



Under the Shadow of Destructive Leadership: Causal Effect of Job stress on Turnover Intention of Employees in Call Centers

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Abstract

The purpose of the study is to analyze the dark side of leadership behaviors leading to cause job stress and their impact on turnover intention of employees as work outcome. Working under the dark shadow of destructive leaders creates stress and anxiety that effect indirectly and consequently lead employees to turnover from their job position or designation. The research study is exploratory in approach. The scales were adapted from that measure to analyze the destructive leadership exhibiting negative behaviors causing job stress, also highlights the evidence in support of the conceptual model. The sample chosen for this research are employees working in telecommunication call centers of Lahore city region in Pakistan that generated 250 respondents by survey data collection. AMOS (SEM) was employed for data analysis. The results showed that Abusive supervision and Derailed leadership behaviors contained the positive influence on Turnover intention followed by mediating effect of job stress analyzed by bootstrapping technique contained partial and full mediation in relation with turnover intention respectively. Outcome from the conducted study depicted that more knowledge and awareness about the leadership behaviors and perspective in organizations in relation to its consequences is needed to be dealt with.

The study provided evidence along with a proposed model that directed the readers' and researchers attention towards the dark side behaviors of leader in a stress building environment such as telecommunication sector. This empirical study provides a preliminary evidence of the mediating role job stress when faced with destructive behaviors of leaders that stresses to have an impact on Turnover Intention of employees.

Keywords Destructive Leadership, Job Stress, Turnover Intention, Tyrannical, Supportive-disloyal.

1. Introduction

The literature on leadership is full of never ending definitions, limitless articles and endless refutations of errors. So far when the leadership studies are concerned, less is studied with more in depth intentional investigations. It has become the center of interest for many philosophers and scholars not by today but many years ago. It is a complex phenomenon touching almost every organizational, personal and social life. Many studies (Erickson, Shaw, & Agabe, 2007)

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examined that the connections, concerning the personality at dark side of leadership, and other concerning with the transformational leadership. Dramatic aspects were predicted in both the cases. The learning of dark side of behaviors plays a vital part in pointing out many organizations with those having the latent “Derailment” and twisted conducts along with unsatisfactory carrying out actions. There are studies that shed light on the untouched subject of relationship between both theatrical personality and transformational leadership with an evidence worried between leadership and narcissism relationship (Ashkanasay & Daus, 2002).

Ashkanasay & Daus (2002), study suggested that work positions carries a long term outcomes like making a decision to leave the job, to employ in opposed social acts thoroughly, or to employ in useful work activity. A leadership practice representing oneself as a tyrant or a dictator is a time-privileged leadership practice and getting the results from tyrant leaders and its practitioners are undoubtedly unforgettable similar to Stalin, Genghis Khan, Hitler or possibly our own prior manager or supervisor but the list carries on. It is too obvious what happens in realm as it states when the helm is taken up by the destructive leaders. When leaders engage in setting destructive management or goals by betrayal, abusive behavior, power, stealth and bullying what do we know what happens in organizations? Organizational behavior field of study; an arguing statement is able to build that many scholars have focused on positive views, neglected workplace catastrophic consequences of negative behavior Guenole (2014). Most of studies on the dark personality are based on the dark personality triad by Paulhus & Williams (2002) in the workplace as concluded by Spain, Harms, & LeBreton (2014). The followers’ role in destructive leadership has been outlined by May et al. (2014) as “how followers’ coping strategies with abusive supervisors can actually increase leaders’ abusive supervision due to leaders’ interpretation of followers’ coping behavior as aggressive or submissive.” Followers’ denial towards acceptance of leader’s charisma may lead to abusive supervision behavior on the account of leader’s irritation and aggravation concluded by Pundt (2014).

Followers assigned with more submissive and reactive position in the process of destructive leadership, particularly with a focus on the part of “cognitive processes of narcissists in leaders on actual abusive behavior.” Most psychopaths are probable towards perspective of influence and therefore may be vaguely represented in leadership positions. Nonetheless, the potential damage done by psychopaths is huge specifically when being in position of power as mentioned by Schyns (2015). From this view point, the analysis of destructive leadership is an issue of long



term performance; in depicting level of stress. At this point the core of destructive leadership is an issue of consequences; destructive leadership implies long term negative effects in organizations with such procedures probable to direct towards these destructive consequences despite others Padilla et al. (2007); Hogan and Kaiser (2005). The consequences of challenging behaviors regarding customers when relates to customer service employee position and following organizational and occupational turnover intentions and it is considered as the final consequences when concerned with customer service wrenching nature of job like call centers. Many scholars have given great deal of thought, an increasing interest and consideration to the intention of quitting job faced by the employees at low level or frontline i.e. Customer Services Representatives (CSRs) and sales personnel. Job stress found to be positively associated with destructive behaviors of leader and turnover intention Wegge et al. (2006). The conducted research overviews how destructive leadership behaviors lead to create job stress especially on organizational behavior i.e. turnover intention as work outcome in telecommunication call centers of Lahore, Pakistan.

A research (Ballard, 2012) in US has been carried on the employees of the call center. The results of the research suggested that call center work is “emotional labor” and can lead to high levels of stress, burnout, disengagement, and “intention to quit”. The study highlights that certain leadership styles of these call center employee play a major role in employee on job stress and intention to quit in which they shut down and decrease performance before actually quitting, or being fired. There is another research which emphasize on the destructive leadership behaviors including the four major types; tyrannical, supportive disloyal, derailed and abusive supervision that may causes negative end results creating stress and ultimately affecting the intention to quit job from work emotionally as depicted by Sawyerr et al. (2009). Therefore, this study has conducted research on the call center of Lahore. The understanding of this particular topic is enhanced by response method of questionnaire distributed among the respondents of call centers. The findings are provided by the employees positioned at low level of organization. Through these results the research study would give a justified scenario in understanding the effects of concerned variables in call center environment and propose solution for future prospects.

2. Literature Review

2.1 Destructive Leadership: Theoretical Perspectives

Acknowledging the researchers highly admit influential leadership on followers but not much thought has been given to the destructive side of leadership process. Ongoing discussion requires more sophisticated acceptance of unusual vulnerable kinds of followers that blends the study from corner to corner in the field of academics. Based on the noxious triad of destructive leadership, the study transverse to many literary evidence in developing a unified classification of defenseless followers that was later called as vulnerably encircled. Organizations succeed and some fail. They fail enormously due to having destructive leadership in their midst, causes massive social and economic and social fatalities. And they are likely extend ahead of exaggerated organizations limits (Tepper et al., 2006; Khoo & Burch, 1984).

These type of behaviors and traits cause considerable damage to organizations and the followers. Destructive leadership weakens the success rate of group's effort and the comfort of the followers. Destructive leadership can be contradictory to both organization and subordinates. Abusing and using followers to reach their goals are Tyrannical leaders. Caring for the well-being of subordinates depending on the expenditure of goals attainment in organization are the Supportive-disloyal leaders; enduring lingering and thievery are the examples. Acting adjacent to the benefits and welfare of organization and the subordinates are the Derailed leaders. Simultaneously they intimidating, bullying, deceiving, manipulating and harassing followers and other subordinates, quite possibly thieving from the organization part, embezzling and employing in falsified and deceitful actions, and doing almost nothing than least expected. Restricting leadership exclusively to good side of leadership brushes aside the facts that many enormous leaders employed in destructive leadership (Johnson, 2011).

Hence, in concurrence if the leaders along with followers and perspective eventually results in disaster and hardship to stakeholders both internal and external and to other essentials; including the damage it caused to organization dwell in, then it was obvious that destructive leadership has happened (Padilla et al., 2007; Hogan and Kaiser, 2005). A diversified range of exploratory studies have been conducted on topics like bullying, Toxic leadership, abusive supervision, bad leadership, narcissistic leadership and destructive leadership (Ferris et al., 2007; Harvey, Treadway and Heames, 2007; Lipman-Blumen, 2005; Tepper, 2000; Erickson et al., 2007; Kellerman, 2004; Paunonen et al., 2006; Einarsen et al., 2007). Accessing these lead towards



dark side analysis of leadership that marked as 'destructive' leadership as a whole. Blending of such access would signify the classification of the leaders that plays destructive roles. Still to date there has been no validated evidence in separating various types of leadership described in an aspect of 'dark side' like destructive, abusive, toxic, bad, bullying, derailed, supportive-disloyal or restricted.

2.2 Job Stress

Under a lot of stress and pressure, even the best communication skills broke down. When the stakes are high, losing control on their behavior and manner is difficult to maintain in such severe situation of pressure and disasters, inexperienced people go under the mental phases of deniability and slowness and sometimes act like dead when taking huge decisions. When people's lives are at risk, stress can mount to severe levels (Davidson et al., 2011). The stress level of leaders also contribute to the mechanism of psychological stress in encouraging negative behaviors of leaders while having stable and relative dimensions of an individual. Studies indicated that higher job stress initiates negative behavior of employee (Sawyer et al., 2009). Practically employees' extreme behavior, absenteeism, turnover and interpersonal conflict, also reprisal or vengeance is spreading widely at the workplace, damaging development and effectiveness of organization. Job stress is the consequence of the contract between environment and the person. If there exists some situational dealings might lead towards stress, as a result people will experience stress and anxiety. Few empirical studies showed that job stress ensued from overload of tasks, conflict, and ambiguity contributing towards deviant behaviors (Grandey et al. 2004; Shi et al., 2009). On the other hand, if the leadership is tyrannical (harsh or destructive) or control oriented (a leader giving instructions constantly to his subordinates like work quickly, work accurately, hurry up, we haven't much time left), being pushing all the time can cause noticeable psychological symptoms of stress amongst the staff (e.g high blood pressure, hypertension) (Misumi, 1985; McCormick & Powell 1988).

2.3 Turnover Intention

Previous studies by Vartia (2001), Keashly & Jagatic (2003), Hoel & Cooper, (2000), Quine, (1999); Kivimaki, Elovainio, & Vahtera, (2000) suggested that being a prolonged victim of such negative behavior at workplace also cuts down the commitment and satisfaction towards organization, reduces productivity, enhances absenteeism, absence due to sickness, and most importantly predisposition and inclination to leave, quit and turnover. Due to these imperative

implications of turnover, a great extent of research attention has been dedicated in identifying correlatives of employees' intention to leave the organization. The outcomes of these studies have indicated that intention to leave is correlated positively with several job stressors (Podsakof, LePine, LePine, 2007; Hang-yue, Foley & Loi, 2005). Workplace bullying as a crucial part of 'Derailed leadership' is one of the concerned sub-behavior in Destructive leadership that act as one of the job stressor in relation to intention to leave has been studied. Some researchers have analyzed the central results of destructive leadership (or bullying) while others have analyzed the interactional outcomes of differences of individual variables and being victim of negative acts on intention to leave (Nishii & Mayer, 2009; Djurkovic, McCormack & Casimir, 2008). Bullying at workplace that plays as negative act was found to be a predictor of turnover intention significantly, which acquire considerable cost for organization (Waldman, Kelly, Arora & Smith, 2004). The emotional conflict on turnover intentions related possibly is linked with reduction of psychological resourcefulness of employees. Employees suffering from such stress might remove from their own self and organization. This stress may direct to feel separated from their place of work and may point them for new job hunting. More the employees live in emotional conflict, turnover intentions will be enhanced including the unreasoned absentees from work. Eventually leading toward personal disintegration of may contribute in lowering the rates of turnover intentions (Celik & Oz, 2011).

2.4 Research Question and Research Model

The attempted research will endeavor that how destructive leadership behaviors affects turnover intention through the mediating mechanism of job stress while working at frontline dealing with customers for many hours every day work routine also highlight the significant importance for top level management as to what of the destructive behaviors increases the employees' turnover intention level at work. The research conducted to provide an answer to following research question: Which behavioral factors of destructive leadership show evidence of significant relationship with turnover intention and the degree to which job stress is effecting as a mediator?

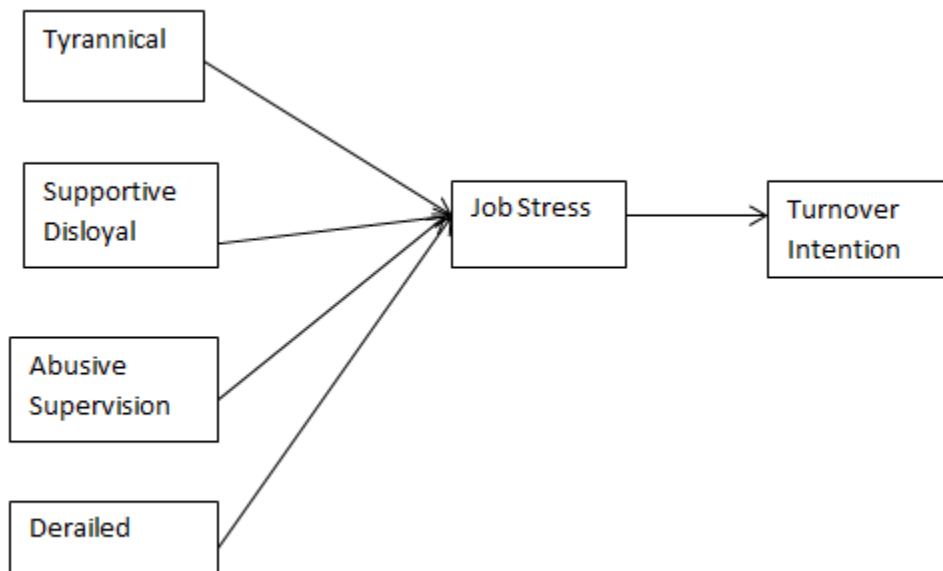
The proposed variables taken into consideration and the relationships have been analyzed in this conducted study presented in the model in Fig. 1. The study formulated following hypotheses based on literature review:



2.5 Hypothesis

- H1. Tyrannical Leadership has a significant impact on Turnover Intention.
- H2. Supportive-Disloyal Leadership has a significant impact on Turnover Intention.
- H3. Abusive Supervision has a significant impact on Turnover Intention.
- H4. Derailed Leadership has a significant impact on Turnover Intention.
- H5. Job Stress mediates the relationship between Tyrannical leadership and Turnover Intention.
- H6. Job Stress mediates the relationship between Supportive-Disloyal leadership and Turnover Intention.
- H7. Job Stress mediates the relationship between Abusive Supervision and Turnover Intention.
- H8. Job Stress mediates the relationship between Derailed leadership and Turnover Intention.
- H9. Tyrannical Leadership has a significant impact on Job Stress.
- H10. Supportive-Disloyal Leadership has a significant impact on Job Stress.
- H11. Abusive Supervision has a significant impact on Job Stress.
- H12. Derailed Leadership has a significant impact on Job Stress.
- H13. Job Stress significantly affects Turnover Intention

Fig 1: Conceptual Model



3. Method

3.1 Sample and procedures

The population chosen for this research study is employees working in telecommunication call centers at frontline who are dealing directly with customers or clients on the phone connected with computer system to solve and answer their queries for many hours every day in their work routine. These call center employees are valid registered members. The target population selected is the call center employees of Lahore city in Pakistan. Lahore is the third fastest developed city in the country as most of the professionals and employees related to this study are set up in Lahore.

3.2 Measures

The instrument used for collecting data from the call center employees whom on job stress and turnover intention are highly depend upon leadership styles (Ballard, 2012), a self-reported based questionnaire of 37 items including demographic data consisting of age, gender, education, marital status and position at work. The questionnaire survey designed to evaluate the consequent effects of destructive leadership on turnover intention by creating job stress in telecommunication call centers. For all items in the questionnaire, a 5-point scale ranging from 1= strongly disagree to 5 = strongly agree. The purpose of this questionnaire is to gain complete view of employees' perception and its impact on their working life. The questionnaires are distributed through personal contact and self-administered to the call center employees. A total of 250 survey questionnaires were distributed and collected two phases. At first phase, the questionnaires were distributed on the first working day of the week with the help respective team leaders in 8 call centers of Lahore. At second phase, the questionnaires were completed and collected back on the first working day of the next week. A questionnaire consists of following components:

3.3 Destructive Leadership Behaviors

A composite scale developed to represent more active forms of destructive leadership behaviors based on five factors i.e. Arrogant or unfair, threats or punishments or over demands, ego-oriented or false, passive or cowardly, uncertain or messy designed for context-specific taking into four types of major destructive behaviors (tyrannical, derailed, supportive-disloyal and abusive supervision). The word phrasing of the 20 items were inspired by human regression's



classical psychoanalytic writing and the later questionnaire was given the “Destrudo-L” (‘L’ stands for Leadership) (Larsson, Brandebo & Nilsson, 2012).

3.4 Job Stress

The scale of measuring Job stress with 12 items adapted from Parker & DeCotiis’ (1983) two-dimension scale, time pressure and anxiety. Perception of employees in accomplishing the job demands in an insufficient time relates to Time pressure. At the other side, anxiety serves as a repulsive and obnoxious state of emotions that has adaptive or dysfunctional consequences. Therefore anxiety associates with pressures or tensions that are experienced by the employees brought upon then by their job demands at work.

3.5 Turnover Intention

CSRs in call centers face high level of turnover. De Ruyter et al., (2001) studied that turnover can be as high as 40% for employees in call centers. At this level of high rate of CSR turnover cannot be dealt with in a simple manner by admission of new employees because it cuts down budget and cost them to train and recruit new CSRs. Mitchell et al., (2001) affirmed that leaving organization creates problems for other employees at work and also for organization itself. A 5 items scale adapted from Ganesan & Weitz (1996) to measure the level of turnover intention (dependent variable) at low level non-managerial employees.

3.6 Level of Analysis

The questionnaire survey methodology was chosen to draw out the information required for researcher to carry out the answer of the research objective. The objective of the survey questionnaire was to identify statistically the significance of relationships between destructive leadership behaviors, job stress and turnover intention from various call centers in Lahore of telecommunication sector. The analysis was carried out with the help of SPSS version 21 for descriptive statistics (gender, age, education level and marital status), reliability analysis by performing Cronbach alpha (α) reliability confirmation and correlation analysis by Pearson correlation to predict the level and closeness of proposed variables and their nature of relationships. SEM software with AMOS version 18 was used in this research study to test the relationship between construct. The reason to opt for this examination technique is that it has provided the opportunity to analyse complex models (Hair et al., 2006). SEM (Structural

Equation Modeling) for regression and mediation analysis which was carried out through Bootstrapping techniques by Cheung & Lau (2008), McKinnon (2008) and Byrne (2001). All formulated hypotheses were two-side tested and significance level considered be p-values less than 0.05 unless indicated otherwise.

4. Results

4.1 Descriptive Statistics

Two hundred and fifty (250) questionnaires were distributed among the employees and 220 were returned completely, a response rate of 88%. Of the respondents (97 females and 118 males), 69.8% aged under 25 and 71.5% of respondents were from Bachelor degree program and 23.5% was from Masters. 72.6% were single in their marital status.

Table 1. Means, SD, Correlations and Alpha values of variables

Construct	Mean	SD	α	1	2	3	4	5	6
Tyrannical Leadership	2.75	.660	.656	--					
Supportive-disloyal	2.63	.844	.663	.561	--				
Abusive Supervision	2.67	.757	.659	.593	.466	--			
Derailed	2.71	.752	.739	.619	.767	.584	--		
Job Stress	3.10	.620	.774	.316	.292	.347	.352	--	
Turnover Intention	2.96	.856	.868	.271	.267	.298	.265	.307	--

Results show the descriptive statistics and correlations for the under study variables that turnover intention and all the destructive leadership behaviors (Tyrannical, Supportive-disloyal, Abusive supervision and Derailed) are positively correlated at $p < 0.05$. Destructive behaviors showed high correlation among themselves as components overlap each other. If turnover intention decreases employees will remain in organization. Job Stress and turnover intention are



significant and positively correlated ($r = .307, p < 0.05$). Cronbach alpha values for all proposed variables are above 0.6 and 0.7 of acceptable range.

4.2 Hypotheses Analysis

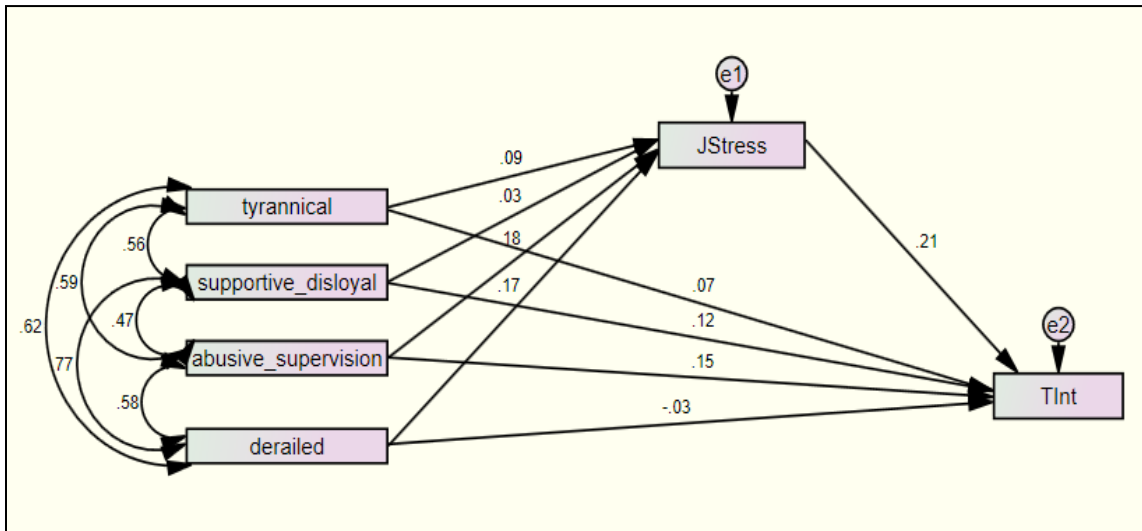
The regression estimates, standard error, critical ratio and the p-values for main effects for each independent variable are shown in Table 2. The structural model for the proposed variables is illustrated in Fig.2.

Table 2. Structural Model Regression Weights

			Estimate	S.E.	C.R.	P
Turnover Intention	<---	Derailed	.006	.098	.057	.014
Turnover Intention	<---	Tyrannical	.111	.089	1.255	.314
Turnover Intention	<---	Abusive Supervision	.208	.074	2.824	.024
Turnover Intention	<---	Supportive_disloyal	.131	.079	1.651	.107

Table 2 shows regression weights significance level for relationship hypothesized in H1, H2, H3 and H4. The results provide an evidence that destructive leadership behaviors i.e. Tyrannical and supportive-disloyal have a positive but insignificant impact on turnover intention ($p > 0.05$), therefore H1 and H2 are not supported. SEM analysis showed the positive estimates and S.E in relation with independent variables to dependent variable. Since H1, H2 are insignificant in relation with independent to dependent variable, there can be no other relation to test. Whereas, H3 and H4 were found positively significant in relation with independent variables as abusive supervision and derailed leadership to dependent variable as turnover intention. Consequently, H3 and H4 were supported by the previous studies indicating a positive correlation with many job stressors and in this case the analysis showed Derailed and abusive supervision is in line with the studies by Podsakof, LePine & LePine (2007) and Hang-yue, Foley & Loi (2005).

Fig2: Structural Model



4.3 Mediation Hypotheses Analysis

For testing hypothesis H5, H6, H7 and H8 in conducting mediation analysis of Job stress in relation with independent variables (Tyrannical, Supportive-disloyal, Derailed and Abusive supervision) to dependent variable, bootstrapping technique was adapted as discussed by IBM (n.d.) in Amos SEM by comparing the direct and indirect effects that showed p-values above or below cut-off points i.e. 0.05 significance level. In testing mediation, if indirect effect <0.05 and Direct effect >0.05 then there exist Full mediation between the proposed hypothesis for mediation. If Direct and Indirect effect <0.05, also Total effect shows value less than 0.05 then there exist Partial mediation in that path of relationship. If the indirect effect is greater than significance level of 0.05 then there exists no mediation in that relationship.

Table 3 Direct, Indirect and Total Effects among the constructs - Two Tailed Significance

Relations	Direct Effects	Indirect Effects	Total Effects
Turnover Intention<-- Job Stress<-- Tyrannical Leadership	.357	.168	.208
Turnover Intention<-- Job Stress<-- Supportive – disloyal	.136	.686	.137
Turnover Intention<-- Job Stress<-- Abusive	.026*	.002*	.003*



Supervision			
Turnover Intention<-- Job Stress<-- Derailed Leadership	.692	.017*	.957
<i>*p<0.05, **p<0.01, ***p<0.001</i>			

Table 3 shows the indirect effects of p-values for all independent variables having insignificant p-values for supportive-disloyal (0.686) and tyrannical (.168), significant p-values for abusive supervision (.002) and derailed (.017). The significant values show that there exists mediation for supportive disloyal and derailed leadership. But doesn't depict whether full or partial mediation. The direct effects in the Table 3 depict the mediation for abusive supervision and derailed leadership. The direct effect with job stress in relation to abusive supervision (.004) and derailed leadership (.030) shows significant values. The direct effects with turnover intention describe the nature of mediation with abusive supervision and derailed leadership respectively. Direct effect of abusive supervision with turnover intention shows significant value of .026 illustrating that there exist partial mediation of job stress between abusive supervision and turnover intention. The direct effect of derailed leadership with turnover intention shows high insignificant value of .692 illustrating that there exist full mediation of job stress between the path of derailed leadership and turnover intention. Therefore, H7 and H8 were supported. Thus the causal relationships in a hypothesized mediation process, the simultaneous nature of the indirect and direct effects and the dual role mediator plays as both a cause for the outcome are more appropriately expressed (Bollen and Pearl, 2012).

4.4 Model Fit

The overall model fit indices for conducted analyses on the four factors of destructive leadership and its effects on turnover intention outcome and the mediating effect of job stress through structural equation modeling (Amos v18) are presented in Table 4. With (15) degrees of freedom into consideration, most values of index satisfied standard values for model fit. Generally accepted standards for model fit are Chi-square value (significance level >0.05), Goodness of fit index (GFI>0.8), adjusted GFI (AGFI > 0.8), normed fit index (NFI > 0.9), comparative fit index (CFI > 0.9), and root means square residual (RMR < 0.05) which is line with the study by

Ullman (1996). Although the understudy model fit does not meet all standards, it may be overall an accepted model and R^2 being equal to 0.54.

Table 4 Index of fit of the model

Index of fit	Chi-square (df)	P	GFI	AGFI	NFI	CFI	RMR
Value	18.231	.003	.802	.635	.901	.904	.038

5. Discussion & Conclusion

The current study examined the interrelationship among the proposed destructive leadership behaviors types i.e. tyrannical, supportive-disloyal, derailed and abusive supervision with turnover intention as work outcome variable including the mediating effect of job stress between proposed independent and dependent variables. The study summarized that abusive supervision and derailed leadership showed significant and positive relation with turnover intention in the environment of telecommunication call centers. The results from this conducted study showed mixed and inconsistent findings according to the analysis but few of the results does collaborate with the previous studies as abusive supervision and derailed leadership is positively significant with turnover intention (Tepper et al., 2006; Padilla et al., 2007; Hogan & Kaiser, 2005; Sawyerr et al., 2009; Grandey et al., 2004; Einarsen et al., 2007; Kellerman, 2004; Lipman-Blumen, 2005). The probable reasons for such insignificant results could be not being familiar with the concept of destructive leadership or tyrannical or supportive-disloyal in the organization such as telecommunication call centers. The other reasons might include lack of understanding the concept or the barrier between the supervisor or manager of those low level non-managerial employees of these particular sector. But the results do showed positive relation having some effect on turnover intention even if the relationship remained insignificant.

As for the mediation is concerned; job stress does partially mediates the path between abusive supervision and turnover intention. As the path is partially and positively mediated, it suggests that there exist some other mediating variable other than job stress that causing partial mediation. Whereas the path between derailed leadership and turnover intention is fully mediated by job stress suggests that there can be no other mediating variable except job stress. These results are in line with the literature and previous studies that depicted the mediating mechanism of job stress (Podsakof, LePine, LePine, 2007; Hang-yue, Foley & Loi, 2005; Sawyerr et al., 2009;



Grandey et al., 2004). For tyrannical and supportive disloyal leadership the results showed insignificance due to the fact that employees are used to cope with stress as they were trained to handle such hectic and nerve wrecking situations during their work hours. The conducted research also had quite a few methodological and theoretical strengths. The research used hefty literature base for its theoretical framework. From more than hundred and twenty articles from reputed academic journals in the fields of leadership, emotions in organization, Psychology, marketing, management and organizational behavior, literature with most compelling arguments and theories are the ones been selected and used in this study. Firstly, it was a field study that has been done in an actual industry setting. Secondly, the sample size was large enough to draw desired results as expected. Thirdly, the size of the research was comparatively to the point probably increased the number and accuracy of the responses. Finally, the respondents selected were quite varied in terms of having duration of work and experience in the job, in the industry they worked, and the diverse instructor under whom they trained.

5.1 Limitations & Future Directions

The understudy does carry few limitations in performing the analysis and in data collection process. Employees' perception about destructive leadership behaviors was weak at non-managerial low level in call centers and lack of understanding due to work load. The sample was taken from only one city and most importantly time constraint in collecting data in their working hours. The understudy can be more elaborated and extended to get better results by testing samples from other services sector i.e. hospitality or IT (Information Technology), cross-cultural samples can be taken to perform analysis and can be conducted at different departmental levels in the same organization. More over destructive leadership behaviors can be tested with more varied directions including the dark and bright aspects with more work outcomes variables.

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