

CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD



**The Impact of Tyrannical Leadership on  
Employee Withdrawal Behavior:  
Mediating Role of Emotional Exhaustion  
and Moderating Role of Employee  
Workplace Ostracism**

by

**Sidra Shajar**

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

in the

**Faculty of Management & Social Sciences  
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*I dedicate this project to ALLAH almighty my creator, my source of wisdom, knowledge and understanding. He has been the source of my strength throughout this program. I also dedicate this to my Parents whose support and prayers enabled me to have success in all phases of my life.*



## CERTIFICATE OF APPROVAL

**The Impact of Tyrannical Leadership on Employee  
Withdrawal Behavior: Mediating Role of Emotional  
Exhaustion and Moderating Role of Employee Workplace  
Ostracism**

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## *Author's Declaration*

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## *Abstract*

The purpose of this study was to examine the relation of Tyrannical leadership and Employee Withdrawal Behavior in different private sector organizations of Islamabad/ Rawalpindi, Pakistan. The study also explored the mediating role of emotional exhaustion in this particular relationship. The study also tested the moderating role of Employee Workplace Ostracism between the relationship of Tyrannical leadership and Employee Withdrawal Behavior". The study examine the linkages based on Conservation of Resource Theory. Data was collected from 216 individuals working in private sector organizations in twin cities Rawalpindi and Islamabad through convenience sampling technique and research design consists of online questionnaire survey. Correlation analysis and regression was run by considering allexogenous constructs as independent variables and endogenous construct as dependent variable to analyze the data from 216 employees. The analysis was done using SPSS. Results show that tyrannical leadership has a positive and significant relationship with Employee withdrawal behavior. Whereas the mediating role of emotional exhaustion between the relationship of Tyrannical Leadership and Employee Withdrawal behavior was found significant in the results. Furthermore the moderating role of Employee Workplace Ostracism in the relation of Tyrannical leadership and Employee withdrawal behavior was also supported.

**Keywords:** Tyrannical Leadership, Emotional Exhaustion, Employee Withdrawal Behavior, Employee Workplace Ostracism, Conservation of Resource Theory.

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# Abbreviations

|             |   |
|-------------|---|
| <b>COR</b>  | Conservation of Resources               |
| <b>DV</b>   | Dependent Variable                      |
| <b>EWB</b>  | Employee Withdrawal Behavior            |
| <b>EWO</b>  | Employee Workplace Ostracism            |
| <b>IV</b>   | Independent Variable                    |
| <b>LLCI</b> | Lower Level Confidence Interval         |
| <b>M</b>    | Mediator                                |
| <b>SPSS</b> | Statistical Package for Social Sciences |
| <b>TL</b>   | Tyrannical Leadership                   |
| <b>ULCI</b> | Upper Level Confidence Interval         |

# Chapter 1

## Introduction

### 1.1 Background of the Study

Organizations seek to encourage productive, satisfied employees. Employees are the key asset of an organization on other hand leadership is the pillar of an organization because the workplace environment and progressive work environment is greatly influenced by leader and its leadership (Saksvik, 2018).

When we talk about leadership it has no end to; Leaders are those authoritative who can make or break a corporation that how excellent they're at their leadership. Good leader will engage his team and members with his goals and as according to studies it is stated that to be a destructive leader causes reduction in resource of the targets and it reduced performance and increase in negative behaviors in employees. By the dark form of leadership employees tend to behave negatively due to stress and other reasons.

Ekundayo (2010) agrees leadership may be a position of power and reputation amid the power to direct, Push to do better and to help others in achieving a particular purpose. Leadership is not described as positional or personal but is described as a process. Additionally , leadership as the method of influencing others to know and agree about what must be done and the way to try to do it; in addition, many leadership models are observed in corporations worldwide

like transactional leadership, responsible leadership, transformational leadership, ethical leadership, charismatic leadership, exemplary leadership, etc

Hogan & Kaiser (2005) recognizes leadership is emerging through “Firstly, perhaps the single most vital issue within the human sciences that is leadership is a genuine and immensely significant occurrence. Secondly, leadership is all about the performance of groups, teams and corporations as a whole. Good leadership encourages valuable group and team performance, which successfully increases the well-being of the officials, whereas; bad leadership decreases the standard of life for everybody related to it. Thirdly, leadership is being projected by personality “who we are is how we lead” and so that information is often used to pick potential leaders or can be used to enhance the performance of current officials”.

In the case of Jordanian, Aboyassin&Abood (2013) demonstrate “unproductive leadership, as determined by means of four dimensions (short of strategic vision shared, futile characteristics of leadership, ethical breach and labor relations harmful effects) on organizational and personal performance in Jordanian organizations. However, there is no statistically major impact of 1 dimension (unproductive leadership characteristics) on organizational performance was observed during a sample of Jordanian institutions”.

It's essential to take note of that tyrannical leadership — in certain circumstances — gets results and has its place. Consider a battle ready climate or a crisis circumstance in which individuals should take orders rapidly or probably endure serious, perhaps risky results. Additionally, an autocratic administration style is normally powerful and important in job preparation. In the beginning phases of an employee's term, it's absolutely suitable to provide more firm guidance, yet once this trainee is up to speed and proceeding true to form, the objective, once more, is to engage the person in question through dynamic and get this individual put resource into a culture of possession and responsibility. Lastly, on the off chance that you've infrequently utilized an autocratic methodology with your workers or notice a predominant getting extreme every so often, don't worry. A drop of such immediate, estimated authority is some of the time beneficial to illustrate. Simply be prepared to respond if this administration strategy diverges

into a greater amount of an abusive leadership style. You and the organization could be set out toward inconvenience, and expecting "things" to turnaround or improve is a system you just can't actually trust.

Astin&Astin (2000) examined "In the wider sense the Values of Leadership, the needs of leadership as encompassing the subsequent values: To make a helpful environment where people can develop, flourish, and stay in peace with each other; To endorse harmony with nature so that they can tender future generations with sustainability; and To build communities who care for each other and mutual responsibility where everyone matters and everyone's self-esteem and wellbeing is supported and valued. Leadership process is also inspired by Values.

These leaders miniature oversee express anger when things turn out badly, and utilize fault and disgrace for inspiration. A tyrant has an unfortunate relationship to power and control. In these current occasions, employee engagement is vital, yet I every now and again hear accounts of maltreatment of power with order and-control leadership styles that annihilate spirit and weaken culture in groups and in the associations. Another type of leadership is being required that makes trust, which prompts imagination and development. The old style of leadership where rank naturally makes somebody a leader and the conviction that order and control drives efficiency is obsolete. The ideal opportunity for tyrants to change their ways has come. Another type of administration is being required that makes trust, which prompts imagination and advancement.

I'm not composing this with a broad arrangement or 5 hints that will divert your leader from a tyrant to a confided in steady partner. Be that as it may, in my experience, a supportive spot to begin is endeavoring to comprehend what is happening in the brain of a leader who micro manages, shouts, or faults and disgraces to create results. I'm not pardoning wrong or tormenting conduct, yet understanding what is happening in their existence can make some distance between their conduct and your experience.

The premise of tyrannical leadership can be seen in two things: Weakness and Anxious Thoughts. I'm revealing to you this to give you some clarity in the event that you are covered in the twirling uproar of a tyrannical leader. It tends to be

exceptionally testing to hold your own true calmness in that condition. It turns out to be extremely simple to become involved with your own feelings of dread or your own anxious reasoning that gets worked up when you are around them. It is useful for you to recall something very similar. Your leader is an outer condition and you're considering that pioneer makes your emotions. The leader isn't making your emotions.

**Understanding prompts interest, interest prompts regard and regard prompts trust.**

This post is essentially to point toward a path of understanding, not planned to excuse helpless conduct by a leader. You actually consider them responsible for their conduct in manners that don't undermine your profession. When you approach somebody with a touch of comprehension of how their brain is functioning, it is more probable than some other strategy to have a superior or positive result. Understanding prompts interest, interest prompts regard and regard prompts trust.

Ashforth (1994) joined some natural negative attributes of leaders' conduct and named it as petty tyranny. This idea acquired incredible appreciation among analysts and they kept on contributing in the writing in various dimensions. The immense writing on this negative conduct of tyrant leaders and bosses demonstrated less associations' profitability and workers' presentation. Leaders and bosses conduct impacted the responses and practices of employees.

Baird (1997) examined that non-supportive leadership style and negative conduct prompted negative impression of employees about decency and equity in organization. Additionally bosses disparaging and non-unforeseen discipline decline fearlessness among representatives. Resultantly this may potentially prompt their lower execution and turnover goals, which are serious issues, numerous organizations confronting nowadays. In this manner negative conduct of leaders hurt organization's performance and notoriety since such leadership style diminish employee's responsibility, work inclusion, inspiration and execution (Mehta & Maheshwari, 2014).

As indicated by specialists' Tyrannical leadership impact insight and conduct of representatives (Kant, Skogstad, Torsheim & Einarsen, 2013), as such practices

happened at working environment triggers representatives' feelings. These feelings by implication affect workers' insight, conduct and execution (Gaddis, Connelly and Mumford, 2004). Writing gives us proves that such sort of leaders conduct affects the employee's execution and personal satisfaction.

Not many precursors found that Petty Tyranny established nervousness and threat (Kant, et 14 al., 2013), power and regulatory direction, stress, bosses' confidence and self-adequacy (Ashforth, 1994, 1997). Thus Tyrannical leadership styles disturb and mistreat employees, and the negative results of Petty Tyranny are the wellspring of unfortunate relationship among leaders and employees, which may demolish employees' presentation and organizations' efficiency. As opposed to this constructive leadership styles reflect steady conduct, with prime importance on expanding employee's inspiration and their prosperity. In this way, representatives feel motivated at working environment and show Organization Citizenship conduct.

This is in previous studies that when employees felt they are being mistreated (e.g. yelled at, mistreated) they tend to behave negative (Robinson & Greenberg, 1998; Bennett & Robinson, 2003). However they often disengage themselves from their tasks and roles for a lot of multiple cause. The most common form of disengagement is withdrawal behavior. Employee's behaviors are relied on the leadership like in what manner the leaders lead their team are they supportive or destructive. Withdrawal behavior is the behavior which an individual exhibit when they turn into physical either psychological disengaged due to stress.

There are some most common behaviors of withdrawal are physical like (lateness, turnover, lateness/tardiness, absenteeism,). There are not only physical behaviors but also psychological withdrawal behaviors often take the form of laziness, Presenteeism, burnout, individual tend to become passive or insufficient thoughts at work. According to previous study work withdrawal work behavior such as individual do not perform well into their given tasks or jobs. (Lehman & Simpson, 1992).

Work withdrawal behaviors are costly to organizations. Physical withdrawal behavior consist of action those are lateness, absenteeism, turnover (Berry, 2012 &

Pajo & Lishkinsky, 2010) and psychological withdrawal behavior consist of musing, usage of internet and working on some other activities or duties while at organization . Musing means when someone is having lack of thinking and get detached at workplace by paying less concentration and has a distracted mind and poor attention control over concepts or concerns. Gold bricking is the wider term which is described as internet surfing at work during functioning time for personal use while acting like they are working at workplace. As according to (Elicker, 2008) employees who are working in this circumstances facing negative effects like it increase stress, and decreased morale due to having complete more work as an outcome of colleagues withdrawal behavior.

Workers are more likely to be effective workers when they are pleased (Robbins and judge, 2013), but if they feel ostracized then they will feel exhausted and they are not happy at workplace and may show negative behavior and their motivation and satisfaction towards their work would be down. Employee withdrawal behavior takes attention in the past (Ayodeji, Akinbode & Fagbohunge, 2012). Withdrawal behaviors are problematic for organizational leaders as well as among peers (Johnson, Holley, Morgeson, LaBonar & Stetzer, 2014).

Employee withdrawal behavior can be defined as "Planned behavior that violates regularized norms and in doing so threatens the well-being of the organization" (Robinson and Bennett, 2003). Employee withdrawal behavior is a dissociative and aggressive behavior by an employee. There were different researchers who describes employee deviance behavior by giving them different terms like Counterproductive behavior (Bennet & Robinson, 2000), Workplace hostility (Neuman & Baron, 1998), Organization misbehavior (Thompson & Ackroyd, 1999) Antisocial behavior (Robinson & Kelly, 1998), and Organizational incivility (Settles, Brady, Pratt-Hyatt, & Miner, 2012) but Employee withdrawal behavior is slightly harsh by employees and are not as deviant behavior. There are many factors that can be the cause behind Employee withdrawal behavior like stressors, lack of supervisory support, workplace conflict, lower satisfaction at workplace, lessen motivation.

In previous studies Robinson and Bannet (1995), have been discussed that there are two parts in which deviant behavior could divide who are based on among

individuals VS Organizational in a larger frame and the other one is slight VS major deviant so employee withdrawal behavior is in minor/slight category of misconduct of the behavior at workplace.

Several researchers has emphasized the negative, destructive or devastating side of leadership (Griffin and Lopez, 2005; Naseer, 2016; Wu and Hu, 2009) which is opposite of Ethical Leadership Theory. There are some distressing factors of leadership that can have non worthy consequences (Schyns & Hansbrough, 2010) on such factors as turnover, effectiveness, absenteeism, (Tepper, 2006), emotional exhaustion (Harvey., 2007), deviant work behavior (Duffy., 2002), job satisfaction (Tepper, 2000; Tepper, 2004), stress (Tepper, 2000; Chen., 2009), performance and employee optimistic approach towards work. It is now well recognized that healthy workforce who are busy and dedicated, as represented by employees, is critical for organizational wellbeing (Bakker et al., 2014).

As far as leadership is concerned, this one of the major and key responsibility in an organization. Sometimes leaders do not influence their followers and uses authority and punishments to control employees over rewards and coerce followers which are not really leading them (Yukl, 1999). There are harmful consequences of the destructive/dark leadership on its subordinates and employees (Bies & Tripp, 1998; Tepper, 2000; Zellars, Tepper and Duffy, 2002).

Since dark leadership may consider ruin within the exchange relationship (Valle; 2018). In aspect of dark side leadership is mixture of different behaviors such as inflexibility and emotional exhaustion, withdrawal work behaviors, and anxiety that are costly for the organizations. We put forward that higher authority who have a lack of organizational integrity are likely to indulge in tyrannical leadership.

In fact, previous study has connected employee health and constructive types of leadership (e.g. transformational) (e.g. Judge and Piccolo, 2004; Kelloway, 2013). However, destructive types of leadership has been given less consideration (e.g. laissez-faire, tyrannical) on employees' health and little is understood about the procedures underlying these relations (Skogstad et al., 2017), this examination researches the part of mental need disappointment (impression of abuse, inadequacy and disconnection) just as inferior quality (controlled) inspiration in the

connection between two unmistakable sorts of destructive leadership (tyrannical and laissez-faire) and representative wellbeing.

Bad leadership has been given a very little thought (Einarsen et al., 2007; Montano et al., 2017), the procedures that may clarify these relationships, and how it associates to employees.

Some study has focused on laissez-faire leadership (i.e. keeping away from interventions, expectations clarification, standards and goal provisions; Bass et al., 2003). Results show that laissez-faire leadership has positive relation to employee distress (Skogstad et al., 2007), job dissatisfaction (Derue et al., 2011) and employee turnover intent (van Prooijen and de Vries, 2016).

However, more vigorous forms of negative leadership needs to be taken in to account in order to fully express the damaging nature of destructive leadership, (Einarsen, 2007), for instance tyrannical leadership, which imply pro-organizational and anti-employee behaviors (Einarsen, 2007).

This managerial approach main focus is to accomplish the organizations goals, typically at employee's health cost, through insulting and hostile behaviors. Tyrannical leaders have a tendency to disgrace, put down and control employees to "get the job done," that results in the destruction of employee satisfaction and motivation (Aasland et al., 2010; Skogstad, Aasland, Nielsen, Hetland, Matthiesen and Einarsen, 2014).

As tyrannical leaders have a pro organizational approach i.e. they are mostly concerned with the success of an organization for that to achieve they usually have impractical expectations towards their employees and provide them with impractical deadlines and assignments.

Behaviors of such kind are more likely to encourage impression of inadequacy (nuisance of the need for competency). Additionally, tyrannical leaders will in general choose to manipulative strategies to accomplish their goals. (Einarsen et al., 2007) and to practice unreasonable power over workers, which is probably going to be related with representatives feelings controlled (dissatisfaction of the requirement for independence). In conclusion, given that tyrannical leadership

frequently involves defaming and weary practices (for example, given workers the quite treatment, public deriding) and establishing an environment of dread and terrorizing, representatives in this setting are probably going to see themselves as being shunned (disappointment of the requirement for relatedness).

Withdrawal behavior by employees is the impact of tyrannical leadership, like if the leaders are destructive and they observe tyrannical leadership in an Organization then employees wouldn't be happy and cannot perform productively even it may give them emotional exhaustion. Because of that their behavior may turn into negative means withdrawal behavior. In some other research context that could use by employees for their survival at that place, it may use to overcome stress that they are facing while working under destructive leadership and unpleasant working environment (Bibi; 2013). Now a days, researchers are observing the workplace ostracism occurrence in detail and it receiving high concentration and previously there are also different studies proved that in a terms of performance either organizational or individual it creates a negative impression. Primarily, ostracism can be described as rule out or ignore different folk anywhere in the world, no matter who they are.

Also, ostracism without purpose can happen when people are uninformed that they are participating in practices that socially eliminate others (Robinson et al., 2013). This type of ostracism is very normal since people are not generally aware of their own inactivity (Sommer, Williams, Ciarocco, and Baumeister, 2001). For example, individuals can neglect to incorporate someone else's email address when sending bunch email messages imagining that it has just been added, tension, stress, and adapting Therefore, ostracism can likewise be confusing since an individual might know whether one is deliberately being ostracized (Williams, 1997). In such manner, rationale may not be essential for the definition as this type ostracism isn't really expected to cause hurt (Robinson et al., 2013). In spite of these perspectives, ostracism is characterized as being damaging paying little mind to the nonattendance of vindictive expectation or even with no goal since it brings about an agonizing encounter (Williams, 1997). There are several groups even they are from modern and advanced nations or from any profession and non-profession

like governmental, divine force, armed and academic/educational sector, friendly/informal groups and formal groups, and those who are associated with school and by children, youth, and matures (Gruter & Masters, 1986; Williams, 1997; 2001).

Each of the individual have their own psychological needs which they must have to fulfill, but in contrast of workplace ostracism decline the chance for social interaction among others in the organization (Kwan, Wu, Yim, & Zhang, 2012). According to the research of (Palanski & Yammarino, 2009) that members should have belief in leader and leadership which is important for organization.

Organizational members psychological well-beings may stagnate due to ostracized (Ferriset, 2008; Wu, 2012), unfavorable job attitudes (Ferris, 2008; Richman & Leary, 2009), job withdrawals (Ferris, 2008), reduce job performance contributions (Hitlan, 2006). In observation of Heaphy and Dutton (2008), they stated that the physical and psychological health of an employee has extremely affected due to workplace ostracism. Workplace ostracism works as moderator between tyrannical leadership and withdrawal behavior. Workplace ostracism exert influence on employees as well as its organization. Previously the studies founded that there is a positive relation among withdrawal behavior and workplace ostracism. In this one party may neglect other party.

Ostracism has been shown direct relation with withdrawal behavior, ostracized people may engage in portraying negative behavior. Workplace ostracism gives strength to the relationship of tyrannical leadership and employee withdrawal behavior. We come to know from research that if there is a positive leadership then members of an organization have tendency to perform better and the situation is vice versa when it is dark side leadership (Colquitt, 2007). The tyrannical leadership is the cause of emotional exhaustion and leads towards employee withdrawal behavior.

The current study attempts to recreate and broaden research on employee withdrawal behavior and tyrannical leadership in the Pakistani organizational perspective. In this study, the proposal is that the tyrannical leadership undermines employee mental status (such as depressing interactional justice perception) and leads

to withdrawal behaviors heading towards the organization, supervisor, and/or non-supervisory subordinates. The second purpose is to examine the workplace ostracism effect on the relation of tyrannical leadership and employee withdrawal behavior and that encourages or hinders the effects of tyrannical leadership which is dark side leadership to the next level. Specifically, we examine the moderating role of workplace ostracism that a person who feels left out from the organization's activity due to destructive leadership by leaders and higher authorized members so the employees could show withdrawal behavior. Because tyrannical or destructive leadership doesn't pay attention towards members or employees. Workplace ostracism may strengthen the relationship between employee withdrawal behavior and tyrannical leadership. In Pakistan there is high power distance culture so, in the context of dark side leadership (Tyrannical leadership) the leaders use their power unjustly and they are cruel with their members. In this type of leadership, the people do not feel comfortable and whiling to do their work so the employees feel exhausted and their behavior would change in withdrawal at workplace.

Emotional exhaustion mediates between tyrannical leadership and employee withdrawal behavior. Tyrannical leadership often involves cruel and unjust use of power. This leader's maltreatment can cause low levels of perceived organizational justice, leading to higher levels of turnover and psychological distress, and less favorable attitudes toward the job and the organization (Tepper, 2000). In addition, Tyrannical leadership has been found to trigger reaction and counter-productive work behaviors in organizations (Jones, 2009).

The outcome of tyrannical leadership is emotional exhaustion (Duffy, 2002; Tepper, 2000) which may leads towards withdrawal behavior because of burnout (Maslach, 1982). According to studies turnover rate is very much high due to this. Enabling leaders may establish a climate wherein supporters can build up that feeling of possession by allowing them to settle on choices or including them in work measures, consequently prompting expanded obligation.

Leader and member relation is the important and key aspect in an organization and if there is problem between them than it will create stress especially for an employee. Our study is linked with COR theory, As according to COR which is

actually stress theory, which is basically based on some developmental needs to get and sustain for survival, this is stress theory because if any of developmental needs couldn't be fulfill then it gives stress to a person.

COR theory focuses on protection of resources and needs like material objects (e.g. houses, suiting's, rations), conditions (e.g. financial security, hierarchical work status), private resources (e.g. self-respect), and energies (e.g. Information, awareness and time), as in this study the variables are more likely to be under personal resources and energies.

Tyrannical leadership and employee withdrawal behavior are correlated to each other like if a leader don't like an idea and do not take viewpoints of their members so that workplace become so boring for them and they will never open to creativity. The discouragement from leaders leads its employees towards lack of satisfaction and focused towards their work and it may affect their performance. Employees feel emotional exhausted and burned out under these circumstances because due to leadership an individual may portray withdrawal behavior but they are using their mental energies to survive under these conditions and their potential to do something might be destroy and these things contains stress and exhaustion. Previously it is studied that the main reason behind employee absence is stress.

In existence of exchange custom study is obvious that employees who encounters not a right treatment at workplace by their leaders so, it leads towards organizational negative outcomes like employee withdrawal behavior, such as psychological disengagement, psychical disassociation, lack of communication with leader, decrease in psychological wellbeing, family-work conflict, lack in motivation , anger, and, decrease in performance efficiency(Ferris, 2015; Lian, 2014; Tepper, 2008; Tepper, 2007; Tepper, 2000; Ferris, 2008). But the concept of confidence in exchange it allows employees to assume that there is something missing on their share of behavior which generates irritation, anger or awkwardness among leaders and employees. So these mentalities can also create a over-all inspiration in that individuals who desire to cope with workplace ostracism by governing the anxiety of destructive assessment. In past research the employee work place withdrawal behavior discussed with the variables workplace conflict, job satisfaction, turnover

intention. But the studies on employee withdrawal behavior with the dark side of leadership and workplace ostracism as moderator are not much.

## 1.2 Gap of the Study

Yang, Q., Wei, H. (2018). The Impact of Ethical Leadership on Organizational Citizenship Behavior: The Moderating Role of Workplace Ostracism. *Leadership & organization development journal*. 39(1), 100-113.

Previously there were many studies conducted on tyrannical leadership and employee withdrawal behavior and get many different results and consequence about this like turnover intention could increase, stress, job dissatisfaction, performance and other aspects as well. But with relation of employee withdrawal behavior and tyrannical leadership with workplace ostracism as moderator are less in numbers and few research focuses on employees attribute and behavior on leadership. Especially in Pakistan, despite the fact of that is getting conventional in Pakistan. In past paper it was stated that employee workplace ostracism should needed to examine with negative leadership. This variable should examine in other countries as well not only in china. Workplace ostracism has less attention as moderation, relationship either strength or weaken with any of independent and dependent variable took low attention so in this study we are examining the impact of workplace ostracism as moderator.

The study aims to explore the outcomes while an organization is having destructive leadership and that impacted on employee's behavior and strengthen the association with workplace ostracism and mediates the effect of emotional exhaustion between IV and DV which is tyrannical leadership and employee withdrawal behavior. A few hypothetical point of view have been introduced by various specialists which are utilized worldwide to support the investigations of Tyrannical behavior of a leader and Employee withdrawal behavior with moderation of workplace ostracism, however Conservation of Resources (COR) hypothesis by (Hobfoll, 2001) can cover all the factors of the current study. In the past there are not many researches that talk about Tyrannical leadership impact on employee's behavior

and attitudes like employee withdrawal behavior. The vast majority of the examinations are about precursors of Petty tyranny. In any case, practically none have talked about the mental effect of tyrannical leadership on employee's behavior so this research will talk about conduct results of tyrannical leadership with the mediating variable emotional exhaustion that has its immediate effect and which further lead to withdrawal behavior.

The underlined study will assist organization and professionals to manage these damaging issues identified with tyrannical leadership and its relationship with employee withdrawal behavior and emotional exhaustion. It is accepted to prescribe such practices to leaders to control their negative methodology and to impact and move employees so that it can build their productivity. Consequently leaders will actually want to give serious workplace where employee' can get space to mirror their aptitudes and encounters, to be profited to the accomplishment of organization.

### **1.3 Problem Statement**

Many studies have conducted on the topic of employee withdrawal behavior and dark leadership i-e tyrannical leadership but have less in number on workplace ostracism especially as moderator. In the context of Pakistani studies are low in number.

The current study will be helpful in survey the problems related to employee withdrawal behavior and tyrannical leadership. This will also analyze the relationship of tyrannical leadership and employee withdrawal behavior with workplace ostracism as moderator. In Pakistani private sector currently this is applicable because they are going through this problem. The leadership is getting negative or destructive so because of that employees feel exhausted and do not show right behavior and their behavior is getting negative.

Previous some spans numerous organization are spending massive sum and worth to make strong the relation between a leader and its employees as we know that they are the key resource any organization could have. Their association and

mental level should be on same page because they both can take an organization in the direction of the achievement and attainment of goals. But even now there are some leaders and owners who still consider domination and reinforcement in organization.

Studies suggested that there are various causes of leadership classes' likewise well-known research by Ashforth (1994, 1997) acknowledged that Inflexible alignment, pessimistic viewpoints, employees' short on Self-worth, Authority, Imperfection and Anxiety are the backgrounds of Tyrannical leadership. The backgrounds lead the way towards Tyrannical actions. So it is essential to recognize the direct relation with employee withdrawal behavior. Current research describes a mediation of emotional exhaustion because with this relationship employees' attitudes, actions and wellbeing are affected.

Consequently in past two or three researchers have test the tyrannical leadership and its relationship with emotional exhaustion and integrity however, a broad model recognized distinctive potential factors that have never been tried before. This integrative model of various factors is relied upon to help organization to manage leader's negative conduct which is undesirable for organizations efficiency.

This paper is supposed to help organization to adapt to such huge issues like employees withdrawal behavior and work place absenteeism and so on Since, organizations are considered to manage these issues by giving helpful workplace and empowering leaders and employees relationship.

## **1.4 Significance of the Study**

Firstly, the rationale of this study is to investigate the relationship between employee's behavior and leadership which is tyrannical leadership and its outcome in a form of negative behavior that is employee withdrawal behavior. The rationale of the current study is to explore the effect of moderating of workplace ostracism to the relationship between employee withdrawal behavior and tyrannical leadership and emotional exhaustion mediating effect. The quality management practices

have an important role to play in the survival of companies as the world has become a global village. The purpose of the study is to recognize the Tyrannical leadership and its impact on employee withdrawal behavior. And in this study the comparison analysis had been done through data by private sector. This observable fact has negative impacts on the employee's well-being and as a whole on the organization. This study allows management to persuade interpersonal communication so that employees can, with their supervisors timely, talk about the concerns, important ideas and information.

This is applicable at the private organizations because workplace ostracism can negatively impacts working environment and employees' engagements, thereby leading to lower employee's performance.

## 1.5 Research Questions

- Do Tyrannical leadership impacts on employee withdrawal behavior?
- Does Emotional Exhaustion mediate the role between Tyrannical leadership and employee withdrawal behavior?
- Does Workplace Ostracism moderate the relationship between employee withdrawal behavior and Tyrannical leadership?

## 1.6 Research Objectives

- To find the relationship between Employee withdrawal behavior and Tyrannical leadership.
- To find the impact of Tyrannical leadership and Emotional exhaustion.
- To find the impact of Emotional Exhaustion and Employee withdrawal behavior.
- To find the Emotional exhaustion mediating role between Tyrannical leadership and employee withdrawal behavior.

- To find the moderator relationship of Workplace Ostracism with Tyrannical leadership and Employee withdrawal behavior.

## 1.7 Supporting Theory

### 1.7.1 Conservation of Resources

In (1988; 1989) Hobfoll has been presented by an idea of conservation of resources first time which centralizing stress theory and which considers both environmental and internal process with correlatively equally measures. COR theory assumes that an individual is aggravated to preserve and save their present resources from getting damage (Hobfoll, 1989, 2002). COR theory is a stress theory that portrays much of human actions based on the developmental need to obtain and maintain resources for continued existence, which is main to behavioral genetics of likewise lacking major resources is linked to lacking others (Hobfoll, 1998).

Thusly, even though personal resources, for example, self-adequacy, feeling of control, social help, and economic wellbeing are significant in their own privilege and have their own sorts of effect on emotional wellness and functional execution, they are only from time to time discovered independently. Or maybe, they run in crowds, with the end goal that they pull in one another, structure building blocks one for the other and in reality may disappear in total.

State definitions mirror that burnout is normal for "typical people" (p. 8) at the work setting, experiencing predominantly mental and social manifestations with passionate fatigue as its center part. Occurrences of state definitions incorporate that of Pines and Aronson (1988) Brill (1984), and Maslach and Jackson (1981, 1986).

The conceptualization of stress has to a great extent been one of idiographic individual discernments or examinations (Lazarus & Folkman, 1984). On one hand, it is difficult to contend against pressure being subjective depending on each person's preferences. On a clinical level or in the casual kaffeeklatsch, why should we question the person's report that their life is unpleasant, that the kids are a basis

of hardship that they feel compelled, cornered, depleted from everything? The issue is that this implies that we should trust that the stressors will happen and that we are altogether frustrating psychotic cycles with natural elements.

Examination hypothesis is by its own affirmation totally post hoc. Additionally, it argues that pressure is just subjective depending on each person's preferences, making analytical request irrelevant, or if nothing else close to the hypothesis. Different theories of stress, for example, that of Karasek (1979) goes to specific parts of the conditions. On account of Karasek's well-informed hypothesis, it is the states of popularity and low control that are contemplated to be the foundation of upsetting conditions.

In any case, since misfortune is more powerful than acquire, misfortune cycles will be more effective and more quickened than acquire cycles. At last, it both follows hypothetically, because of the deep rooted nature of misfortune and gain cycles across individuals' life expectancies, that resources (or their need) will in general total in what we have come to call resource processions.

COR systematically takes the idea that individuals try to keep, put in, and save their resources (Hobfoll, 1989). As according to his theory Hobfoll divided these resources into 4 major groups like material objects (e.g. houses, suitings, rations), conditions (e.g. financial security, hierarchical work status), private resources (e.g. self-respect), and energies (e.g. Information, awareness and time) (Hobfoll, 2001). The resources also include belongingness, health, wellbeing, esteem, family and a meaningful life (Hobfoll, 2018). When these resources are limited and drained then there is a possibility of emotional exhaustion that can take place because emotional exhaustion is one of the outcomes of stress.

Drawing from conservation of resources (COR) theory (Hobfoll, 1989), we look at the potential resources that employees can procure to deal with harmful encounters at workplace. Specifically, Hobfoll (2002) makes a division between private resources and contextual resources. The key objective of this theory is that every individual may face hardships to acquire, preserve, support and encourage those things they have value for (Hobfoll, 2001). As it is stated that COR theory introduced by Hobfoll, he highlighted several perceptions about loss in his theory those

are “(a) There is a risk of a net resources. (b) There is a net loss and last point is (c) there is a lack of resource gain. In his finding he described that recognized and definite loss or lack of gain in resources is enough for generating stress”.

Ostracism decrease personal and energy resources of employees, that it will positively influence emotional exhaustion and employee withdrawal behaviors. Besides this effect, individuals who are having stress are more unsafe to unfavorable outcomes of workplace ostracism for two reasons. First, Individual with low temperament will have a more reaction toward ostracism at workplace to affect individual's outcomes. Second, neuroticism has been linked to interpersonal rejection sensitivity (Mor & Inbar, 2009) so, neurotic individuals are more likely to perceive ostracism whether it is imagined or real. Hitlan and Noel (2009) found that highly neurotic individuals experienced higher levels of ostracism and were less likely to constrain negative behaviors like hostile behavior and employee deviant behaviors.

In part, COR theory has been important for advancing an understanding of stress in organizations because it is essentially the opposite of Lazarus & Folkman's (1984) stress-appraisal theory. In short, stress-appraisal theory asserts that what is stressful is what is perceived as stressful. When leadership is destructive it gives stress and behavior turns. The reduction of resources diminishes employee's capability to cope with future stressful events.

In past, many theories have been used to explain and discuss dark leadership with negative workplace results, for example transactional theory of stress by (Lazarus & Folkman, 1984) but the reason behind using COR theory is because COR treats stress different from other theories. The COR theory suggest that individuals aim to seek, obtain and sustain resources. People react to the situation in which they perceive they may lose their resources either it can be in a form of objects, energies, or personal attributes. The reaction is mostly exhibit in a form of withdrawal states, maybe because they try to avoid and cope-up with their stress and situations which generates stress and they start living their own bubble.

# Chapter 2

## Literature Review

### 2.1 Workplace and its Obstacles

Now a day's organizations are in dilemma not only in Pakistan but worldwide and that should be unfold and tackle such negative events that affect whole organization. Those are workplace bullying (Einarsen& Cooper, 2003), workplace incivility (Cortina, Magley, Williams&Langhout, 2001), workplace ostracism (Ferris, Brown, Berry, &Lian, 2008B) and workplace mobbing (Hansen et al., 2006). Tracy & colleagues defined workplace bullying as it is the nature of such behaviors that can be aggressive communication and behaviors most often (Tracy, Lutgen-Sandvik, &Alberts, 2006).

### 2.2 Employee Withdrawal Behavior

Employee withdrawal behavior is the negative behavior which employees exhibit at their work by disengaging themselves from work, at work. The basic definition of withdrawal behavior is to disengage or disassociate from work, which can be physically as well as psychologically. This is costly behavior by an employee for an organization because they tend to continue his/her role in an organization but do not present sometimes psychically and other than that psychologically (Berry, 2012; Wagstaff, 2015; Wang & Yi; 2015).

There are two types of withdrawal behavior physical and psychological, in physical disengagement it is obvious by its name that an employee is not present at work and in psychological disengagement take in the form of absenteeism, lateness/tardiness and turnover. Employees intend to exhibit withdrawal behavior to disengage psychologically like being lazy, burnout, cognitive and emotional absence (Cohen & Golan; 2007). As according to (Kahn, 1990) they have lack of effort, involvement at work to complete their tasks and duties and it seems like they are working by just someone press their push button to work as they are psychologically disassociate. Psychological disengagement would be nastier or unfortunate that in this employee become more passive and cannot think as creative mind because their cognitions would shattered.

If we talk about lateness from physical disengagement, as according to (Blau, 1994) there are three main factors of lateness. Unavoidable lateness like transportation, illness, accident that are basic reason for lateness but they can also be avoidable. Second is the stable periodic this is refers as choose between family and work like work family conflict and third one is increasingly chronic lateness, in this an employee late because of low job satisfaction and low job involvement and this can be costly for an organization. Employees who involve in their work because they take it interesting and challenging are less likely to engage in this activity of lateness (Adler & Golan, 1981).

Second physical disengagement is absenteeism some of employees have excuse of illness, sickness and some do it voluntarily. As according to (Brown, Chadwick-Jones & Nicholson, 1976) that there is no significant association between absence and satisfaction. Unplanned absenteeism costs more than planned absenteeism because each and every employee has their own importance and task/duties and organization might not have time to arrange their alternative. Other aspect is turnover; most employees leave an organization voluntarily or non-voluntarily. Behind non-voluntarily turnover employees could have their own personal reasons as according to their circumstances either positive or negative but voluntary turnover is for betterment of themselves or they might not be happy under leadership of an organization.

As it is mentioned earlier, that there is also psychological disengagement in the withdrawal behavior. First psychological disengagement is characterized by 'burnout', this is stressor by which an employee suffering at its workplace to complete task and duties. This might be the effects of workload, circumstances and relation with their leaders or other members. Burnout is the stressor which may decrease motivation of an employee towards work and that would result as low performance of employees at their workplace (Herbert freudenberger, 1974).

Traits of burnout are depression, dissatisfaction, anger, anxiety and it arise health issues like headache. This is the feelings of energy depletion exhaustion that would increase distance or disassociation from job and it would reduce professional effectiveness (potter, 2005). Individuals who are facing burnout, they become negative that is resulted as they turn their behavior into hostile and distance themselves from other members and then they feel ostracized at workplace (potter, 2005).

The second psychological withdrawal is Presenteeism, it happens when an individual has come to its work but do not perform productive work and restricted themselves to perform. This could be because of both physical as well as psychological, like an individual can be ill or mentally disturbed. As far as withdrawal behavior is bothered mainly with Presenteeism because of psychological causes. They can spend their time by doing nothing but mindless things like he could gazing a table but do not working, they spend their time on mobile phones rather than completing their tasks and duties. Presenteeism can decreased efficiency and it may harm an organization more than absenteeism as it is not an easy to is more difficult to recognize and estimate than absenteeism (Trotter, 2009). Other than that there are some general causes behind disengagement of employee from workplace. Those are devalue, distrust, disconnected, the need to have hope, the need to feel a sense of worth, the need to feel competent. None of the employee or member wanted to be devalue, if employee feel devalue then their focus on performance may depletes and distracted towards other behaviors. In an organization connection between employee and leader takes an importance because if there is no good connection between those so employees intend to behave disengaged and trust is the primary

factor of relation between employee and its leader. The antonyms of these three would be one of the coping strategy to make them engaged towards work so they could perform better for the productivity of an organization. Sometime employees hide their emotional exhaustion and stress under the shade of employee workplace ostracism.

## **2.3 Tyrannical Leadership with Employee Withdrawal Behavior**

Leaders may induce follower influence by several means, be it by the issuance of work activities, by making specific followers requests, by giving opinion on performance of tasks, or through portraying affects themselves (Dasborough, 2006). An encouraging and concerned culture of organization is directly correlated to commitment of workers to their tasks, roles and performance (Lok& Crawford, 2001). And non-supportive and discouraging culture is vice versa for the organization means under such conditions employees cannot produce healthy results and cannot be committed towards their organization, work and performance. “Tyrannical leaders may behave in accordance with the goals, tasks, missions and strategies of the organization, but they typically obtain results not through, but at the cost of subordinates” (Einarsen, 2007, p. 212).

To be the negative side of the leadership several other terms have been used like Ashforth, (1994) called it petty tyranny Tepper, (2007) said it to be the abusive supervision and Einarsen,(2007) named it tyrannical leadership or destructive leadership then Aronson (2001) called it to be the Despotic leadership. As we know leadership do take importance and has become central point in both academia and business world (Boerner, Eisenbeiss, & Griesser, 2007; Padilla, Hogan, & Kaiser, 2007). But dark leadership may impact on person’s behavior (employee behavior could be affected with this) and outcome could be member feel emotionally or mentally exhausted, stress, physical or psychological pain. Terminology of tyrannical or destructive leadership was proposed by (Einarsen, 2007). On the condition leaders are disclosed to an inadequate circumstance, like tyrannical leadership, most

of the employee's reaction would be disassociate oneself and portray withdrawal behavior from the conditions/state (Greenbaum, 2013). Although, there are few leaders who acknowledge that they should react on the situation by making some designs which are for improvements of the work environment and their behavior towards their employees (Greenbaum, 2013; Tepper, 2017).

As according to Hirschman's (1970), he described the foundation of communicate-withdrawal, leader's behavior intend to "communicate" meanwhile employee's exhibit to a job improvement would correspond to "voice" while supervisor intent to exhibit disassociation to resemble with "withdrawal" reaction.

A Tyrannical word means ruler holds ultimate control and power, and usually holds that power unfairly, brutally, unsympathetically or harshly. This word was used in the 1530s; the adjective tyrannical stems from the late-14th-century word tyranny, meaning "cruel or unjust use of power," which has origins in the Greek word tyrannous, meaning "master." Tyrannical rule is the opposite of democratic rule, which places the power in the people, the majority of whom makes the decisions. Tyrannical leadership often involves cruel and unjust use of power. This supervisory mistreatment can cause low levels of perceived organizational justice, leading to higher levels of turnover and psychological distress, and less favorable attitudes toward the job and the organization (Tepper, 2000).

As we know the reason behind any good or bad behavior of employees are their leaders and their genre of leadership. According to my study's independent and dependent variables linkage are tyrannical leadership and employee deviant behavior in addition, Tyrannical leadership has been found to trigger reaction and counter-productive work behaviors in organizations (Jones, 2009). Tyrannical leadership behavior is described as a method where the leader methodically degrade, underestimate, and manipulates his/her employee's in order to "get the job done," and usually get the desired results not through, but at the cost of employee's (Aasland, 2010; Tepper, 2000). Employees' withdrawal behaviors have been associated to many kinds of destructive leadership (Schyns and Schilling, 2013) (Ashforth (1994) describes a petty tyrant as "someone who uses their power and authority oppressively, unstable, and perhaps nasty". Ashforth (1997) establish that tyrannical

leadership triggers employee thoughts of frustration, helplessness, and alienation emotionally. Individual observe the interpersonal treatment that they obtain from organizational systems (Lind and Tyler 1988). Tyrannical leadership is disreputable and unjust behavior in the workplace that negatively impacts employee's work performance, creativeness and organizational citizenship behaviors, and it may leads towards employee withdrawal behavior (Naseer, 2016). When leaders plays unjust role with their members and distribute not according to the competence of the employees so it may leads employees towards the withdrawal behavior. The hostility literature also supports target-based revenge, deviance advocates generally directed towards those who are considered the basis of the maltreatment (Gouldner, 1960; Hershcovis, 2007). In previous study the linkage between inequality and tyranny and wrecked of an organization was narrated by (Ambrose, Seabright & Schminke, 2002).

At the point when this kind of leader is in my office, I have the advantage of seeing them in their real essence. At the point when they are quiet and thinking about their lives, they are kinder, gentler, and needing very similar things in life as us all of us: peace of mind and satisfaction. We get to know one another getting them to understand the force of on edge thinking on their sentiments, activities, and results. We make progress toward clearness in understanding that the rest of the world is never the reason for our emotions.

Tyrannical leadership is like leader may humiliate his/her subordinate if he/she fail to live up his/her standards and talk to them in aggressive manner, some employees takes these things as a challenge but mostly don't take this as a minor thing, it affected their behavior. They feel discouraged and demoralized so their behavior may change as according to situation. According to Schat, (2006), 13% of employee's become victim of supervisor's aggressive behavior. Thus, the US studies estimated a loss of \$23.8 billion in health care sector, reduced productivity and withdrawal behavior of employee's due to increase number in targets of aggressive supervision. (Tepper, 2009). I'm profoundly dedicated to awakening individuals to sound, adjusted and blissful leadership. The age of the tyrannical leader is reaching a conclusion. Your agreement can be the impetus to your true

peace of mind and the establishment for change as far as you can tell of an extreme leader.

Western theories linked to organizations, acknowledged that employee and supervisor have the same status. But on the other side, the Asian culture is so dissimilar from western culture, they consider that employee and supervisor are not on same status; rather leaders are superior that assume some power over their employees. Here the leadership is different especially in public sector but the culture most of the part in private sector has been revived that the leaders opt positive leadership and they try to maintain their healthy relation with its employees and members.

***H1: Tyrannical leadership is positively related with employee withdrawal behavior.***

## 2.4 Emotional Exhaustion as Mediator

Emotional exhaustion is one of the key elements in burnout or stress. In this study this is examine as mediate point between tyrannical leadership and employee deviant behavior. Emotional exhaustion can be defined as “a type of strain that results from workplace stressors” (Cropanzano, 2003). Emotional exhaustion is a persistent state of physical and emotional exhaustion that results from undue job and/or private demands and constant stress (Wright, Cropanzano, 1998). It describes a sense of being psychologically strained and exhausted by one’s work. It is indicated by both physical exhaustion and a sense of emotionally and psychologically ”shattered” (Zohar, 1997).

It is likely that employee’s withdrawal behavior is the result of leader’s destructive leadership like Tyrannical leadership, however relatively because tyrannical and destructive leadership enriches employees’ approaches of emotional exhaustion. Therefore, we examine either emotional exhaustion mediates a relationship between tyrannical leadership and employee withdrawal behavior. From the other negative psychological outcomes of Tyrannical leadership, there is usually negative effect is emotional exhaustion (Aryee, 2008), the sense of being emotionally diminish and exhausted because of issues related to job (Maslach& Jackson, 2011). As

they are not happy and satisfied with the leader's leadership they may not obey the rules and regulations of an organization and they may become antisocial participants.

According to the research, individuals are likely to withdraw from their tasks that experience emotional exhaustion and try to only carry out those explicitly assigned to them (Bakker, 2012). But if the emotional exhaustion will accelerate then an employee will obtain the deviant behavior in an organization. The literature on stress demonstrate that emotional exhaustion pushes mistreated employee's to preserve whatever resources they have by not overexerting themselves, leading them to restrict their contribution in discretionary behaviors. For example, (Aryee, 2008) drives that emotionally exhausted employees are expected to minimize their efforts relating to the performance dimensions of job commitment and interpersonal facilitation.

According to (Tepper, 2000), a suitable outlook of leaders toward their employees and use of their power also play a significant role in minimizing exhaustion of the employees because leaders with bad attitudes towards their employees who abuse their power lessen satisfaction of employees and enhance their frustration.

Everyone has their own emotional streak or points; they feel differently in any certain situation. And the cultural aspect could relate with the emotions and its outcomes; and this could differ in their prospect for adjustment and expressing emotions in the workplace (Cooper, D., Doucet, L., & Pratt, M., 2003). United States depicts the culture with a good institutional-orientation toward emotions, that is due to the good American standard to operate positively and conceal negative feelings ("the service with a smile" norm) (Schneider.D.J., 1981); whereas a more impulsive-orientation towards emotions can be seen as an example in a country like France. (Hallowell, R; Bowen, D.E.; Knoop, 2002).

As in the context of Pakistan, the people emotions are impulsive and usually extreme or not stable. So they deal with the situation according to their culture, they feel emotionally exhausted or drained working under destructive like tyrannical leadership. This may create disturbance towards their performance and they could associate themselves towards negative behavior. According to the previous

study employees exposure to exhaustion subsequent to six to eight weeks of severe stress that instigate to physical exhaustion and the loss of the capability to handle situations which are the symptoms of burnout and emotional exhaustion (Youngs, 2001).

***H2: Emotional exhaustion is positively & significantly mediates the relationship between Tyrannical leadership and employee withdrawal behavior.***

## **2.5 Tyrannical Leadership with Emotional Exhaustion**

As Erkutlu, H. (2018) Leadership is the proceeding of impact followers to attain the organizational goals. Employee's psychological protection impacted by leaders and its leadership (Arnold, 2017). Leadership has two impactful factors positive or as well as negative and a leader could be a reason behind stress of an employee (Kelloway, 2000). Karakitapoğlu-Aygün and Gumusluoglu (2013) is of the prospect that leaders do not even display the positive leadership behaviors all the time. The negative leadership of leaders cannot be hidden. And in this study leadership have impacted negatively on employee's emotional exhaustion because leadership is of dark side.

The abusive leadership, despotic, narcissist and the tyrannical leadership indulge the followers in psychological distress. Tyrannical leadership styles are correlated with mobbing (Hauge, 2007, pp. 240-242). Tyrannical leaders are dictatorial and dominating leaders, they think that they are only one who does right things and they can do know everything (Jones & Paulhus, 2009).

Employees did not find peace and relaxation in such working environment where leader don't bother about its employee's point of view so the outcome could be negative like the employees portray negative behavior like employee deviant behavior (Dirks & Ferrin, 2002). Behind this behavior there are a lot of situations like an employee may feel ostracized and it may leads an employee towards deviant

behavior and it may be act due to emotional exhaustion (Dirks and Ferrin, 2002). Negative leadership influence negative behavior which low down satisfaction and pessimistic crash on employees could integrated with emotional exhaustion and initial stage of exhaustion is fatigue, bitterness or irritation and it collapse an employee mentally and physically, so the physical or mental health could not sustain proper or fit as a flea due to destructive leadership and ostracized workplace environment (Wilkerson, 2008). In previous studies it has been discussed that stress burnout in a reference of job role burnout, hectic and workload schedule not only affect attitude but also have an effect on performance and aftermath, it may reduce productivity (Won ho, 2017).

Now days in Pakistan this is applicable in private sector largely in educational industry. At this moment in time educational sector running their organizations might be just for the sake of business particularly private sector and this is not a right sign because many of them forget about the employee's comfort and satisfaction maybe just for the sake of their name and fame.

Though it is distinct as concerning the psychological and motivational progressions are influences by the leader's leadership, so it is stated that destructive like as tyrannical leadership lowered the motivational and psychological resource, it is realistic to accept as true that leadership like tyrannical leadership is correlated to employee emotional exhaustion in a terms of stress, burnout, psychological suffering.

COR theory grounded as the, entities try to attain, maintain, and guard esteemed means, comprising the resources of emotional values, and decreasing the risk of resource damage (Hobfoll, 2002). Individuals may feel and undergo with the stimulus of low at energy level and mental tiredness and that would be the consequences when individual constantly working in unpleasant working environments and stressful conditions.

As according to (Maslach, 2001) the resultant emotional exhaustion drains the managing the resources individuals must to meet emotional anxieties in the workplace. If their resources have been down and they fail to produce other resources, they are expected to involvement in emotional suffering (Tepper, 2000; Wright

& Cropanzano, 1998). Greater level of emotional exhaustion at workplace of employees is rely on the mistreatment and destructive behaviors by the leaders.

Impression of tyrannical leadership enforce substantial emotional anxieties on employees' resources and restrict them from recovering resources through realistic, polite and satisfying communication with their leaders, therefore cause a damage of esteemed means and a requirement for other coping resources. Emotional exhaustion might take place when there is a difference between the expressive stresses of employees and the resources existing to reach like these stresses.

In past studies, it also have presented the tyrannical leadership have positive relation with emotional exhaustion (Tepper, 2000, 2007; Wu & Hu, 2009). So, we assume that employees who are mistreated by the leaders are more possibility tends to face emotional exhaustion at workplace and it may decrease their performance.

After a mild observe the working environment, somehow there is clarity in result that in mostly private sector leaders are following destructive leadership so employee's even whole organization is facing its consequences in a negative way. The turnover intention and turnover rate has been increased and it is increasing day by day because of that leadership. Due to emotional exhaustion lessen their emotional dedication towards their work and it have a negative impression on organization and feels ignored.

***H3: Emotional exhaustion is positively & significantly mediates relationship with tyrannical leadership.***

## **2.6 Emotional Exhaustion with Employee Withdrawal Behavior**

Emotional exhaustion is described as sympathy of being emotionally broaden and drained of one's emotional resources (Maslach, 1993). This feeling could face by any individual or member of an organization while having tension at workplace because of any reason like job stress, work load, relation with leader or could be anything leads an employee towards deviant behavior (Halbesleben & Bowler,

2005). According to model of Maslach & Jackson (1981), emotional exhaustion is one of the items on burnout. As study of (Baumeister, 2001) an exposure to emotional exhaustion triggered you towards withdrawal behavior and employees intentionally show that behavior.

Previously in the studies it is also manifest that employees who have exposure to or going through with emotional exhaustion leads towards deviant behavior (Bolton, 2012). Emotional exhaustion has an influence on the behavior at the workplace and delightfulness decreased. This leads towards anxiety, egotism, and unethical manners (Andersson& Bateman, 1997). Emotional exhaustion is not just a type of emotional experience but it stimulates exhausted employees to disengaging themselves physically and psychologically from their place of work and withdraw is the way to cope with stress like emotional exhaustion (Greenbaum, 2014; Chi & Liang, 2013; Cole, 2010).

As according to the studies of Maslach, Schaufeli, and Leiter (2001, p. 403), those who are feeling emotional exhaustion they tend to emotionally and intellectually disassociate themselves from their work and perform inefficiently, this is not only the word or feeling to encounter but in a form of behavioral changes. Past studies have presented that employees who encounter emotional exhaustion triggered them towards disengagement or disassociation so they are more possibly exhibit withdrawal behavior from their tasks and duties at workplace (Cropanzano, Rupp, & Byrne, 2003; Westman& Eden, 1997).

It is likely that leaders' tyrannical leadership persuade employees' towards portraying withdrawal behaviors, somewhat part because tyrannical leadership increases employees' sense of emotional exhaustion. Therefore, we explore either emotional exhaustion mediates the relationship between tyrannical leadership and employee withdrawal or not.

When an employee feels emotionally drained he/she feel fatigue when he/she get up in the morning and have to face another day on the job then an employee decides to physically absent or psychologically disengaged from their work.

***H3: Emotional exhaustion is positively & significantly related with withdrawal behavior.***

## 2.7 Employee Workplace Ostracism as Moderator

From the historical research, researchers have described workplace ostracism through different theories like theory of social learning (Bandura, 1986), theory of social exchange (Blau, 1964). (COR) Conservation of resources (Hobfoll, 1989) and in various studies they take it as Independent, dependent variable and mediator as well. There are several negative outcomes of ostracism since it roots a sense of “social pain” (Ferris, 2008). Individual encounter with physical and psychological distress by experiencing social ignorance or rejection.

Similar to understanding engagements encourages brain activation (Eisenberger, Lieberman, & Williams, 2003). Other than that, ostracism can at the same time intimidate the four basic requirements: the necessity for dignity, the necessity to fit in, the necessity of resistor, and the need for a worthy presence (Williams, 1997, 2001, 2007), if the requirements are not fulfilled then it could give negative outcomes.

As according to (Ferris, 2008), he presented ostracism as it may be described of numerous customs such as the silent treatment or avoiding contact and proscription and exclusion, and ignorance. Ostracism can be describe as when individuals are determined and they are known or alert of their negligence or indecisions to participate on a social basis with another individual and do so with objectives that can offended the objective or contribution in the procedure of rejection.

There are some other impassive destructive ways to make other ostracized like as to treat other with your silence and thus it might use to give punishment deliberately, react, or offended the selected individual in addition to avoidance of disagreements, social discomfort, or stressors (Robinson, 2013). As compared, with the previous logic of intentionally ignore the other person with ostracism that sometime individuals are busy or occupied to their work so they may ignore others, not intentionally but unintentionally (Williams, 2001). Though, workplace ostracism has been recommended to be the reason of dissension reactions, an ostracized individual’s capability to oneself-control or adjust actions to obey with

social standards will be destructively contrived, so existence expected to outcome in dissension behaviors.

We should concentrate at the moderating effects of workplace ostracism on other variables. We know little and narrow research has done about the moderating effects of workplace ostracism, this research adds to the theoretical research on workplace ostracism by describing its moderating effect. Historical research has shown that employees sense of belonging (Zadro, 2004), self-esteem (Ferris, 2015), control (Wu, 2016), meaningfulness (Peng& Zeng, 2017) and increase in deviance behavior (Hitlan& Noel, 2009), (Peng& Zeng, 2017). Moreover there are little studies which described directly correlation between employee outcomes and workplace ostracism (Robinson, 2013 &Wu, 2016).

Based on conservation of resources (COR) workplace ostracism moderates the correlation of Tyrannical leadership and employee withdrawal behavior, those who are mistreated by their leader. This strengthens the relation between tyrannical leadership and employee withdrawal behavior but this could be clear only from data. Moreover, in line with COR theory, private, circumstantial and other resources may prove to support in the deduction of dangerous effects of resource loss that may result in poor quality performance.

Workplace ostracism fact is receiving recognition by social scientists and it is determined that it do effect negatively on performance of organization and also on performance of individual. Workplace ostracism is a hidden form of maltreatment. As according to Baumeister, (2001) study people are further responsive to negative aspects. Which are prominent to their behaviors and attitudes.

Ostracism can be interpret being keep out or ignored (Ferris, Brown, Berry, &Lian, 2008).Every individual desire to satisfy their own psychological needs however work place ostracism weakens the linkage and synergy between colleagues or among members of an organization (Wu, Yim, Kwan, & Zhang, 2012). The employee maltreatment at place of work has been given increased research interest (Steinbauer& Wu., 2018).

Several research has denote its harmful impact on employee's attitude, behavior and health (Jahanzeb& Fatima, 2017; Lyu& Zhu, 2017).There are several negative

outcomes of ostracism have been found from previous studies like as according to (Williams, 2009) ostracism could cause distress, exhaustion both emotionally or mentally, pain , poor psychological wellbeing. Worthy resources that are important to support personnel in their organizations are reduced by Work Place Ostracism (Leung, 2011). These reasons could lead an employee towards withdrawal behavior and also tyrannical leadership could make an impact on such behavior.

Furthermore, some researcher's findings on ostracism are that it has harmful impact on organizational success. For instance pessimist performance behavior (Duffy, Ganster, & Pagon, 2002), weakens group commitment (Hitlan, Kelly, Schepman, & Scheneider, 2006), increased staff turnover (O'Reilly, Robinson, Berdahl, & Banki, 2015) and lower psychological well-being (Tepper & Henle, 2011).

Current research has recognized the triggers (Hitlan, 2006), mediators (O'Reilly, 2015) and ostracism consequences (Ahmed, Ismail, Amin, & Nawaz, 2013). There are two viewpoints of authors some of them found and determined that this is the reason behind employee negative behavior and lower performance of an employee while some of them acknowledge that this is less harmful than workplace bullying. Workplace ostracism does affect both an individual as well as organization (Zhao, Peng & Sheard, 2013). Ostracism represents interpersonal stressor (William, 2002; Sommer, 2001). According to the previous study there is a positive relation between workplace ostracism and withdrawal behavior. While being ostracized situation employees may involve in negative behavior and employee loses his/her ability to control their behavior (Yang & Treadway, 2016). Ostracism impact negatively on behavior like mood and emotions do impacted. Ostracized individuals experience pain, feel sadness and anger, threats to belonging, self-esteem, control, and meaningful existence.

Previous studies has shown that workplace ostracism has major impact on the employees' attitudes and behaviors such as increased withdrawal behaviors, (Zhao, 2013; Hitlan & Noel, 2009) turnover intention anxiety and emotional exhaustion, (Ferris, 2008; Hitlan, 2006). As the studies of (Williams, 1997; 2001) acknowledged ostracism personal stressor which can steer to the mental stress. The negative thoughts damage their faith in exchange and destroy their trust in organization

(William, 2001). Previous study stated that workplace ostracism decrease organizational loyalty of employee and trust level decreased due to unhealthy relationship between leader and an employee. Workplace ostracism obstructs a relationship between employees and ethical leadership but builds and strengthens a relationship between destructive leadership (tyrannical leadership) and employee behavior that is withdrawal behavior. As according to the (Pepitone& Wilpizeski, 1960) if we talk in perspective of relationship among employees an ostracized person have no liking for other members and starting keep distance with their peers (Cheuk, 1994).

COR theory is based on the resources which take importance to individual, they tend to try to safeguard and endure them. Different conditions or circumstance, things, particular appearances, or dynamisms that are taken care or assist as a means for the accomplishment of these. In previous studies it has been shown that if the work fellow is supportive that is greatly influential aspect on an individual's effective performance at their work. Having the supportive workfellow is one of the major motivational resources one could have. These resources can extensively add determination toward work engagement and reduce withdrawal behaviors.

Dissimilarity, if employees may feel ostracized then their negative behavior would be enhanced and increase in tyrannical and destructive behavior of a leader as we know destructive leaders are egoistic and they try to resolve any situation or circumstances by their destructive behavior. Moreover, when there sources of employees are depleted, for the protection of their left out resources as they tend to disassociate themselves emotionally and try to pursue withdrawal behavior intentionally as if they are not involve in work psychological needs may not depleted, but it reduces performance, activeness and effectiveness of an employee.

It is essential that employees know how to adjust their actions while undergoing damaging workplace happenings such as workplace ostracism in direction to preserve determination and struggle to effectively accomplish and comprehensive one-s jobs.

***H5: Workplace Ostracism moderates the relationship between Tyrannical leadership and Employee withdrawal behavior.***

## 2.8 Model and Theoretical Framework

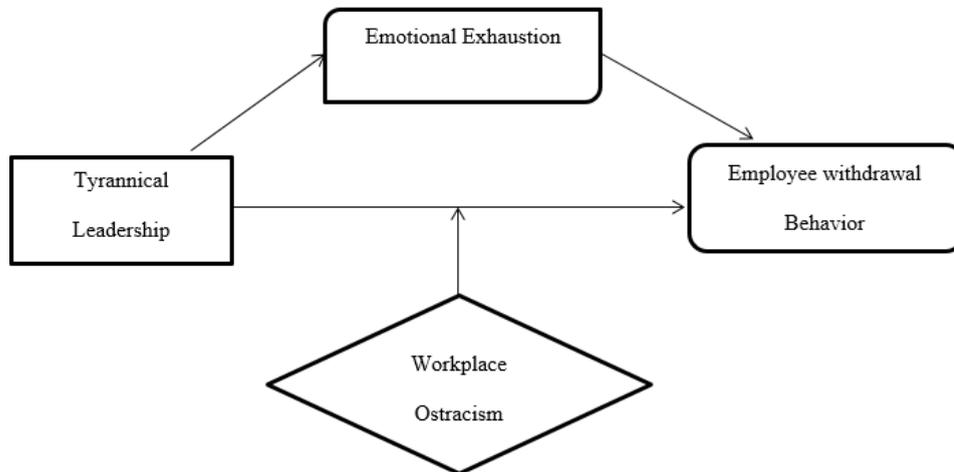


FIGURE 2.1: Impact of Tyrannical Leadership on Employee Withdrawal Behavior Considering Emotional Exhaustion as a Mediator and Employee Workplace Ostracism as a Moderator

## 2.9 Hypothesis

**H<sub>1</sub>:** Tyrannical leadership has a significant impact on Employee withdrawal behavior.

**H<sub>2</sub>:** Tyrannical leadership has significant impacts on Emotional exhaustion.

**H<sub>3</sub>:** Emotional exhaustion has significant impacts on Employee withdrawal behavior.

**H<sub>4</sub>:** Emotional exhaustion mediates the relationship between Tyrannical leadership and Employee withdrawal behavior.

**H<sub>5</sub>:** Workplace Ostracism moderates the relationship between Tyrannical leadership and Employee withdrawal behavior. In such way that, if workplace ostracism increases the relationship will be strengthen and if decreases then the relationship will be weaker.

# Chapter 3

## Research Methodology

In this chapter research methods have been discussed which were used to support current research. The procedure used to conduct current research is based upon the theoretical background of the variables. In this chapter reliability and validity of the constructs was identified, so that further analysis could be done. Moreover, this chapter point out the details of population, sampling technique, process of collection of data and instruments in our survey. Before finding answers to our research hypotheses this chapter focused on

### 3.1 Research Approach

The research approach/process takes important and key role in investigating the validity and generalizability of the research. There are two types of research approach which are follow in research those are Qualitative research and Quantitative Research. One of these two approaches must be used. In exploratory research, qualitative research approach is used. Mostly in social sciences research area qualitative approach is used. Diverse recipients, components and occurrences are described by researcher. This genre of research is used to get in-depth information about the study and to understand of fundamental reasons, viewpoints, and motivations and provide basis for identifying problem or an idea which is further used to make a hypothesis for further testing in quantitative research. However, in this

approach there is chances that researcher show his/her personal biasness during collecting and analyzing data. Due to this reason the result become distorted (Pride, 2008).

Quantitative research is mostly used in economics and financial analysis. However social sciences researchers are also focusing towards the use of quantitative approach for conducting research. Quantification of items is basically used in quantitative research approach. Quantification is done for the evaluation of different procedures and processes. This feature made quantitative research very reliable.

Generalizability is always very high in this approach. The biasness chances from the researcher side are also reduced in quantitative approach. This ensures results with no misleading aspects (Bryman & Bell, 2007).

In this research quantitative approach used for analysis. This approach is less biased as used due to its significant benefit, it decreases the partiality level of researcher and its accuracy and generalizability to the results (Zikmund, 2003). The current research is quantitative in nature.

## **3.2 Research Design**

In current research, it interrogate the impact of tyrannical leadership on withdrawal behaviors of employees in Pakistani private sector organizations at their work setting. It also studies the presence of the possibility of a mechanism, i.e. employee emotional exhaustion as mediation between tyrannical leadership and employee withdrawal behavior. Workplace ostracism variable focused as moderation on relation of tyrannical leadership with employee withdrawal behavior; ultimately they indulge themselves in withdrawal work behaviors to harm an organization. The research design consists of following important points.

1. Purpose of the study
2. Time horizon
3. Data collection

### **3.2.1 Purpose of Study**

The purpose of study is hypothesis testing. The prime goal is to test the theoretical relationships between variables that if Tyrannical leadership leads towards Employee withdrawal behavior or not.

### **3.2.2 Time Horizon**

This research is cross-sectional and quantitative genre. Data was collected from organizations of private sector employees. Structured questionnaires were used for data collection. By reason of limitation of time, this approach was used. From just 216 respondents data collection was done and it took two months for completion of data collection.

### **3.2.3 Data Collection**

The collection of the individuals which are the main focus of the study, explains the population. The following details explain the data collection method and sampling technique used in our research. Data was collected through online system and questionnaire has been send by using medium of e-mail and other sources. Reference of friends and relatives has been used in this distribution.

## **3.3 Procedures**

Data was collected through online system and questionnaire has been send by using medium of e-mail and other sources. Reference of friends and relatives has been used in this distribution. A total of 400 questionnaires were distributed among sample. Individually make adopted questionnaire in Google forms and send it with the technique of convenient sampling. Furthermore, the confidentiality of employees and secrecy of answers of employees were ensured. It was guaranteed that responses of employees will only be for research objectives and not for any other purpose. Employees were appealed to fill the forms in confidential and

return. 400 questionnaires were distributed and out of them, 216 were accurate and were used for analysis. Operating and working on missing data is serious and important problem and where the respondents give low response rate so it would be very problematic for researcher. Guidelines are mentioned in past literature. As according to Roth and Switzer (1995) there are some methods to control the missing data. The prime method of replacing of mean and cancelation in a manner as a list. In a manner of list cancelation method, data is removed completely which is unsolved by the respondents. In the replacing of mean method value of mean take part in missing response.

As we know everything has positive and negative aspects, so same in this like both methods it has also positive and negative aspect. If we talk about in a manner of list cancelation strategy comprise analysis likewise only original response from respondents can be consider and there is restriction of enter any value in the data by oneself. The other method is replacement of mean and in this method data in great amount can be retained but there might be some obstructions in the respondent's genuine links and this is considered as disadvantage of this method. In this research established on questionnaires, there were missing values so the replacement of mean has been used to cope with this problem.

### **3.4 Population**

The data through questionnaire was collected from private sector located in Islamabad and Rawalpindi. The reason to choose private sector is to check the relationship between leader and employees, because at private sector withdrawal behavior is high due to tyrannical leadership. It includes REX technologies, Graana.com, Areebah technologies, Royal mall and residency, Software house, Rajgan Builders & Developers, Beaconhouse, LMKR, Teradata, Zameen.com, M&P logistics, Jazz, Ufone, University of Lahore, Roots international, Roots millennium, Shifa international, National defense university, Zeta technologies, Sybird, Roots IVY, Abacus consulting, Askari bank, Oasis developers Islamabad, Naeem Law Associates, Solutions players, Nexus, Fresh ways, Advertising agency, Marketing services, Sitara

chemicals LTD, S&P global, Z media technologies, Punjab group of colleges, Life-line diagnostic center, Design studio, Bims, Digital imagining system, Redwood international school, Planet, Team X marketing, Nust, Nayatel, 786 specialist dental, Air university, Saramco garden, UOL, Lics school, Crafterse.

### 3.5 Sampling Technique

The data was collected through the technique non-probability sampling and under that convenience sampling will be used by reason of time constraint. Gather data through private contacts. All the questionnaires are self-executed and not even one variable has been filled by supervisor, all the items in questionnaires were filled by employees. Full interdiction note has been given on questionnaires that illustrates the purpose of the research and its reliance, and their given information would not leaked and kept strictly confidentially and would only be used for the present research objectives. Questionnaire was used as tool for data collection. This is termed as instrument as it is used as a measuring tool for the measurement of variables under study. There were total of 53 items in the questionnaire in addition to demographic variables.

### 3.6 Characteristics of Sample

#### 3.6.1 Gender

TABLE 3.1: Frequency by Gender

|        | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------|-----------|---------|---------------|--------------------|
| Male   | 141       | 65.3    | 65.3          | 65.3               |
| Female | 75        | 34.7    | 34.7          | 100                |
| Total  | 216       | 100     | 100           |                    |

In the above table the frequency of gender shows that males were more in numbers than females. Out of 216 respondents males were 141 in numbers and they contain 65.3 percent, females respondents were 75 which considers as 34.7 percent.

### 3.6.2 Age

TABLE 3.2: Frequency by Age

| Age      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------|-----------|---------|---------------|--------------------|
| 21-25    | 86        | 39.8    | 39.8          | 39.8               |
| 26-30    | 67        | 31      | 31            | 70.8               |
| 31-35    | 43        | 19.9    | 19.9          | 90.7               |
| 36-40    | 12        | 5.6     | 5.6           | 96.3               |
| 40 above | 8         | 3.7     | 3.7           | 100                |
| Total    | 216       | 100     | 100           |                    |

Above table shows that in the age range of 21-25 the percentage is 39.8. 31 percent respondents were from the range of 26-30. 19.9 percent considers in the range of 31-35. 36-40 age limit respondents were 5.6 percent and 3.7 were of above 40.

### 3.6.3 Qualification

TABLE 3.3: Frequency by Qualification

| Qualification | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------|-----------|---------|---------------|--------------------|
| Bachelors     | 134       | 62      | 62            | 62                 |
| Masters       | 39        | 18.1    | 18.1          | 80.1               |
| MS/MPhil      | 26        | 12      | 12            | 92.1               |
| PhD           | 8         | 3.7     | 3.7           | 95.8               |
| Others        | 9         | 4.2     | 4.2           | 100                |
| Total         | 216       | 100     | 100           |                    |

As mentioned in above table of qualification, there was 62 percent of bachelor's degree. Master's degree consist 18.1 percent. 12 percent had MS/MPhil degree. 3.7 had PhD degree and 4.2 percent respondents were other degree holders.

### 3.6.4 Experience

TABLE 3.4: Frequency by Experience

| Experience     | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| less than 1    | 23        | 10.6    | 10.6          | 10.6               |
| 1-5 years      | 132       | 61.1    | 61.1          | 71.8               |
| 6-10 years     | 48        | 22.2    | 22.2          | 94                 |
| 11-15 years    | 9         | 4.2     | 4.2           | 98.1               |
| 15 above years | 4         | 1.9     | 1.9           | 100                |
| Total          | 216       | 100     | 100           |                    |

**Table 3.4** presents the percentage of respondents in experience. As according to statistics less than a year experienced respondents were 10.6 in percentage. Maximum respondents were in the range of 1 to 5 years and their percentage is 61.1. Percent 22.2 respondents were having 6-10 years of experience. 4.2 percent were carrying 11-15 years of experience and 1.9 percent respondents were having 15 above years of experience.

### 3.6.5 Pay

TABLE 3.5: Frequency of Pay

| Pay         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------|-----------|---------|---------------|--------------------|
| 15000-25000 | 51        | 23.6    | 23.7          | 23.7               |
| 25000-35000 | 53        | 24.5    | 24.7          | 48.4               |
| 35000-45000 | 53        | 24.6    | 24.7          | 72.6               |
| 45000-55000 | 32        | 14.8    | 14.9          | 87.4               |
| 55000 above | 26        | 12      | 12.1          | 99.5               |
| Total       | 216       | 100     |               |                    |

In the above table 3.5 frequency of pay is mentioned. Respondents who were in the range of 15000-25000 having 23.6 percent. 24.5 percent were consisting in the range of 25000-35000. Range in 35000-45000 was having 24.6 percent. 45000-55000 were having 14.8 percent. Pay above 55000 was having 12 percent.

## **3.7 Instrumentation**

Adopted questionnaires were used for data gathering from various sources. The type of the components consisted in the questionnaire is such that all of them, i.e. Tyrannical leadership, Employee withdrawal behavior, Emotional exhaustion, Workplace ostracism has been fulfilled by the private sector employees. There are five demographic variables, which consists information with respect to the respondent Gender, Age, Pay, Qualification and Experience.

### **3.7.1 Tyrannical Leadership**

Tyrannical leadership was identified by using the four items from the Destructive Leadership Scale (Aasland, 2012), and Destructive leadership measured the original 5-point Likert scale response setup ('Strongly Disagree' to 'Strongly Agree') by (Dansereau, 1975). Example items are "Humiliated you or other employees" and "Communicates with subordinates aggressive manner". Items were measured on five-point Likert scale ranging from 1 "strongly disagree" to 5 "strongly agree".

### **3.7.2 Employee Withdrawal Behavior**

Employee withdrawal behavior measured with 12 items, developed by Mavis Benjamin (2013). Sample items are "Lied about hours worked" and "Neglected to follow your boss's instructions". Every component were identified by using a five-point Likert scale rank from 1 "strongly disagree" to 5 "strongly agree". In past study of (Yang & Treadway, 2016).

### **3.7.3 Emotional Exhaustion**

Emotional exhaustion with 9 items. Example items are 'I feel emotionally drained from my work' and 'I feel fatigue when I get up in the morning and have to face another day on the job'. All components were identified using 5 likert scale 1 "Strongly disagree" - 5 "Strongly agree" by Maslach and Jackson (1981).

### 3.7.4 Workplace Ostracism

Workplace ostracism measured with 13 items. Sampling components are “Others ignored you at work” & “Others at work treated you as if you weren’t there”. Each and every component were identified by usage of 5 point Likert scale rank from 1 “strongly disagree” to 5 “strongly agree”. Workplace ostracism measured that was developed by Ferris, (2008B).

### 3.7.5 Tool for Analysis

The Statistical Package for the Social Sciences (SPSS) was used analysis of the data. SPSS is one of the most prominent statistical packages which can execute exceptionally complicated data manipulation and analysis with smooth guidance. The reliability, descriptive analysis, demographic analysis, regression, correlations, mediation analysis and moderation analysis were run to check the hypothesis of the study.

### 3.7.6 Reliability of Scales

TABLE 3.6: Reliability Analysis

| Variables                    | No of Items | Cronbach’s alpha |
|------------------------------|-------------|------------------|
| Tyrannical Leadership        | 22          | 0.928            |
| Employee Withdrawal behavior | 12          | 0.822            |
| Emotional exhaustion         | 9           | 0.85             |
| Employee Workplace ostracism | 13          | 0.942            |

N = 216 To confirm the internal consistency of entire facts the estimate of Cronbach’s alpha was figured out. The estimate of Alpha that is  $>.70$  is a sufficient estimation (Hair, 2006). Cronbach’s alpha is an estimation of internal stability, that is, how closely related a set of components are as a group. It is considered to be a measure of scale reliability. The value of alpha for all constructs along

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with the number of items is shown in Table above. The value of Cronbach's alpha for Tyrannical leadership, Employee withdrawal behavior, Emotional exhaustion, and Employee workplace ostracism is 0.928, 0.822, 0.850 and 0.942 respectively. Alpha values for all the variable are in the acceptable range so the data is reliable for further computations.

# Chapter 4

## Analysis and Findings

In this chapter the gathered data from respondents through questionnaires has been used for analysis. Being the most crucial part of this research, it analyzes everything very critically.

### 4.1 Descriptive and Normality Analysis

TABLE 4.1: Descriptive and Normality Analysis

| Variables                    | Mean | Standard<br>Deviation | Skewness | Kurtosis |
|------------------------------|------|-----------------------|----------|----------|
| Tyrannical leadership        | 3    | 0.73                  | -0.39    | -0.58    |
| Employee withdrawal behavior | 3.39 | 0.69                  | -0.18    | -0.99    |
| Emotional exhaustion         | 3.19 | 0.69                  | 0.1      | 0.17     |
| Employee workplace ostracism | 2.31 | 0.84                  | 0.62     | 0.33     |

According to McDowall and Saunders (2010), descriptive statistic helps us to deal with large data in practical manner. The mean value tells about the central tendency of the responses, explains the where the average response lies while standard deviation helps us to explain the deviation from average point. It actually tells us about the outliers, as outlier can influence the data. The mean value of

all the variables is approximately 3 which shows that majority response is towards neutral, and for tyrannical leadership it is 3.00, showing that the major response is, that leader often uses oppressive behavior. The standard deviation shows that how much responses are deviating from the mean value. If the deviation is high it shows that there are outliers in data. The value of standard deviation must be less than one, here the above table shows that the standard deviation of all the variables is less than 1 and lies within range from 0.73-0.84.

The value of skewness between -1 to +1 is an acceptable value. Skewness values of tyrannical leadership, employee withdrawal behavior, emotional exhaustion and employee workplace ostracism are -0.39, -0.18, 0.10, 0.62 respectively, lie in acceptable range. While the acceptable range for kurtosis is between -3 to +3. All the kurtosis values lie in acceptable range. Kurtosis values for tyrannical leadership, employee withdrawal behavior, emotional exhaustion and employee workplace ostracism are -0.58, -0.99, 0.17, and 0.33 respectively. The acceptable values of skewness and kurtosis show that the data is normal, skewness tells about symmetry of data while kurtosis tells about normal distribution.

## 4.2 Correlation Analysis

TABLE 4.2: Correlation Analysis

| Sr. No. | Variables                    | TL      | EWB     | EE    | EWO |
|---------|------------------------------|---------|---------|-------|-----|
| 1       | Tyrannical Leadership        | 1       |         |       |     |
| 2       | Employee Withdrawal Behavior | 0.506** | 1       |       |     |
| 3       | Emotional Exhaustion         | 0.384** | 0.438** | 1     |     |
| 4       | Employee Workplace Ostracism | 0.003** | 0.069** | 0.271 | 1   |

\* Correlation is significant at the 0.05 level (2-tailed), \*\* Correlation is significant at the 0.01 level (2-tailed),

The conclusion of correlation in above Table shows whether and how heavily variables are correlated or related with each other. This is the term which describes the intensity of relationship among two variables. The Pearson product-moment correlation is used to determine the relationship between the variables. The acceptable range for correlation is between -1 to +1.

According to Cohen, West and Aiken (2014) the value of correlation is 0.10 to 0.29 represents weak/ smaller correlation, value of correlation between ranges of 0.30 to 0.49 represents moderation in correlation and if correlation is between ranges of 0.5 to 0.8 then it represents strong correlation.

While if the value of correlation exceeds 0.80 then it shows the error of multi collinearity. The above table of Pearson Correlation shows that the correlation value between tyrannical leadership and employee withdrawal behavior is 0.506, which is positive value. The positive sign shows that in between thesis variables, there is positive relationship. As tyrannical leadership increases the employee withdrawal behavior also increases.

The correlation between tyrannical leadership and emotional exhaustion is 0.384, which is positive and a moderate value. It shows that with increases in tyrannical or destructive leadership from leader, the emotional exhaustion of employees also increases. The correlation between employee withdrawal behavior and emotional exhaustion is 0.438, it's a positive value and it's moderate.

The correlation between tyrannical leadership and workplace ostracism is 0.003, its positive but also insignificant value. Employee withdrawal behavior and workplace ostracism shows a value of 0.069, it's a positive and a weak value. Emotional exhaustion and employee workplace ostracism shows a correlation of 0.271, its positive and insignificant value.

The p-value is significance value, if p-value is smaller or equal to 0.01 then hypothesis is accepted at 1% meaning that there is 1% chance of error in results, while if p-value is smaller or equal to 0.05 then it means the hypothesis is accepted at 5 % meaning that there is 5% chance of error in the results of this study. The above table shows that all the correlation values are significant on 1% chance of error.

### 4.3 Regression Analysis

To examine about the presence of relationship among variables correlation analysis was done. Correlation analysis only gives information about the presence of association among variables but it does not provide any information regarding the cause and effect relationship among variables. For that reason, regression analysis was conducted to investigate the cause and effect relationships among variables. Regression analysis is run to confirm the dependence of one over the other variable. There are two types of regression, one of which is simple regression or linear regression and the other is multiple regressions. Simple regression is done when the variables under investigation are two and the intention is to find cause and effect relationship while multiple regression is run when there are more than two variables for investigation in the study, e.g. in the case of mediation and moderation.

TABLE 4.3: Linear Regression

|                           |         | <b>EWB</b> |             |
|---------------------------|---------|------------|-------------|
| <b>Predictor Variable</b> | $\beta$ | $R^2$      | <b>Sig.</b> |
| <b>TL</b>                 | 1.323** | 0.43       | 0.000       |

Hypothesis 1 suggested that tyrannical leadership positively and significantly impacts employee withdrawal behavior. To investigate this hypothesis, linear regression was run and the results obtained from linear regression are displayed in **Table 4.3**. The results give clear support for the acceptance of the hypothesis 1. Results depicts that tyrannical leadership is positively and significantly linked with employee withdrawal behavior as shown by the regression coefficient ( $\beta = 1.323$ ,  $p < 0.000$ ). Adding up to that, the value of ( $R^2 = .430$ ) suggested that tyrannical leadership brings 13% variations in employee withdrawal behavior. Therefore hypothesis 1 is supported.

TABLE 4.4: Linear Regression

|                           |          | <b>E.E</b> |             |
|---------------------------|----------|------------|-------------|
| <b>Predictor Variable</b> | $\beta$  | $R^2$      | <b>Sig.</b> |
| <b>T.L</b>                | 0.3615** | 0.1477     | 0           |

Hypothesis 2 suggested that Tyrannical leadership positively and significantly impacts emotional exhaustion. To investigate this hypothesis, linear regression was run and the results obtained from linear regression are displayed in **Table 4.4**. The results give clear support for the acceptance of the hypothesis 2. Results shows that tyrannical leadership is positively and significantly linked with emotional exhaustion as indicated by the regression coefficient ( $\beta = .3615$ ,  $p < 0.000$ ). Adding up to that, the value of ( $R^2 = .1477$ ) suggested that tyrannical leadership brings 36% variations in emotional exhaustion. Therefore hypothesis 2 is supported.

TABLE 4.5: Linear Regression

| <b>Employee Withdrawal Behavior</b> |          |                      |             |
|-------------------------------------|----------|----------------------|-------------|
| <b>Predictor Variable</b>           | $\beta$  | <b>R<sup>2</sup></b> | <b>Sig.</b> |
| Emotional exhaustion                | 0.1443** | 0.1477               | 0           |

Hypothesis 3 suggested that emotional exhaustion positively and significantly impacts employee withdrawal behavior. To investigate this hypothesis, linear regression was run and the results obtained from linear regression are displayed in **Table 4.5**. The results give clear support for the acceptance of the hypothesis 3. Results shows that emotional exhaustion is positively and significantly linked with employee withdrawal behavior as shown by the regression coefficient ( $\beta = .1443$ ,  $p < 0.000$ ). Adding up to that, the value of ( $R^2=.1477$ ) suggested that workplace emotional exhaustion brings 14% variations in employee withdrawal behavior. Therefore hypothesis 3 is supported.

## 4.4 Multiple Regression Analysis

To test the mediation and moderation effects, the study use the PROCESS macros tool given by Preacher and Hayes (2013). The PROCESS Macros use the bootstrapping method, in which the random samples are generated from the data and to assess the required statistic in each resample (Preacher & Hayes, 2004; Shrout & Bolger, 2002). For the present study, the researcher used Hayes (2013) macros

to investigate the mediation and moderation hypotheses. Model 5 was used, to check out the mediating role of emotional exhaustion between tyrannical leadership and employee withdrawal behavior mediation. Moreover, to investigate the moderating role of employee workplace ostracism on the association of tyrannical leadership and employee withdrawal behavior, moderation analysis was carried out; therefore model no. 5 was used to explore the moderated hypothesis.

## 4.5 Mediation Analysis

TABLE 4.6: Mediation

|           |                          |                             |                    |                      |                     | <b>Bootstrapping</b> |                 |
|-----------|--------------------------|-----------------------------|--------------------|----------------------|---------------------|----------------------|-----------------|
|           |                          |                             |                    |                      |                     | <b>Results for</b>   |                 |
|           |                          |                             |                    |                      |                     | <b>Indirect</b>      |                 |
|           |                          |                             |                    |                      |                     | <b>Effect</b>        |                 |
| <b>IV</b> | <b>Effect of IV on M</b> | <b>of Effect of M on DV</b> | <b>Effect of M</b> | <b>Direct Effect</b> | <b>Total Effect</b> | <b>LLCI 95%</b>      | <b>ULCI 95%</b> |
| <b>TL</b> | .3615***                 | .1443**                     |                    | .3233***             | .3165***            | .0095                | .1095           |

$N = 216$ ,  $IV = Independent Variable$ ,  $M = Mediator$ ,  $DV = Dependent Variable$ ,  $LLCI = Lower Level Confidence Interval$ ,  $ULCI = Upper Level Confidence Interval$ ,  $p < 0.000***$ .

Hypothesis No. 4 suggested that there is mediation of emotional exhaustion with the relationship between tyrannical leadership and employee withdrawal behavior. The results obtained from mediation analysis are shown in table no. 4.6. It can be seen from the results that the mediating role of emotional exhaustion finds to be significant. **Table 4.6** suggests that bootstrapping results for indirect effect of tyrannical leadership and employee withdrawal behavior through mediator emotional exhaustion has the lower level confidence interval of .0095 and upper level confidence interval of .1095. As the signs of upper level confidence interval and lower level confidence interval are positive and no zero contains in between

them. Therefore, it can be concluded from the results that mediation hypothesis is accepted. Therefore hypothesis no. 4 is supported, that emotional exhaustion mediates the relationship between tyrannical leadership and employee withdrawal behavior.

## 4.6 Moderation Analysis

TABLE 4.7: Moderation

| Variable | <i>B</i> | SE     | T       | P | LLCI 95% | ULCI 95% |
|----------|----------|--------|---------|---|----------|----------|
| Constant | 7.8732   | 0.4434 | 17.7544 | 0 | 6.999    | 8.7473   |
| Int_term | 0.3652   | 0.0587 | 6.2262  | 0 | 0.2496   | 0.4808   |

Hypothesis no. 5 states employee workplace ostracism moderates the relationship between tyrannical leadership and employee withdrawal behavior, so it weakens the relationship among the individuals weak on employee workplace ostracism and will be powerful for those high on employee workplace ostracism. **Table 4.7** provides the results for moderation analysis hypothesis no. 5. It provides justification for the acceptance of moderation hypothesis. The reason behind this is that interaction term of tyrannical leadership and employee workplace ostracism” moderates on the relationship of tyrannical leadership and employee withdrawal behavior” has the lower level confidence interval and upper level confidence interval of .2496 and .4808. As it can be seen that both the upper level confidence interval and lower level confidence interval have positive sign. Likewise there is significant and positive regression coefficient of the interaction term, ( $\beta = 0.3652$ ,  $p < 0.05$ ) indicates that it moderates the relationship between tyrannical leadership and employee withdrawal behavior hence the relationship will be stronger among the individuals high on employee workplace ostracism and that will be weaker for those low on employee workplace ostracism. Hence, it can be concluded that hypothesis no. 5 is supported for moderation.

## 4.7 Summary of Hypotheses

TABLE 4.8: Hypotheses Result Summary

| Hypotheses | Summary  | Results         |
|------------|--|-----------------|
| H1         | Tyrannical leadership positively and significantly impacts employee withdrawal behavior.                       | <b>Accepted</b> |
| H2         | Tyrannical leadership has positive and significant impact on emotional exhaustion.                             | <b>Accepted</b> |
| H3         | Emotional exhaustion has positive and significant impact on employee withdrawal.                               | <b>Accepted</b> |
| H4         | Emotional exhaustion mediates relationship between Tyrannical leadership and Employee withdrawal behavior.     | <b>Accepted</b> |
| H5         | Workplace Ostracism moderates the relationship between Tyrannical leadership and Employee withdrawal behavior. | <b>Accepted</b> |

# Chapter 5

## Discussion and Conclusion

### 5.1 Discussion

The basic objective/idea of the research was to analyze the theoretical relationships. Our study proposed the relationship between tyrannical leadership and employee withdrawal behavior. In addition to this, the mediation of emotional exhaustion and moderation role of employee workplace ostracism was also observed. This portion of the study will critically discuss the results reported in chapter 4, and analysis done with statistical tool SPSS. This chapter will focus in evaluating the reported outcomes of the relationships. Furthermore, it will connect it with previous studies to conceptualize that current study matches with previous concepts and how much it deviates. The prior discussed objective of the study will be linked with hypothesis to guide our discussion in order to draw possible implications.

#### **5.1.1 Hypothesis 1: Tyrannical Leadership has a Significant Impact on Employee Withdrawal Behavior**

The first hypothesis of the study was “tyrannical leadership will have positive impact on employee withdrawal behavior” is accepted. Employee’s behavior and

attitude are impacted by the way their leaders treats them. Employee and leader relationship impacted on performance of an organization. If the relationship is healthy, mean there is understanding and communication is better, then the performance will be enhanced. On the other hand, if the relation is not healthy employee tend to involve in withdrawal behaviors, additionally employee will look for reasons to quit organization (Valle, 2018).

Great teams are leads by great leaders if the leaders are not positive, supportive and gentle towards their employees then employees to portray negative behaviors like withdrawal and the outcomes likely to be very different like success and prosper when they portray behaviors other way around. The results are in accordance with COR theory which states that loss of resource is a crucial source of stress, and it is very important to stop the resources from further loss (Wright & Hobfoll, 2004).In line with this approach, the current research hypothesized that tyrannical leadership can be described as stressor, that force the resources of the target and in response to maintain and protect the resources individual will show employee withdrawal behavior as an outcome.

### **5.1.2 Hypothesis 2: Tyrannical Leadership has Significant Impacts on Emotional Exhaustion**

To find out answer to the second research question that does tyrannical leadership leads towards emotional exhaustion Hypothesis No. 2 was formed. Hypothesis No. 2 states that tyrannical leadership has positive and significant impact on emotional exhaustion. When employees encounter stress regularly, they react to stressors. This reaction often signify itself as emotional exhaustion, disconnected and diminished sense of personal attainment (Maslach & Jackson, 1986).

Exhausting, insincere, and tyrannical behaviors by leaders may lead to a lowering in employees' resources, such as social support, health status (physical and psychological), social relations, motivation, or the expected return on the resources spent. According to the conservation of resources theory (Hobfoll, 1989), such conditions lead to stress and exhaustion.

On the basis of COR theory, (Hobfoll, 1988), exiting documentation illustrates that employees whose facing tyrannical and negative leadership considering such behavior as harmful and experience pessimistic emotions. Employees go through considerable psychological effort to manage with that interpersonal stressor. This emotional control effort exhausts their psychological resources, and sentiments of emotional exhaustion come out, (Tepper, 2000; Pan& Lin, 2016; Oh & Farh, 2017; Han, Harms, & Bai, 2017; Whitman, Halbesleben, & Holmes, 2014).

As according to the results employees whose are facing tyrannical leadership so they feel emotionally exhausted and they feel stressed psychologically and physically. In addition to that according to COR theory employees who face stress in any manner, it depletes the personal resources.

### **5.1.3 Hypothesis 3: Emotional Exhaustion has Significant Impacts on Employee Withdrawal Behavior**

The third hypothesis of our study was “Emotional exhaustion will have positive impact on the employee withdrawal behavior”, is supported. The results of our study prove the significant positive relationship. The findings of our research indicated that there is an important but positive effect of emotional exhaustion and employee withdrawal behavior, and the literature explains that there is positive relationship, with the increase in emotional exhaustion, employee tend to involve more in employee withdrawal behavior.

In the literature it is already discussed that employee withdrawal behavior influenced by the emotional exhaustion, the increase in emotional exhaustion like lack of motivation, physical fatigue, stress and others. As according to researcher, (Maslach, Schaufeli& Leiter2001) exhaustion evokes actions to detach him/herself emotionally, intellectually and physically from work. Previously research has evidence that employees who are emotionally exhausted are likely take part in withdrawal behavior as it is stated as well in this literature after findings. If employees may not feel emotionally exhausted then they may not exhibit withdrawal behaviors.

As accordance to COR theory, employees who naturally suppress their emotions sinking of energy loss in a form of emotional exhaustion and exhibiting negative behavior which is employee withdrawal behavior. As previous research, according to (Cole; 2010) when emotional exhausted employees are not able to reduce other loss of resource they may exhibiting in the withdrawal behavior to manage with the decreasing of valued resources. Tyrannical leadership is a stressor cause stress in a form of emotional exhaustion and result in employee withdrawal behavior as an outcome.

#### **5.1.4 Hypothesis 4: Emotional Exhaustion Mediates the Relationship between Tyrannical Leadership and Employee Withdrawal Behavior**

The fourth hypothesis of our study is “Emotional exhaustion will mediate between tyrannical leadership and employee withdrawal behavior”. The finding of our study is positive which means emotional exhaustion do mediate between tyrannical leadership and employee withdrawal behavior, which determines that the hypothesis is accepted and impact positively on both tyrannical leadership and employee withdrawal behavior. As it has discussed above that leaders are the prime factor of any organization and they are influential of an employee and leader’s behavior leads an employee towards some behaviors and actions either positive or negative.

Leaders should communicate with its employees not in a ruthless man The hypothesis intended to provide more insight in to the impact of tyrannical leadership on emotional exhaustion of employees and to further evaluate the mediating role of Emotional exhaustion between employee withdrawal behavior and tyrannical leadership.

The finding of the study is positive which means that emotional exhaustion do mediate between T.L and E.W.B as so by Applying conservation of resources (COR) Theory, if the organization has negativity in the environment the it tends to impact employee’s performance negatively, because they in turn conserve their Psychological physical, and knowledge related resources and they will consume

them for coping and dealing with the negativity of the leader. So the employees do not indulge in negative behavior.

As we talk about this hypothesis, due to leader portray dark leadership which is tyrannical leadership so the employees not only feel down hearted and less motivated about anticipate result but also decrease the mental status it generates greater emotional exhaustion (EE) that leads to psychological dissociation in organization considered as Emotional Exhaustion (EE), and it triggered them to behave irrationally or negatively like withdrawal behavior.

Applying COR theory, it explains that tyrannical leadership is one of the stressor point for an employee which they face and they feel loss of resources like in a way they disassociate themselves from their work.

### **5.1.5 Hypothesis 5: Workplace Ostracism Moderates the Relationship between Tyrannical Leadership and Employee Withdrawal Behavior; in such way that, if Workplace Ostracism Increases the Relationship will be Strengthen and if Decreases then the Relationship will be Weaker**

The last hypotheses of our study was moderate the relationship between tyrannical leadership and employee withdrawal behavior such that, positive and high employee workplace ostracism will strengthen the relationship of tyrannical leadership and employee withdrawal behavior, is supported.

In previous studies workplace ostracism has been used as moderator but with positive leadership like ethical leadership and the hypothesis was accepted as their findings were that workplace ostracism damage the relation between. We don't know much about the moderating effects of workplace ostracism. By revealing the moderating effect of workplace ostracism this research contributes to the theoretical research. As according to this study employee workplace ostracism moderates the relationship, it strengthen the relationship when an employee feel ostracized

then they behave negatively as it has been also mentioned in previous research that this effects negatively in employees behavior (Panagiotis & Victoria, 2016; Wu, 2016; Zhao, 2013; Robinson, 2013).

The current study uses COR theory which understands the effects of the workplace ostracism. It has been explained in previous studies as well that workplace ostracism decreases valuable resources that are essential to reinforce employees in their organization (Leung; 2011). In these circumstances employees coping techniques to avoid anxiety, unpleasant thoughts, events, and actions would disturb and employee face continuous stress. This is because employee exhibiting withdrawal behaviors due to negative event by leaders like tyrannical leadership.

## **5.2 Theoretical Implications**

In regard to the theoretical association, conservation of resource theory is supported in the current research. As according to the theory, an employee who encounter stressor like tyrannical leadership at workplace will diminish into increase in emotional exhaustion, and the psychological resources will be affected sooner or later (Hobfoll & Shirom, 2001). As according to (Hobfoll, 2001) if there is any loss of resource either actual or potential, employees feel scare and stressed. When a person becomes emotionally exhausted mostly in stressful situations, then it became very difficult for him to control his emotions and give productive performance. Thus the worker finds it difficult to deal with disciplined environment in the group settings. Therefore this will ultimately reduce the satisfaction and psychological and physical lost in the organization. Hence this study will add to build a need to recognize the emotions of employee their behavior and reaction on a leaders actions to analyze problems that which of the resources of an employee may damage.

As it is discussed above that employee who are facing tyrannical/destructive leadership become less involved in an organization and tend to conserve their resources as a result. A study says that emotionally exhausted employees will triggered to exhibit negative and destructive behaviors such as withdrawal behaviors (Cole,

Bernerth, Walter, & Holt, 2010; Deery, Iverson, & Walsh, 2002). Withdrawal behavior can be another type of destruction instigated by this state of emotional reactions while facing tyrannical leadership at work (Wang, 2012). Therefore organizations from such behaviors should consider the probability of every negative outcome. By implementing comfortable but strict leadership at organizations, that will eliminate the risks of negative work behaviors and increase in solidity among the employees and reduces withdrawal behavior and also reduces the feeling of being ostracized.

### **5.3 Practical Implications**

The current research recommends practical implications in connection with tyrannical leadership and employee withdrawal behavior. Current finding is tyrannical leadership is most likely to lead employees towards withdrawal behavior and they suffer from emotional exhaustion.

As we know in any organization leader and its leadership is core pillar and employees are their resource. In mostly organization do not take their employees as their asset but liability. Leaders treat and take them just as their subordinates/employees not as the important part in their organization even in private sector. This increases stress in employees and they feel exhaust like psychologically distress, burnout that leads them towards withdrawal behavior both physical as well as psychological like absenteeism, lateness, tardiness, Presenteeism, lazy and burnout. It decreases their performance they become very pessimistic, lack of creativity and their self-confidence and self-esteem would be shattered. Employees who are facing stressor like leadership under which they are not feeling happy and satisfied so because of their behavior they get disassociate from an organization but they feel left out or being ostracized.

If we talk about Pakistan there is mixed leadership positive or negative, harsh or soft, destructive or constructive. Our findings describes that in private sector of Islamabad and Rawalpindi leaders are observing and employees are facing tyrannical leadership and the outcomes are employees tend to show destructive behavior

like withdrawal behavior and they feel emotionally exhausted due to stress given from leadership in a form of unjust behavior, abusive behavior, workload for employees. After review of filled questionnaires we come to understand that there are some companies whose employees are not fully dissatisfied from their leadership because their leaders might not be too harsh, unjust and ruthless towards them but keeping them strict towards them. Employees who are young at age and less working experience are low at tolerance that's maybe because they try to something on their own and something different. In this study the findings, that there is no link of the employee's withdrawal behavior by the pay that they are getting but they have disagreements with their leadership.

To improve in creating healthy working environment there are several implications for leaders as well as employees because if both are key pillars for an organization so the responsibility on both of them to share their part for the betterment of an organization and wellbeing of themselves as well as their workplace. As we know it is very hard to evaluate self -behavior but it is very important to do so, firstly leaders should evaluate themselves first.

Where they are lacking and why? Proper evaluation should be done of every stage of leadership but evaluation should be done by employees through any sort of Performa's, questionnaire, complaints forms or anything to convey employees demands to their leaders not materialistically but for their emotional and psychological wellbeing. Take this evaluation seriously because in organizations they only take employees evaluation serious and here the responsibility of an employee is to convince them with your logics and communication. Employees should evaluate them with full unbiasedness and transparency. Proper communication medium must be ensured in an organization.

Leaders at any level should be moderated not so extreme at any case, like they should not be cruel and ruthless but strict and understanding. If the leader is understanding for its employees then employees would not be engage in destructive behavior like withdrawal behavior. They will feel less exhausted at least not because of the words and treatment they are facing. Connection among employees also takes importance because it reduces ostracism and isolation.

As ostracism is concerned employees who portray withdrawal behavior, the other employees break links with them and then they feel ostracized or isolated. Employees who are engage in withdrawal behavior physically and as well as mentally, rest of the employees in an organization are not whiling to make good professional relations to them. Employees should be empowered by their work because some leaders do not let them to do their work by their own, with their behavior they always try to mention that only they knows the best.

They should try to maintain their relationship with their employees understanding, cooperative and supportive but they should also be strict at same time because they have to look after wellness of employees and organization. There are some leaders who are doing their work and leadership on this pattern as they are strict but supportive and cooperative at same time like they keenly observe doings and performance of their employees and they let them do as their way. COR is about protecting potential resources and every human has psychical and psychological wellbeing so they should try to main that by not indulging in negative behavior which creates stress and they should try to maintain good relationships among themselves.

Current investigation has a few functional ramifications which give great recommendations to the associations. This examination will help for likely specialists, strategy producers and chiefs. It will give accommodating component to associations to deal with work division among representatives because of overbearing conduct of leaders as now days employee's less performance is a great result of negative conduct of leaders for organizations.

This examination organization will actually want to know the reasons of this issue. Employees and Employers are given significance in these days so this examination will assist organizations with making solid and strong relationship.

Present examination will help strategy creators to manage these dangerous issues of Tyrannical leadership and work withdrawal behaviors. With assistance of this investigation they can recruit such leaders who have steady and neighborly nature and who can impact and move their workers. Since aiding and well-disposed natured leaders can make their employee's more gainful. This investigation will

help strategy creators to cause adaptable and sound climate where workers to have the opportunity and self-rule to play out their positions appropriately so their responsibility level will increment. So strategy creators can get profits by this investigation in employing and choice of their labor force particularly leaders. This investigation will assist future researchers with advancing work on this model. Analyst could take uphold from present examination to deal with these ideas.

Researchers could be helped by these social outcomes which are one of kind outcomes in this area. What's more, researchers could much further work on different elements of culture. The model can be concentrated with various component of culture like susceptibility avoidance can produce the various outcomes.

## **5.4 Limitations and Future Directions**

There are some limitations with every existing entity so our findings also have limitations which are faced. First limitation was in terms of sampling and data collection. The sample size was too small so it cannot contain population of workers in Pakistan. As we all know the current situation is the pandemic conditions due to Covid-19 because of this all the working get affect. So the data was collected by convenience sampling through online because no extra person has permission to go an organization except their own members, so the response rate was very low and this can limit the generalizability of the research.

The study was based upon workers filled questionnaires by themselves, even though self-reporting is the most common method for analysis but it cannot be entirely recognized as impartial response of employees that were victims (Aquino & Lamertz, 2004). Second limitation was as we know everything is stuck due to current conditions so the sample was from generalized private sector to know about their working and leadership but in future research data should be collected from public sector as well as conduct comparison analysis. Future research can be done through time lag studies, as data collected at different points of time gives improved results and reduce the common method biasness. The current study used

SPSS for analysis, further studies can use advance analysis tools like Mplus or SmartPLS to handle complex models.

All the aspects regarding any topic cannot be examine or researched fully at once, there is always scope of improvisations and improvements to that topic or particular variable that opens gate ways for future directions. Firstly workplace ostracism has been discussed in a few studies as a moderator, this should be study more. The workplace ostracism has mostly discussed as when employees or an individual feel ostracized at workplace so they feel exhausted but in future this should be answer as why they are being treated like that, why the other members or co-workers make them feel ostracized and isolated. This may studied with what kind of personality traits they have, the one who have been ostracized and those who are making them isolate or ostracized. Secondly the study can be conducted as comparative analysis between private and public sector and you can study comparative study in different demographics context.

## **5.5 Conclusion**

Leadership always takes an important place in working sector without leadership no one can progress. For the goodwill of any organization there should be good leadership because they have to motivate and encourage its employees to do efficient and effective. They are the pillars and can be motivating entity for their employees, they can keep employees negative behavior away from them just by portraying supportive and understanding leadership.

The current study is also about leadership but destructive leadership. The purpose of the study is to observe the effect of tyrannical leadership on employee negative behavior which is withdrawal behavior. In this study emotional exhaustion has been used as mediator and employee workplace ostracism as moderator. Use of emotional exhaustion as mediator shows that by facing negative behavior and negative actions by the leaders gives them stress burnout like emotional exhaust. This emotional exhaustion trigged them to exhibit negative behavior like employee

withdrawal behavior which decreases their psychological wellbeing, self-esteem and motivation.

According to the study and results, it is implicit that tyrannical leadership takes place and employee's negative outcome regarding this is obvious for some extent within the organizational work environment therefore implementing leader's behavioral improvement policies will lower the negative behavior in employees and increase connection between them. In this study employee workplace ostracism has been used as moderator, so findings indicate that tyrannical leadership still has positive relation employee withdrawal behavior. Out of 400 questionnaires, 216 were correct and they were used for analysis. So, the total response rate of the respondents was 46%. The results were obtained by using SPSS. The results exhibits that reliability of the theoretical model proposed in the current research is appropriate and the model is also fit.

In addition to that, the findings of the current study show that tyrannical leadership and emotional exhaustion is positively and significantly associated with employee withdrawal behavior. Moreover, the relationship between tyrannical leadership and employee withdrawal behavior is mediated by the role of emotional exhaustion and was also found to be significant. Moreover, the relationship of tyrannical leadership and employee withdrawal behavior was also found to be significant with the moderation of workplace ostracism.

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# Appendix-A

## Questionnaire

**Dear Respondent**

I am Student at Capital University of Science and Technology, enrolled in MS. Management Science program. I am collecting data for my research titled “The Impact of Tyrannical leadership on Employee withdrawal behavior through mediation of Emotional exhaustion and Workplace ostracism as Moderator”. The research sample chosen for analysis are the employees working at Private sector in Islamabad and Rawalpindi. For this purpose, I need some of your valued time to answer the questions. Please feel free to share precise information as its optimal confidentiality will be ensured.

Sincerely,

**Sidra Shajar,**

**MS Research Scholar,**

**Faculty of Management and Social Sciences,**

**Capital University Science and Technology, Islamabad.**

## Section 1: Demographics

|               |                       |                 |                 |                 |                   |                |
|---------------|-----------------------|-----------------|-----------------|-----------------|-------------------|----------------|
| Gender        | Male                  | Female          |                 |                 |                   |                |
| Age           | 21-25                 | 26-30           | 31-35           | 36-40           | 40 above          |                |
| Qualification | Bachelors             | Masters         | MS/MPhil        | PhD             | Others            |                |
| Experience    | Less than<br>one year | 1-5 years       | 6-10 years      | 11-15<br>years  | Above 15<br>years |                |
| Pay           | Less than<br>15000    | 15000-<br>25000 | 25000-<br>35000 | 35000-<br>45000 | 45000-<br>55000   | 55000<br>above |

## Section 2: Tyrannical Leadership

Please tick the relevant choices: 1. S.D.A= strongly disagree, 2. D.A= Disagree, 3. N= Neutral, 4. A= Agree, 5. S.A= Strongly Agree

| Sr. No | Statement   | S.D.A | D.A | N | A | S.A |
|--------|---|-------|-----|---|---|-----|
| 1      | He/she has humiliated you, or other employees, if you/they fail to live up to his/her standards                       | 1     | 2   | 3 | 4 | 5   |
| 2      | Communicates with subordinates in an aggressive manner  | 1     | 2   | 3 | 4 | 5   |
| 3      | Blames subordinates to save him/herself from embarrassment  | 1     | 2   | 3 | 4 | 5   |
| 4      | He/she has spread incorrect information about you or your coworkers, in order to harm your/their position in the firm | 1     | 2   | 3 | 4 | 5   |
| 5      | Is hostile toward subordinates  | 1     | 2   | 3 | 4 | 5   |
| 6      | Does not like acting on the ideas of others   | 1     | 2   | 3 | 4 | 5   |

|    |  |   |   |   |   |   |
|----|--|---|---|---|---|---|
| 7  | Puts subordinates down in front of others                                  | 1 | 2 | 3 | 4 | 5 |
| 8  | Controls how subordinates complete their tasks                             | 1 | 2 | 3 | 4 | 5 |
| 9  | Does not listen to ideas or advice that contradicts his/her viewpoints     | 1 | 2 | 3 | 4 | 5 |
| 10 | Is rude to subordinates  | 1 | 2 | 3 | 4 | 5 |
| 11 | Allows subordinates lots of freedom in their work                          | 1 | 2 | 3 | 4 | 5 |
| 12 | Puts pressure on subordinates  | 1 | 2 | 3 | 4 | 5 |
| 13 | Focuses only on unit productivity, to the exclusion of subordinate welfare | 1 | 2 | 3 | 4 | 5 |
| 14 | Picks “favorites” from among his/her subordinate group                     | 1 | 2 | 3 | 4 | 5 |
| 15 | Accepts credit for successes that do not belong to him/her                 | 1 | 2 | 3 | 4 | 5 |
| 16 | Gives preferential treatment to some subordinates but not others           | 1 | 2 | 3 | 4 | 5 |
| 17 | Does not listen to ideas or advice that contradicts his/her viewpoints     | 1 | 2 | 3 | 4 | 5 |
| 18 | Holds subordinates responsible for things outside their job descriptions   | 1 | 2 | 3 | 4 | 5 |
| 19 | Asks subordinates to obey his/her instructions completely                  | 1 | 2 | 3 | 4 | 5 |
| 20 | Maintains a positive working relationship with subordinates                | 1 | 2 | 3 | 4 | 5 |

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|    |  |   |   |   |   |   |
|----|--|---|---|---|---|---|
| 21 | Scolds subordinates when they cannot accomplish their tasks        | 1 | 2 | 3 | 4 | 5 |
| 22 | Allows his/her current mood to define the climate of the workplace | 1 | 2 | 3 | 4 | 5 |

### **Section 3: Employee Withdrawal Behaviors**

Question 1: Are you satisfied with the information the company gives you about what is happening in the company?

| <b>(Lateness, absence frequency, and intent to leave work)</b>                                   |                             |   |                          |                   |
|--|-----------------------------|---|--------------------------|-------------------|
| <b>5</b>   | <b>4</b>                    | <b>3</b>                                      | <b>2</b>                 | <b>1</b>          |
| Very satisfied   | Satisfied                   | Neither satisfied<br>nor dissatisfied         | Dissatisfied             | Very Dissatisfied |
| <b>Question 2: Considering everything, how satisfied are you in your job?</b>                    |                             |   |                          |                   |
| 5  | 4                           | 3   | 2                        | 1                 |
| Very satisfied   | Satisfied                   | Neither satisfied<br>nor dissatisfied         | Dissatisfied             | Very Dissatisfied |
| <b>Question 3: How would you rate your job?</b>  |                             |   |                          |                   |
| 5  | 4                           | 3   | 2                        | 1                 |
| Always Interesting   | Occasionally<br>interesting | Sometimes<br>interesting-<br>sometimes boring | Occasionally bor-<br>ing | Always boring     |
| <b>Question 4: Within the past year, how frequently have you thought of leaving the company?</b> |                             |   |                          |                   |
| 5  | 4                           | 3   | 2                        | 1                 |
| Never  | Quite often                 | Once or twice                                 | Many times               | Occasionally      |
|  |                             |   |                          |                   |

|   |                  |                                    |                      |                     |
|---|------------------|------------------------------------|----------------------|---------------------|
| <b>Question 5: How often you remain absent in a month?</b>                        |                  |                                    |                      |                     |
| 5   | 4                | 3                                  | 2                    | 1                   |
| Nil   | Once             | Twice                              | Less Than Twice      | More Than Twice     |
| <b>Question 6: According to you what is the main reason for employees absent?</b> |                  |                                    |                      |                     |
| 5   | 4                | 3                                  | 2                    | 1                   |
| Health problem  | domestic reasons | Stress                             | Work dissatisfaction | Working environment |
| <b>Question 7: Are you clear about your work / job responsibilities?</b>          |                  |                                    |                      |                     |
| 5   | 4                | 3                                  | 2                    | 1                   |
| Well clear  | Good             | Fairly Clear                       | Don't know           | Not Clear           |
| <b>Question 8: Are you satisfied with your work?</b>                              |                  |                                    |                      |                     |
| 5   | 4                | 3                                  | 2                    | 1                   |
| Very satisfied  | Satisfied        | Neither satisfied nor dissatisfied | Dissatisfied         | Very Dissatisfied   |
| <b>Question 9: How are your relations with your superior's?</b>                   |                  |                                    |                      |                     |
| 5   | 4                | 3                                  | 2                    | 1                   |
| Excellent   | Good             | Fair                               | Poor                 | Very Bad            |

| <b>Question 10: Your superior's behavior towards your problems?</b>  |                     |                              |                     |                     |
|--|---------------------|------------------------------|---------------------|---------------------|
| 5  | 4                   | 3                            | 2                   | 1                   |
| Excellent  | Good                | Fair                         | Poor                | Very Bad            |
| <b>Question 11: Not considering vacations and holidays, how often would you estimate you are absent from your work, during the year?</b> |                     |                              |                     |                     |
| 5  | 4                   | 3                            | 2                   | 1                   |
| Less than 5 days a year  | 15 - 20 days a year | Between 5 and 10 days a year | Over 20 days a year | 10 - 15 days a year |
| <b>Question 12: How often have you thought of not coming to work because of conflicts with your subordinates?</b>                        |                     |                              |                     |                     |
| 5  | 4                   | 3                            | 2                   | 1                   |
| Never  | Few times           | Rarely                       | Many times          | Sometimes           |

## Section 4: Emotional Exhaustion

Please tick the relevant choice: 1. S.D.A= strongly disagree, 2. D.A= Disagree, 3. N= Neutral, 4. A= Agree, 5. S.A= Strongly Agree.

| Sr. No. | Statement  | S.D.A | D.A | N | A | S.A |
|---------|--|-------|-----|---|---|-----|
| 1       | I feel emotionally drained from my work.   | 1     | 2   | 3 | 4 | 5   |
| 2       | I feel used up at the end of the workday.  | 1     | 2   | 3 | 4 | 5   |
| 3       | I feel fatigued when I get up in the morning and have to face another day on the job | 1     | 2   | 3 | 4 | 5   |
| 4       | Working with people all day is really a strain for me.                               | 1     | 2   | 3 | 4 | 5   |
| 5       | I feel burned out from my work.  | 1     | 2   | 3 | 4 | 5   |
| 6       | I feel frustrated by my job.   | 1     | 2   | 3 | 4 | 5   |
| 7       | I feel I am working too hard on my job.  | 1     | 2   | 3 | 4 | 5   |
| 8       | Working with people directly puts too much stress on me.                             | 1     | 2   | 3 | 4 | 5   |
| 9       | I feel like I am at the end of my rope.  | 1     | 2   | 3 | 4 | 5   |

## Section 5: : Workplace Ostracism

Please tick the relevant choice: 1. S.D.A= strongly disagree, 2. D.A= Disagree, 3. N= Neutral, 4. A= Agree, 5. S.A= Strongly Agree.

| Sr. No. | Statement | S.D.A | D.A | N | A | S.A |
|---------|-----------|-------|-----|---|---|-----|
|---------|-----------|-------|-----|---|---|-----|

|    |  |   |   |   |   |   |
|----|--|---|---|---|---|---|
| 1  | Others ignored me at work.   | 1 | 2 | 3 | 4 | 5 |
| 2  | Others left the area when I entered.   | 1 | 2 | 3 | 4 | 5 |
| 3  | My greetings have gone unanswered at work.   | 1 | 2 | 3 | 4 | 5 |
| 4  | You involuntarily sat alone in a crowded lunchroom at work.  | 1 | 2 | 3 | 4 | 5 |
| 5  | Others avoided me at work.   | 1 | 2 | 3 | 4 | 5 |
| 6  | I noticed others would not look at me at work.   | 1 | 2 | 3 | 4 | 5 |
| 7  | Others at work shut me out of the conversation.  | 1 | 2 | 3 | 4 | 5 |
| 8  | Others refused to talk to me at work.  | 1 | 2 | 3 | 4 | 5 |
| 9  | Others at work treated me as if I weren't there.   | 1 | 2 | 3 | 4 | 5 |
| 10 | Others at work did not invite me or ask me if I wanted anything when they went out for a coffee break. | 1 | 2 | 3 | 4 | 5 |
| 11 | I have been included in conversations at work (reverse coded).   | 1 | 2 | 3 | 4 | 5 |
| 12 | Others at work stopped talking to me.  | 1 | 2 | 3 | 4 | 5 |
| 13 | I had to be the one to start a conversation in order to be social at work.                             | 1 | 2 | 3 | 4 | 5 |