun, L., Nair, V., Songan, P., et al. (2016). Examining the effects of environmental components on tourism destination competitiveness: The moderating impact of community support. *Asian Academy of Management Journal*, 21(1):75–104.
- Minkov, M. and Hofstede, G. (2013). Cross-cultural analysis: the science and art of comparing the world's modern societies and their cultures. pages 1–46.
- Moskowitz, A. K. (2004). "scared stiff": catatonia as an evolutionary-based fear response. *Psychological review*, 111(4):984–992.
- Murray, H. A. (1938). Explorations in personality: A clinical and experimental study of fifty men of college age. pages 240–243.
- Mushkat, R. (2013). Non-democratic state learning of universal human rights: Reconfiguring chinese patterns. *Temp. Int'l & Comp. LJ*, 27:1–63.
- Myers, K. L. (2018). A qualitative case study of factors leading to generation x employee disengagement. pages 1–57.
- Naz, E. (2018). The effect of abusive supervision on employee silence: Mediating role of justice perception and moderating role of equity sensitivity. pages 55–66.
- Newman, A., Le, H., North-Samardzic, A., and Cohen, M. (2019). Moral disengagement at work: A review and research agenda. *Journal of Business Ethics*, pages 1–36.
- Nguni, S., Slegers, P., and Denessen, E. (2006). Transformational and transactional leadership effects on teachers' job satisfaction, organizational commitment, and organizational citizenship behavior in primary schools: The tanzanian case. *School effectiveness and school improvement*, 17(2):145–177.
- Offermann, L. R. and Hellmann, P. S. (1997). Culture's consequences for leadership behavior: National values in action. *Journal of cross-cultural psychology*, 28(3):342–351.

- Padilla, A., Hogan, R., and Kaiser, R. B. (2007). The toxic triangle: Destructive leaders, susceptible followers, and conducive environments. *The Leadership Quarterly*, 18(3):176–194.
- Palmela, C., Peerani, F., Castaneda, D., Torres, J., and Itzkowitz, S. H. (2018). Inflammatory bowel disease and primary sclerosing cholangitis: a review of the phenotype and associated specific features. *Gut and liver*, 12(1):17–46.
- Park, J., Sani, J., Shroff, N., and White, H. (2019). Disclosure incentives when competing firms have common ownership. *Journal of Accounting and Economics*, 67(3):387–419.
- Pater, R. and Lewis, C. (2012). Strategies for leading engagement. *Professional Safety*, 57(5):32–54.
- Patrick, C. J., Fowles, D. C., and Krueger, R. F. (2009). Triarchic conceptualization of psychopathy: Developmental origins of disinhibition, boldness, and meanness. *Development and psychopathology*, 21(3):913–938.
- Peele, R. B. (2014). Understanding the reintegration of female reservists activated after september 11, 2001: A phenomenological approach. pages 6–9.
- Peltokorpi, V. (2019). Abusive supervision and emotional exhaustion: the moderating role of power distance orientation and the mediating role of interaction avoidance. *Asia Pacific Journal of Human Resources*, 57(3):251–275.
- Pinto, A., Turkington, D., and Kingdon, D. (2008). Cognitive behaviour therapy for psychosis: enhancing the therapeutic relationship to improve the quality of life. *Cognitive Behaviour Therapy*, pages 13–29.
- Plaskoff, J. (2017). Employee experience: the new human resource management approach. *Strategic HR Review*, 16(3):136–141.
- Poon, J. M. and Ainuddin, R. A. (2011). Selected ethical issues in the analysis and reporting of research: survey of business school faculty in malaysia. *Journal of Academic Ethics*, 9(4):307–322.

- Purcell, J. (2014). Disengaging from engagement. *Human Resource Management Journal*, 24(3):241–254.
- Putra, E. D., Cho, S., and Liu, J. (2017). Extrinsic and intrinsic motivation on work engagement in the hospitality industry: Test of motivation crowding theory. *Tourism and Hospitality Research*, 17(2):228–241.
- Quinones, C., Griffiths, M. D., and Kakabadse, N. K. (2016). Compulsive internet use and workaholism: An exploratory two-wave longitudinal study. *Computers in Human Behavior*, 60:492–499.
- Randall, D. M., Paul Huo, Y., and Pawelk, P. (1993). Social desirability bias in cross-cultural ethics research. *The International Journal of Organizational Analysis*, 1(2):185–202.
- Ray, J. V. and Jones, S. (2011). Self-reported psychopathic traits and their relation to intentions to engage in environmental offending. *International Journal of Offender Therapy and Comparative Criminology*, 55(3):370–391.
- Redmond, M. V. (2000). Cultural distance as a mediating factor between stress and intercultural communication competence. *International Journal of Intercultural Relations*, 24(1):151–159.
- Richter, N. F., Cepeda-Carrión, G., Roldán Salgueiro, J. L., and Ringle, C. M. (2016). European management research using partial least squares structural equation modeling (pls-sem). *European Management Journal*, 34 (6), 589-597.
- Ringle, C. M., Wende, S., and Becker, J.-M. (2015). Smartpls 3. boenningstedt, germany: Smartpls gmbh. 10(3):9–415.
- Robert, C., Schachter, J., Long, G. V., Arance, A., Grob, J. J., Mortier, L., Daud, A., Carlino, M. S., McNeil, C., Lotem, M., et al. (2015). Pembrolizumab versus ipilimumab in advanced melanoma. *New England Journal of Medicine*, 372(26):2521–2532.
- Rock, J. R., Barkauskas, C. E., Crouce, M. J., Xue, Y., Harris, J. R., Liang, J., Noble, P. W., and Hogan, B. L. (2011). Multiple stromal populations contribute

- to pulmonary fibrosis without evidence for epithelial to mesenchymal transition. *Proceedings of the National Academy of Sciences*, 108(52):1475–1483.
- Roh, S. H., Jung, J. M., Kim, H. N., et al. (2015). A study on the scale development of school dropout. *Journal of the Korea Academia-Industrial cooperation Society*, 16(10):6584–6594.
- Ross, K. (1995). Gender and party politics: how the press reported the labour leadership campaign, 1994. *Media, Culture & Society*, 17(3):499–509.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of managerial psychology*, 21(7):600–619.
- Sarstedt, M., Ringle, C. M., Smith, D., Reams, R., and Hair Jr, J. F. (2014). Partial least squares structural equation modeling (pls-sem): A useful tool for family business researchers. *Journal of Family Business Strategy*, 5(1):105–115.
- Sattler, H., Völckner, F., Riediger, C., and Ringle, C. M. (2010). The impact of brand extension success drivers on brand extension price premiums. *International Journal of Research in Marketing*, 27(4):319–328.
- Scherer, K. T., Baysinger, M., Zolynsky, D., and LeBreton, J. M. (2013). Predicting counterproductive work behaviors with sub-clinical psychopathy: Beyond the five factor model of personality. *Personality and Individual Differences*, 55(3):300–305.
- Schleich, B., Anwer, N., Zhu, Z., Qiao, L., Mathieu, L., and Wartzack, S. (2014). Comparative study on tolerance analysis approaches. *International Symposium on Robust Design (ISoRD'14)*, 4(1):29–39.
- Schyns, B. and Schilling, J. (2013). How bad are the effects of bad leaders? a meta-analysis of destructive leadership and its outcomes. *The Leadership Quarterly*, 24(1):138–158.
- Schyns, M. (2015). An ant colony system for responsive dynamic vehicle routing. *European Journal of Operational Research*, 245(3):704–718.

- Shoss, M. K., Jundt, D. K., Kobler, A., and Reynolds, C. (2016). Doing bad to feel better? an investigation of within-and between-person perceptions of counterproductive work behavior as a coping tactic. *Journal of Business Ethics*, 137(3):571–587.
- Simmons, A. (2018). Strategies small business leaders use to increase employee engagement. pages 1–55.
- Singh, P. (2013). Transforming traditional bureaucratic management practices by employing the collegial leadership model of emancipation. *International Business & Economics Research Journal (IBER)*, 12(8):953–968.
- Singh, S. K., Burgess, T. F., Heap, J., Kumar, M., and Jauhari, H. (2016). Satisfaction of learning, performance, and relatedness needs at work and employees' organizational identification. *International Journal of Productivity and Performance Management*, 65(6):1–14.
- Sonnentag, S. (2003). Recovery, work engagement, and proactive behavior: a new look at the interface between nonwork and work. *Journal of applied psychology*, 88(3):518–578.
- Soto-Acosta, P., Popa, S., and Palacios-Marqués, D. (2017). Social web knowledge sharing and innovation performance in knowledge-intensive manufacturing smes. *The Journal of Technology Transfer*, 42(2):425–440.
- Spain, S. M., Harms, P., and LeBreton, J. M. (2014). The dark side of personality at work. *Journal of organizational behavior*, 35(S1):41–60.
- Spencer, R. J. and Byrne, M. K. (2016). Relationship between the extent of psychopathic features among corporate managers and subsequent employee job satisfaction. *Personality and Individual Differences*, 101:440–445.
- Stouten, P. L. (2010). Changing contexts in urban regeneration: 30 years of modernisation in rotterdam. 8:1–288.
- Taras, V., Kirkman, B. L., and Steel, P. (2010). Examining the impact of culture's consequences: A three-decade, multilevel, meta-analytic review of hofstede's

- cultural value dimensions (vol 95, pg 405, 2010). *Journal of Applied Psychology*, 95(5):888–888.
- Tavakoli, A. S. (2013). Examining mediator and indirect effects of loneliness in social support on social well-being using baron and kenny and a bootstrapping method. *SAS Global Forum 2013 Statistics and Data Analysis*, pages 1–12.
- Tenenhaus, M., Vinzi, V. E., Chatelin, Y.-M., and Lauro, C. (2005). Pls path modeling. *Computational statistics & data analysis*, 48(1):159–205.
- Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of management journal*, 43(2):178–190.
- Tepper, B. J., Carr, J. C., Breaux, D. M., Geider, S., Hu, C., and Hua, W. (2009). Abusive supervision, intentions to quit, and employees' workplace deviance: A power/dependence analysis. *Organizational behavior and human decision processes*, 109(2):156–167.
- Tepper, B. J. and Henle, C. A. (2011). A case for recognizing distinctions among constructs that capture interpersonal mistreatment in work organizations. *Journal of Organizational Behavior*, 32(3):487–498.
- Tepper, B. J., Moss, S. E., and Duffy, M. K. (2011). Predictors of abusive supervision: Supervisor perceptions of deep-level dissimilarity, relationship conflict, and subordinate performance. *Academy of Management Journal*, 54(2):279–294.
- Tett, P., Gowen, R., Painting, S., Elliott, M., Forster, R., Mills, D., Bresnan, E., Capuzzo, E., Fernandes, T., Foden, J., et al. (2013a). Framework for understanding marine ecosystem health. *Marine Ecology Progress Series*, 494:1–27.
- Tett, R. P. and Burnett, D. D. (2003). A personality trait-based interactionist model of job performance. *Journal of Applied psychology*, 88(3):500–517.
- Tett, R. P. and Guterman, H. A. (2000). Situation trait relevance, trait expression, and cross-situational consistency: Testing a principle of trait activation. *Journal of Research in Personality*, 34(4):397–423.

- Tett, R. P., Simonet, D. V., Walser, B., and Brown, C. (2013b). Trait activation theory. *Handbook of personality at work*, pages 71–100.
- Thompson Coon, J., Boddy, K., Stein, K., Whear, R., Barton, J., and Depledge, M. H. (2011). Does participating in physical activity in outdoor natural environments have a greater effect on physical and mental wellbeing than physical activity indoors? a systematic review. *Environmental science & technology*, 45(5):1761–1772.
- Tillott, S., Walsh, K., and Moxham, L. (2013). Encouraging engagement at work to improve retention. *Nursing Management*, 19(10):761–772.
- Townsend, J., Phillips, J. S., and Elkins, T. J. (2000). Employee retaliation: The neglected consequence of poor leader–member exchange relations. *Journal of Occupational Health Psychology*, 5(4):457–463.
- Ulfig, Y. M. (2019). Leadership strategies for increasing employee engagement in the service industry. pages 1–72.
- Urbach, N., Ahlemann, F., et al. (2010). Structural equation modeling in information systems research using partial least squares. *Journal of Information technology theory and application*, 11(2):5–40.
- Urrows, D. F. (2007). *Imaginosia: American inspiration and the modern madrigal*. pages 6–140.
- Venaik, S. and Brewer, P. (2013). Critical issues in the hofstede and globe national culture models. *International Marketing Review*, 30(5):469–482.
- Wang, W., Mao, J., Wu, W., and Liu, J. (2012). Abusive supervision and workplace deviance: The mediating role of interactional justice and the moderating role of power distance. *Asia Pacific Journal of Human Resources*, 50(1):43–60.
- Wheeler, A. R., Halbesleben, J. R., and Whitman, M. V. (2013). The interactive effects of abusive supervision and entitlement on emotional exhaustion and co-worker abuse. *Journal of Occupational and Organizational Psychology*, 86(4):477–496.

- Whiteford, H. and Groves, A. (2009). Policy implications of the 2007 Australian national survey of mental health and wellbeing. *Australian & New Zealand Journal of Psychiatry*, 43(7):644–651.
- Williams, K. M., Nathanson, C., and Paulhus, D. L. (2003). Structure and validity of the self-report psychopathy scale-iii in normal populations. *111th annual convention of the American Psychological Association*, pages 1–12.
- Wirtz, J. and Jerger, C. (2016). Managing service employees: Literature review, expert opinions, and research directions. *The Service Industries Journal*, 36(15-16):757–788.
- Wisse, B. and Sleebos, E. (2016). When the dark ones gain power: perceived position power strengthens the effect of supervisor machiavellianism on abusive supervision in work teams. *Personality and Individual Differences*, 99:122–126.
- Wixom, B. H. and Watson, H. J. (2001). An empirical investigation of the factors affecting data warehousing success. *MIS quarterly*, pages 17–41.
- Woisetschläger, D. M., Hanning, D., and Backhaus, C. (2016). Why frontline employees engage as idea collectors: An assessment of underlying motives and critical success factors. *Industrial Marketing Management*, 52:109–116.
- Wright, P. M., Gardner, T. M., and Moynihan, L. M. (2002). The impact of human resource practices on business-unit operating and financial performance. pages 1–24.
- Wu, J. and Lebreton, J. M. (2011). Reconsidering the dispositional basis of counterproductive work behavior: The role of aberrant personality. *Personnel Psychology*, 64(3):593–626.
- Wu, Q., Zeng, Y., and Zhang, R. (2018). Joint trajectory and communication design for multi-uav enabled wireless networks. *IEEE Transactions on Wireless Communications*, 17(3):2109–2121.



- Xu, E., Huang, X., Lam, C. K., and Miao, Q. (2012). Abusive supervision and work behaviors: The mediating role of lmx. *Journal of Organizational Behavior*, 33(4):531–543.
- Xu, Z., Xue, Y., and Zhang, Z. (2014). Vsc-hvdc technology suitable for bulk power overhead line transmission. *Proc. CSEE*, 34(29):5051–5062.
- Yalabik, Z. Y., Van Rossenberg, Y., Kinnie, N., and Swart, J. (2015). Engaged and committed? the relationship between work engagement and commitment in professional service firms. *The International Journal of Human Resource Management*, 26(12):1602–1621.
- Zellars, K. L., Tepper, B. J., and Duffy, M. K. (2002). Abusive supervision and subordinates' organizational citizenship behavior. *Journal of applied psychology*, 87(6):1068–1088.
- Zhang, Y. and Bednall, T. C. (2016). Antecedents of abusive supervision: A meta-analytic review. *Journal of Business Ethics*, 139(3):455–471.
- Zitron, L. and Gao, Y. (2017). The effects of mindfulness based interventions on physiological regulation. *Weaving Complementary Knowledge Systems and Mindfulness to Educate a Literate Citizenry for Sustainable and Healthy Lives*, pages 387–400.

# Appendix-A

## Questionnaire

**Dear Respondent,**

My name is Bushra Hameed. As a MS research scholar at capital University of science and technology, Islamabad, I am conducting a study on circumstances that leads to job disengagement. I would like to request you to please fill out survey which is attach to this cover letter. The survey will not take more than 15 minutes. The data collected in this study will be kept confidential and anonymous. All the findings will be reported in aggregate form and will only be used in academic purpose .you may contact me at mc060200599@vu.edu.pk for any information.

Thanks a lot for your help and support!

Sincerely,

Bushra Hameed

MS (HRM) Research scholar

Faculty of Management and Social Sciences.

Capital University of Science and Technology Islamabad Pakistan.

<b>Section: 1</b>	<b>Demographic of Respondent</b>
Gender:	1- Male 2- Female
Age:	1 (18-25), 2 (26-33), 3 (34-41), 4 (42-49), 5 ( 50 and above)
Qualification:	1 (Matric), 2 (Inter), 3 (Bachelor), 4 (Master), 5 (MS/MPhil), 6 (PhD)
Experience:	1 (05-10), 2 (11-16), 3 (17-22), 4 (23-28), 5 (29-35), 6 (36 and above)

In second section please respond to following questions and answer on scale from scale 1-5

Where; 1= Strongly Disagree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly Agree

SECTION II		1	2	3	4	5
1	I like to get revenge on authorities.					
2	I avoid dangerous situations.					
3	I am a thrill seeker.					
4	Payback needs to be quick and nasty.					
5	People often say I'm out of control.					
6	My family is proud of everything I do.					
7	You have to grab things while the opportunity is there.					
8	It's true that I can be nasty.					
9	I get angry if someone turns down having sex with me.					
10	I hate movies where they show blood and guts.					
11	People who mess with me always regret it.					
12	I have never gotten into trouble with the law.					
13	I'll say anything to get what I want.					
14	I'm always feeling guilty.					
15	I like to pick on losers. “					

# Appendix-B

Dear Respondent, My name is Bushra Hameed. As a MS research scholar at capital University of science and technology, Islamabad, I am conducting a study on circumstances that leads to job disengagement. .I would like to request you to please fill out survey which is attach to this cover letter. The survey will not take more than 15 minutes. The data collected in this study will be kept confidential and anonymous. All the findings will be reported in aggregate form and will only be used in academic purpose .you may contact me at mc060200599@vu.edu.pk for any information.

Thanks a lot for your help and support!

Sincerely,

Bushra Hameed

MS (HRM) Research scholar

Faculty of Management and Social Sciences

Capital University of Science and Technology Islamabad Pakistan.

## SECTION I: DEMOGRAPHIC INFORMATION

### SECTION II

Section: 1	Demographic of Respondent
Gender:	1- Male 2- Female
Age:	1 (18-25), 2 (26-33), 3 (34-41), 4 (42-49), 5 ( 50 and above)
Qualification:	1 (Matric), 2 (Inter), 3 (Bachelor), 4 (Master), 5 (MS/MPhil), 6 (PhD)
Experience:	1 (05-10), 2 (11-16), 3 (17-22), 4 (23-28), 5 (29-35), 6 (36 and above)

In second section please respond the answers on scale from 1-5 Where; 1=I cannot remember him/her ever using this behavior with me, 2= He /she very seldom uses this behavior with me, 3=He/she occasionally uses this behavior with me, 4=he/she uses this behavior moderately often with me, 5=he/she uses this behavior very often with me.

	“My Supervisor”	1	2	3	4	5
1	Ridicules me					
2	Tells me my thoughts are stupid					
3	Gives me silent treatment					
4	Puts me down in front of others					
5	Invades my privacy					
6	Reminds me of my past mistakes and failures					
7	Doesn't give me credit for jobs requiring a lot of effort					
8	Blames me to save himself/herself embarrassment					
9	Break promises he \she makes					
10	Expresses anger at me when he\she is mad for another reason					
11	Makes negative comments about me to others					
12	Is rude to me					
13	Does not allow me to interact with my coworkers					
14	Tell me I'm incompetent					
15	Lies to me					

**In the following Section III , and IV please respond on a scale 1-5 Where; 1=strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree.**

	<b>SECTION III:POWER DISTANCE</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	There should be established ranks in society with everyone occupying their rightful place regardless of whether that place is high or low in ranking					
2	Even if an employee may feel he deserves a salary increase, it would be disrespected to ask his manager for it					
3	People are better off not questioning the decision of those in authority					
4	Communications with superiors should be done using formally established procedures					
	<b>SECTION IV:JOB DISENGAGEMENT</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	I always find new and interesting aspects in my work.					
2	It happens more often that I talk about my work in negative way.					
3	Latterly, I tend to think less at work and do my job almost mechanically.					
4	I find my work to be a positive challenge.					
5	Over time, one can become disconnected from this type of work.					
6	Sometimes, I feel sickened by my work task.					
7	This is the only type of work that I can imagine myself doing.					
8	I feel more and more engaged in my work.					