

To establish the link between aversive leadership and work outcomes: An empirical evidence

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ABSTRACT

This research aims to establish the link between aversive leadership and work outcomes for the first time. This study was conducted in service and manufacturing sector in Islamabad, Rawalpindi, Haripur, and Peshawar, while only those organizations were selected for this study where supervisor and subordinate and peer relations were established. Convenient sampling technique was used to collect data from the different organization of the said sector and the sample size was (n=340). Results of the study revealed that aversive leadership was positively and significantly related to job stress, employee organizational deviance, follower aggressive voice and negatively as well significantly related to lower follower performance. This study also tests all hypotheses through Structural Equation Modelling (SEM) through this technique the hypothesis of the study also confirmed.

KEYWORDS: Aversive leadership, job stress, organizational deviance, follower performance, aggressive voice behaviour

1. INTRODUCTION

The direction of the leadership study is the fundamental part of management and organizational behaviour literature for several years (Yukl 2002). Too many research studies recommend that leadership is a key part of the organizational effectivity. Individuals, groups, and organizational performance could be significantly affected by the Leaders (Ilies, R., Nahrgang, J. and Morgeson, F. P. 2007). Since leaders are considered as the role model in an organization, therefore, they should be capable to

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present a clear and elaborated vision of their organization and their successors or followers (Emery & Barker 2007).

Role models have often been copied by the employees with respect to their behavior, reward, and punishment (Brown et al., 2005). Bandura (1986) examined that commonly employees expect that what type of attitudes and behaviors are adaptable and what are not and these lessons are learned by them through their leaders. Thus, leaders are a major foundation of these models in the first place because of their role. In addition, they must be trustworthy, sincere and attractive in the eyes of others. But in recent research, a negative or dark side of leadership has been focused (Hoobler & Hu, 2013).

The aversive leadership behaviour articulates the direction that leadership trusts mainly on coercive power (French and Raven, 1959), and is anchored in the research for punishment (Arvey & Ivancevitch, 1980). Kazdin (1975), defined as "the presentation of an aversive event or a suppression of a positive event after a reaction that decreases the frequency of this response" (pp. 33-34). A subordinate satisfaction can be negatively affected by Noncontingent reprimand behaviour, but has little effect on performance and punishment contingent less effect on the subject of performance (Cox, 1994). The representative behaviour of the dark side of leadership especially aversive leadership behavioural direction includes (a) intimidation and (b) reprimands.

Schyns & Schilling (2013) conduct Meta-analysis on the relationship of destructive leadership and its outcomes. Their meta-analytic shows that comparison of destructive and constructive leadership behaviour was beyond the scope of meta-analysis; they compared results of meta-analyses of constructive leadership behaviour's, such as transformational leadership. On the basis of the above Meta-analysis here the question arises about aversive leadership which is the less focuses area of destructive leadership, can be the strongest predictor of different negative outcomes. Therefore the focus of current study, tremendously significant and also the recent gap in the domain of dark side of leadership, especially aversive leadership has been covered by using a separated data set with cross sectional research design with the different time lag for checking the proposed research model association. This study has focused on one of the most less researched types of the dark side of leadership i.e. Aversive leadership. Although all

forms of the dark side of leadership share a common theoretical concept of negative leader behaviour these can be differentiated from aversive leadership (Schyns & Schilling, 2013).

Nathanael et al., (2014) worked on the dark side of the managerial role, and argue that this effect lead towards employee voice in the presence of mediatory mechanism and they further suggested that future research should aim to recognize the numerous factors that may lead to hatred to employee voice among leaders. Further work is also required to investigate other pathways through which leaders' self-perceptions relate to their reactions to employee aggressive voice. Though their rationalization offers an absolutely cognitive explanation: supervisors' feelings of ineffectiveness trigger ego defensiveness, which affects their openness to and support for employee aggressive voice.

In sum, it is critical to recognize that leaders are not always infallible heroes who positively transform their followers and organizations. Rather, in reality, they sometimes behave badly and/or make critical errors that undermine the greater good. In light of these realizations, many researchers have begun to drift away from this "heroic conceptualization" of leaders and move towards a more comprehensive view of leadership, taking into account its "dark" side (Hogan & Hogan, 2001; Mumford, Espejo, Hunter, Bedell-Avers, Eubanks, & Connelly; Ashforth, Gioia, Robinson, & Trevino, 2008). However, questions still remain regarding the important role of contextual factors in shaping destructive leadership processes, and how such factors interact with characteristics of destructive leaders such as aversive leader and their subordinates to produce harmful outcomes.

In the last fifteen years, there has been an increased interest by I/O researchers in the "dark side" of work experience (Ghaemi, 2011; Spain, Harms, & Lebreton, 2013). There are many studies that have associated certain dark-side traits with work success and failure (Board & Fritzon, 2005; Furnham, Crump, & Ritchie, 2013; Furnham, Trickey, & Hyde, 2012; Palaiou & Furnham, 2014, and Naseer, Raja, Syed, Donia, and Darr., 2016). The dark-side traits are often seen to moderate the relationship between leader emergence and leadership effectiveness (Judge, Piccolo, & Kosalka, 2009). The

dark side of leadership and different outcomes relationship still under process and the findings are more important in the leadership area (Palaiou, Zarola & Furnham, 2016).

The main purpose of this study is to improve the understanding of the mechanisms by which aversive leadership impacts followers' work outcomes. This research extends the transactional theory of stress by (Lazarus and Folkman, 1984) by proposing to investigate the negative attributes of a leader on follower negative outcomes.

Research Problem

Examining aversive leadership is the most prominent area of leadership in current globalized environment, where the negative aspects of top-level managers and chief executives are concerned and related to organizational success and failure. The aim of this study is to find the aversive style of leadership with employees' work outcomes. In the past, most of the studies gave a clear picture of positive leadership behaviour's and their positive work outcomes and minimize negative outcomes, but the focus of this study is that how aversive leadership's behaviour affects employee work outcomes. If the outcomes are negative then it will increase due to the negative behaviour of the leader and if the outcomes are positives then it will decrease and will convert to the negative side. Most of the organizations suffer a lot due to the negative traits of their top leaders or executives, and it increases employees' negative behaviour towards work. Negative environment and negative behaviours of leaders lead to negative work outcomes. This study intends to examine how aversive leadership behaviour affects employees' work outcomes.

Research Questions

This research is based on following major research questions

- Does aversive leadership impact work outcomes including job stress, organizational deviance, job performance and aggressive voice?

Research Objectives

To examine the relationship between aversive leadership and employees' work outcomes including job stress, organizational deviance, job performance and aggressive voice.

2. LITERATURE REVIEW

In particular, we hope to shed some light on the dark side of leadership, a side that has received comparatively little theoretical or empirical attention (Conger, 1990; Hogan, Raskin, & Fazzini, 1990; Pearce, Sims, Cox, Ball, Schnell, Smith, & revino, 2003). Namely, we examine the potential destructive halo effect of follower perceptions of aversive leadership, or leadership behaviour's that emphasize the use of threats, intimidation, and punishment (Pearce et al., 2003; Pearce & Sims, 2002). In contrast to the familiar halo effect that has been well documented in leadership research, we explore what may perhaps be more accurately referred to as a "horns" effect: the negative relationship between follower perceptions of aversive leadership and traditional affective, cognitive, behavioural, and performance outcomes of followers.

While leadership is indisputably one of the most discussed, studied, and written about topics in our society (Igh & Meindl, 2004), the vast majority of existing research and theoretical work has focused on leadership as a positive force on followers and society, rather than the potential dark side of leadership (Goldman, 2006). As Meindl et al. (1985, p. 79) point out, "the romanticization of leadership is hinted at in the observations made by a number of social and organizational analysts who have noted the esteem, prestige, charisma, and heroism attached to various conceptions and forms of leadership". Although Meindl et al. (1985) demonstrated that the Romance of Leadership also includes attribution of negative outcomes to leaders; subsequent research has failed to adequately explore the implications of this potentially darker side of romanticizing leaders.

Since House and Howell's (1992) seminal work, a number of researchers have begun to investigate various dysfunctional traits, nefarious behaviour, and harmful outcomes associated with destructive leadership styles.

Although still in its infancy, research on destructive leadership includes a wide array of labels describing various forms of harmful leader behaviour. Among others, Tepper (2000) defined "abusive supervision" as the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviour's, excluding physical contact, while Ashforth (1994) defined "petty tyranny" as the oppressive use of one's

power over another. Recently, Ferris, Zinko, Brouer, Buckley and Harvey (2007) defined “leader bullying” as strategically selected tactics of influence by leaders designed to convey a particular image and place targets in a submissive, powerless position whereby they are more easily influenced and controlled in order to achieve personal and/or organizational objectives. Other destructive forms of leadership have fallen under such rubrics as “toxic leadership” (Frost, 2004; Lipman-Blumen, 2008; Goldman, 2006), “narcissistic leadership” (Rosenthal & Pittinsky, 2006), “bad leadership” (Kellerman, 2004), “hypnotic leadership” (Popper, 2001), “laissez-faire leadership” (Bass & Avolio, 1994; Skogstad, Einarsen, Torsheim, Aasland & Hetland, 2007), “social undermining” (Duffy, Ganster & Pagon, 2002) and “incivility” (Pearson, Andersson, & Porath, 2000).

An examination of such behaviors of leader reveals links to a wide range of negative affective and behavioral outcomes of subordinates, including decreased self-esteem (Matthiesen & Einarsen, 2007; Burton & Hoobler, 2006; Ashforth 1994), self-efficacy (Duffy, Ganster, Pagon, 2002) and social competency (Matthiesen & Einarsen, 2007); increased anti-citizenship behaviors (Ball, Trevino, & Sims, 1994); increased tension, anger, resistance and avoidance, and lowered performance goals (Baron, 1988); decreased job and life satisfaction, normative and affective commitment, and increased work-family conflict, turnover intentions and psychological distress (Tepper, 2000); and decreased performance and work unit cohesiveness, as well as increased frustration, stress, reactance, helplessness and work alienation (Ashforth, 1994). Recently, Schaubroeck, Walumbwa, Ganster, and Kepes (2007) tested a model of the interactive effects of job scope, leader hostility and leader negative affectivity on subordinates’ physical and psychological strain, job attitudes and organizational commitment. Their results suggest that for subordinates reporting less enriched jobs, leader’s hostility and/or trait negative affectivity exact harmful effects on anxiety levels, somatic complaints, depression, dissatisfaction, organizational Taken together, these findings highlight some of the harmful consequences associated with various types of dark sides of leadership.

To focus exclusively on the leader as the driving force behind negative outcomes may lead to neglecting the complete picture of what is actually going on. Instead, Padilla and colleagues (2007) have argued that destructive leadership ought to be viewed as the

product of leaders, subordinates, and contextual factors interacting with one another. In fact, Robinson and Bennett (1995) state that one form of destructive behaviour in organizations, workplace deviance, depends on the context in which the behaviour occurs. According to the authors, workplace deviance exists when a behaviour violates significant organizational norms (climate) and, in doing so, threatens the well-being of an organization, its members, or both.

The philosophy of transactional theory of stress by Lazarus and Folkman, (1984) explains that when there is stress in work environment then employees' performance level goes down. Previous research suggests that destructive forms of leadership have a negative relationship with traditionally desirable subordinates and organizational outcomes (Ashforth, 1994; Pearce & Giacalone, 2003; Tepper, Duffy, & Shaw, 2001a; Tepper, Lockhart, & Hoobler, 2001b). In the following section, the relationship between perceptions of leaders' aversive behaviour's and a range of traditional subordinates' outcomes is explored (Bowman, 1999; Jansen & Kristof-Brown, 2006). The term "halo effect" was first coined by Thorndike (1920) to refer to an overall positive evaluation of an employee based on a single positive characteristic or action (Lance, LaPointe, & Fisicaro, 1994; Nisbett & Wilson, 1977; Viswesvaran, Schmidt, & Ones, 2005). There is also some evidence for a reverse halo effect, sometimes referred to as the "rusty halo" or "horns" effect (Baron, 1986), which has been applied to situations in which an overall negative appraisal is made based on one salient feature or negative characteristic.

The literature from several fields within organizational psychology provides information on the different ways in which employees may respond to problematic events. A very relevant line of research concerns studies on reactions to dissatisfaction and the exit, voice, loyalty, and neglect (EVLN) typology (Farrell, 1983; Fischer and Locke, 1992; Hirschman, 1970; Hulin, 1991; Leck and Saunders, 1992; Rusbult, Farrell, Rogers and Mainous, 1988; Withey and Cooper, 1989).

Farrell, (1983); and Rusbult et al., (1988) described EVLN categories by focusing on its two dimensions: The first is the destructive-constructive dimension, and the second is the active-passive dimension. Both voice and loyalty are categorized as constructive behaviour's because they are aimed at maintaining or reviving the

relationship with the organization. In contrast, exit and neglect are viewed as destructive to this relationship. With respect to the second dimension, the active dimension is defined as dealing directly with the problematic situation. Exit and voice are therefore considered as active behaviour’s which is called aggressive voice ('shape up or ship out'), and neglect and loyalty are seen as passive behaviour’s.

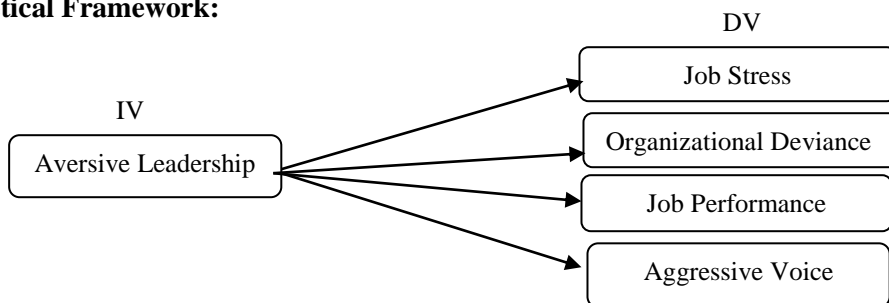
Despite these insights, the available literature fails to address how the “Romance of Leadership” applies to the “dark” side of leadership and specifically destructive forms of leadership. In one of the first known studies to integrate aversive leadership behaviour, Bligh and colleagues (2007) asked high school teachers (followers) to assess their principals’ (leaders) aversive leadership behaviors and self-rated their levels of job satisfaction, self-efficacy, and resistance. Principals were also asked to assess their followers’ citizenship behaviour’s, complaining behaviour’s, and job performance. Results showed that perceptions of aversive leadership were positively related to follower resistance and negatively related to followers’ job satisfaction and employee performance. Additionally, follower rated variables were significantly related to perceptions of aversive leadership over and above leader-rated variables. These results suggest that the association between aversive leadership and negative outcomes seem to be more socially constructed than real. So on the basis of aforementioned literature, the following hypotheses suggested.

The hypothesis of the study:

On the basis of above-cited literature, the following hypothesis developed

- H₁:** Aversive leadership is positively related to job stress
- H₂:** Aversive leadership is positively related to employee Organizational Deviance
- H₃:** Aversive leadership is negatively related to lower follower performance.
- H₄:** Aversive leadership is positively related to follower aggressive voice behaviour.

Theoretical Framework:



3. RESEARCH METHODOLOGY

A research design aids researchers to draw borders for the study through a definition of study locations, type of investigation and unit of analysis related to the study (Cooper and Schindler, 2001). In the first stage of the study, the researcher reviews the literature and previous empirical studies to find a background data about the research issue. The researcher then identifies construct as well as formulates hypothesis which then crystallizes the research problem and further leads to a test of an integrated model (Churchill, 1995). The researcher applies a descriptive research design in order to explore the demographic details of the respondents and substantiate the frequencies, percentages, mean and standard deviation of the used concepts. However, as the descriptive study is limited in its approach, therefore, the researcher combines it with explanatory research to define the linkages between variables of the model (Zikmund, 2000).

It is quantitative studies have a correlational in nature. As all the study variables are based on perceptions and behaviours of individual employees. One important difference between the current investigation and previous studies on aversive leadership and outcomes relationship is that most of the previous studies were based on cross-sectional field surveys. As cross-sectional methods limit the strength of inferences regarding the causality of the theoretically causal model, longitudinal methods are considered best to test these models (Lepine et al., 2004; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Webster et al., 2010), Hence, responding to the call of previous researchers to conduct longitudinal studies (Podsakoff et al., 2007), The study design is based on a time-lagged approach. IV (aversive leadership was measured at T1, at time 2, the dependent variables i.e job stress, organizational deviance, job performance and employee aggressive voice was measured with a lag of one month.

Aversive leadership and stress were self-reported whereas organizational deviance, job performance, and aggressive voice were peers reported to address the reporting biases.

Population

A population can be defined as “the entire set of people or observations in which you are interested or which are being studied” (Malcolm, & Blerkom, 2009; p. 212). The

target population for this study was employees of service and manufacturing sector because, in services, manufacturing sector supervisor-follower relationship and interaction is more visible and frequent. Public and private organizations of service sector situated in the twin cities of Islamabad and Rawalpindi, Haripur and Peshawar were selected on the basis of convenience. Respondents are the subordinates because follower's perspective of the aversive leader had been proposed in this study. First, the major purpose of this study was to find the effect of aversive leadership style on individuals' job outcomes regardless of the organizations in which they are working. Various service sector organizations including govt, semi govt and private, have been taken to increase the generalizability of the findings. The respondents were taken from different management levels including line managers, middle managers, and senior managers but with a condition that they must be supervised by a boss/supervisor.

Sample

Convenience sampling method was used because no variable in the framework necessitated a certain type of organization and work setting. Moreover, for a time lag study, it is very important to have access to the respondent at different times. Therefore organizations were selected on the basis of personal contacts that helped to collect data in two points of time. It was assured that each respondent must be working with a supervisor. Different researchers have suggested different sample size for survey research as 200 for simple models (Kelloway, 1998) and 300-400 for moderately complex models (Boomsma, 1983). The ever-increasing need for a representative statistical sample in empirical research has created the demand for an effective method of determining sample size. Determination of sample size differs depending on the research design. For instance, survey research design requires huge sample size for the purpose of representation; in census, everyone in the target population is selected to participate in the study, hence the sample size is equal to the size of the target population; in experimental research design, with treatment and control groups, the sample size may differ in each group. Krejcie & Morgan (1970) explain the selection of sample size when the population is known. Therefore, keeping in view the complexity of the proposed model, a sample size of 380 observations was proposed. Out of 380, a total number of questionnaires (n=340) were in

usable form. So the sample size of this study was 340.

Data Collection Method

The data was collected through onsite administration of self and peer-report versions of the questionnaires in four cities of Pakistan including Islamabad, Rawalpindi, Haripur, and Peshawar. In addition, postal mail and email were also used for certain organizations, as required. Personal and professional contacts were used to access the research sites and to distribute the surveys in the selected organizations. A covering letter was attached to each questionnaire explaining the purpose of the study to the respondents, assuring them of the strict confidentiality of results, and asking for voluntary participation. This study was divided into two portions i.e. at Time 1 independent variable which was self-rating data were collected; at Time 2 all dependent variables i.e. job performance, aggressive voice, organizational deviance which was peer rated while job stress was self-rated data which were collected with the time lag of two months.

At stage one 380 questionnaires were distributed on the basis of personal contacts in the organizations out of which 360 questionnaires were completely usable with a response rate of 94.73%. After the time lag of two months from the date on which time-1 questionnaires were distributed, I requested the same respondents of time-1 from whom data were collected on the first stage to fill out the second questionnaires containing the outcomes i.e. all dependent variables of the study. At the completion of time-2, the complete matched time-1 and time-2 questionnaires for the same respondents resulted in a final sample size of 340, therefore making the final response rate as 89.47% for all the time-1 and time-2.

Data were collected from two different sectors i.e. service sector and manufacturing sector. The respondents who participated in this study are about 67.7% (232) male in numbers while 32% (108) are females' thus the best effort was put in to reach out to both male and female respondents to get gender balanced results (Raja et al., 2004). Ninety percent (90.6%) respondents of this study had completed their master's degree equivalent to 16 years of education, 9.4% were graduate having 18 years of education; about 12.1% were managerial staff, 13.8% at deputy managers' positions, 15.6

were operation managers; 15.6% were assistant managers, 15.6% were credit officers; 13.5% were cash officer and 13.8% were office assistants. The average age of respondents was 29.3 years. 63.4% were from service sector while 37.6% were from the manufacturing sector.

Measurement Instrument:

Aversive Leadership:

Aversive leadership was measured through six items used in previous research (Pearce & Sims, 2002) to assess intimidation and reprimanding behaviour's. The reliability of aversive leadership was found above the satisfactory level ($\alpha = .90$). Figure 1 shows one factor confirmatory analysis of aversive leadership, the researcher ran confirmatory factor analysis (CFA) for aversive leadership and it provides a good model fit i.e. chi-square (χ^2) = 33.351, degree of freedom (df) = 2, CMIN/DF= 16.675, comparative fit index (CFI)= .986, normed fit index (NFI)= .985, tucker Lewis index (TLI)= .896, goodness-of-fit-index (GFI)= .971, Adjusted goodness of fit index (AGFI)= .698, Root mean square Residual (RMR)= .022 and root mean square error of approximation(RMSEA)= .212. See table 1

Job Stress:

For job stress we adopted the scale of Parker, D. F., & Decotiis, T. A. (1983), this scale consist of 5-items and the reliability value of job stress was ($\alpha = .77$) which is good.

The researcher ran confirmatory factor analysis (CFA) for Job Stress and it provides a good model fit i.e. chi-square (χ^2) = 6.376, degree of freedom (df) = 3, CMIN/DF=2.125, comparative fit index (CFI)= .993, normed fit index (NFI)= .987, tucker Lewis index (TLI)= .977, goodness-of-fit-index (GFI)= .993, Adjusted goodness of fit index (AGFI)= .965, Root mean square Residual (RMR)= .007 and root mean square error of approximation(RMSEA)= .057. See table 1

Organizational Deviance:

Organizational deviance was measured with a 12-item scale developed by Bennet and Robinson (2000), while previously it was used by O'Neill et al (2011) in their study, the reliability value of organizational deviance was found satisfactory ($\alpha = .70$).

The researcher ran confirmatory factor analysis (CFA) for Organizational Deviance and it provided a good model fit i.e. chi-square (χ^2) = 77.377, degree of freedom (df) = 41, CMIN/DF=1.887, comparative fit index (CFI)= .970, normed fit index (NFI)= .940, tucker Lewis index (TLI)= .952, goodness-of-fit-index (GFI)= .966, Adjusted goodness of fit index (AGFI)= .935, Root mean square Residual (RMR)= .015 and root mean square error of approximation (RMSEA)= .050. See table 1

Job Performance:

Job performance was measured with 7-items scale originally developed by William and Anderson (1991). The reliability value of job performance was also found satisfactory ($\alpha=.70$).

The researcher ran confirmatory factor analysis (CFA) for Job performance and it provides a good model fit i.e. chi-square (χ^2) =19.431, degree of freedom (df) = 8, CMIN/DF=2.429, comparative fit index (CFI)= .971, normed fit index (NFI)= .953, tucker Lewis index (TLI)= .924, goodness-of-fit-index (GFI)= .984, Adjusted goodness of fit index (AGFI)= .945, Root mean square Residual (RMR)= .013, and root mean square error of approximation (RMSEA)= .064. See table 1

Aggressive Voice:

A 5-items scale was used to measure aggressive voice which was developed by Hagedoorn et al. (1999), the reliability of aggressive voice was found above the satisfactory level ($\alpha.73$).

The researcher ran confirmatory factor analysis (CFA) for Aggressive voice and it provided a good model fit i.e. chi-square (χ^2) =16.679, degree of freedom (df) = 8, CMIN/DF=2.085, comparative fit index (CFI)= .989, normed fit index (NFI)= .980, tucker Lewis index (TLI)= .972, goodness-of-fit-index (GFI)= .986, Adjusted goodness of fit index (AGFI)= .953, Root mean square Residual (RMR)= .011, and root mean square error of approximation (RMSEA)= .056. See table 1

Descriptive Statistics and Correlation Analysis

Table no 2 show the means, standard deviations, minimum and maximum values of the different demographic variables used in this study.

Table 2 provides the results of descriptive statistics and correlation analysis for all the study variables. The means for Aversive Leadership at time 1 were ($M=1.46$, $SD=.79$), Job Performance at Peer level ($M= 3.61$, $SD= .38$), Aggressive Voice at Peer level ($M= 2.40$, $SD= .37$), Organizational Deviance at Peer level ($M= 1.81$, $SD= .32$), Job Stress self-rated at time 2 ($M= 2.82$, $SD= .40$).

4. RESULTS AND DISCUSSION

Hypothesis 1 predicted that there is a positive relationship between aversive leadership and job stress. Table no 3 showed that there is a positive and significant relationship between aversive leadership and job stress ($\beta=.20$, $p<.05$). As we mentioned in start that no such study conducted in past which have been found the relationship between aversive leadership and job stress while other types of dark side of leadership such as (More recent evidence, however, suggests that the “ dark side ” of supervisors, traits that are potentially destructive for followers and the organization, also merits attention (Baron, 1989; Conger, 1990; Frost, 2004; Tepper, 2000).One unit change in predictor variable aversive leadership will bring 4% ($R^2= .042$) variance in the predicted variable job stress. So in line with the result the hypothesis no 1 was accepted for this study.

In table 4 Hypothesis 2 predicted that there is a positive relationship between aversive leadership and employee organizational deviance. The result showed also positive and significant results between aversive leadership and employee organizational deviance ($\beta= .16$, $p<.05$). One unit change in predictor variable aversive leadership will bring 2% ($R^2= .026$) change in variance in predicted variable employee organizational deviance. In table 5 Hypothesis 3 predicted that aversive leadership is negatively related to employee lower performance. The regression results showed that there is a negative relationship between aversive leadership and follower performance ($\beta= -.28$, $p<.05$). The one unit change in predictor variable aversive leadership will bring change 8% ($R^2= .082$) variance in predicted variable follower performance. Hypothesis 4 predicted that aversive leadership is positively related to follower aggressive voice behavior. Table 6 the results also showed that there is a positive and significant relationship between aversive leadership and follower aggressive voice ($\beta= .42$, $p<.05$). When predictor

variable aversive leadership was regressed it bring change 18% ($R^2=.18$) variance in predicted variable follower aggressive voice.

Structural Equation Modelling:

In this study Analysis of Moment Structure (AMOS) was used to test the hypothesis of the current study. In this study, we tested our hypothesis on two different statistical techniques to verify the hypothesis. Chi square χ^2/DF value less than 5, the goodness of fit (GFI), adjusted goodness-of-fit (AGFI), Confirmatory fit index (CFI), Normed fit index (NFI) values greater than 0.9 showed adequate model fit. Then after this the root mean square error of approximation (RMSEA) and root mean square residual value (SRMR) is also used in this study to confirm appropriate model fit and a value less than .08 is considered the satisfactory and specify appropriate model fit (Bentler & Bonet, 1980; Bollen, 1989; Joreskog & Sorbom, 1999). The above fit indices were used in this study to find out the model fit.

A path model of Aversive Leadership relationship to Job Stress, Organizational Deviance, Job Performance, and Aggressive Voice.

The main purpose of the full measurement model is to test the direct effect of aversive leadership on work outcomes in a single step. Figure 1 shows the graphical representation of this process. The analysis and confirmation of the full CFA model (Confirmatory Factor Analysis) show the direct effect of independent variables on dependent variables. Figure 1 shows the structural model for H1, H2, H3, and H4. The model fit statistics for structural model testing the direct effects of aversive leadership on work outcomes i.e chi-square, $\chi^2=1656.110$, degree of freedom $DF=535$, chi-square/DF ratio=3.096, $p<0.001$, comparative fit index (CFI)= .846, tucker Lewis index (TLI)= .809, goodness-of-fit index (GFI)= .813, Adjusted goodness of fit index (AGFI)= .75, root mean square error of approximation(RMSEA) = .077, RMR=.043 shows that the direct effects model fits data, and support all hypothesis.

Furthermore, the standardized path coefficient shows a positive relationship between aversive leadership Time 1 and self-reported job stress Time 2 ($\beta=.15$) and found significant minimally at the $p<.03$ level. Aversive leadership Time 1 self-reported

was positively correlated with organizational deviance Time 2 peer reported ($\beta=.16$, $p<.004$). Again aversive leadership Time 1 self-reported was negatively and significantly correlated with job performance Time 2 peer reported ($\beta= -.42$, $p<.006$). And at the last aversive leadership Time1 self-reported was found positive with Aggressive voice Time 2 peer reported ($\beta= .22$, $p<.010$).

Discussion:

The purpose of the current study was to establish the link between aversive leadership style with different work outcomes such as job stress, employee organizational deviance, follower performance and follower aggressive voice. The results of our study indicated that when a manager or leader has negative style, like with aversive style it will create problems at the organizational end as well an employee end. Past literature called it the dark side of leadership. The results of this study indicate that aversive leadership have positive relationship with (1) employee job stress, the more manager aversive with their employees the employees' stress level will be increase, (2) employee organizational deviance, when leader of the group is aversive their employee will show more deviant behaviors towards leader as well to organization, negative relation with (3) follower performance, when leader shows negative traits their follower performance will decrease and have positive relationship with (4) follower aggressive voice, leader negativity increased the aggressive voice of the employees.

Limitations and future research directions

This study provides strong support to the transactional theory of stress by Lazarus and Folkman, (1984) but there are also some strong limitations. This study only focuses on subordinate self-rated and peer relationship in order to establish the link between aversive leadership and different work outcomes. It will be better to conduct research in future on supervisory rated and subordinate level report. Second, this study cannot use any demographics variable like age, gender, tenure with current supervisor etc in future any demographics' variables in these can be used. Third, in future, any other moderator variable or mediator variable can be used to strengthen this study more in future. Lastly, this study was conducted in Pakistan while Pakistan is high power distance

culture oriented country as well high to moderate collectivist culture so in future this study can be replicated in other low power distance culture or high individualistic oriented country.

Theoretical Implications

The main purpose of this study is to improve the understanding of the mechanisms by which aversive leadership impacts followers' work outcomes. This research extends the transactional theory of stress by (Lazarus and Folkman, 1984) by proposing a model to investigate the negative attributes of a leader on followers negative outcomes.

Underscoring this "dark" side of leadership, there is a general consensus among researchers that leaders sometimes make decisions that harm followers and long-term organizational performance (Mumford et al., 1993; Bedell-Avers, Hunter, & Mumford). Indeed, research suggests that leaders are not always interested in affecting change for the good of the organization and its members, but rather are sometimes motivated by their own idiosyncratic interests (O'Connor et al., 1995).

Contextual Implications

Examining the darker side of leadership has also become pertinent in today's globalized environment where the negative aspects of top executives and leaders are an increasingly serious concern for organizations (Hoobler & Hu, 2013). This is evident in the wake of worldwide corporate scandals such as Enron and WorldCom that have generated huge controversies in the media.

Most of the studies on the dark side of leadership have been conducted in western cultures as we know that western cultures are low in power distance and low uncertainty is present over there (Hofstede, 1984), but eastern cultures are different from west, especially, Pakistan is a high power distance and strong collectivist society (Hofstede, 1984).

5. CONCLUSION

Aversive leadership is one of the most important and unexplored research areas in the field of management and organizational behaviour. As the constructive approach to

leadership is more mature, while destructive approach or dark side of leadership is still a virgin field. Workplace environment, nowadays, is full of intimidation and reprimands behaviour. This study attempts to investigate and fill the gap in the workplace aversive behaviour literature by proposing aversive as a negative behaviour of the leader which creates harmful reactions.

This study is totally based on the most renowned theory i.e. Cognitive appraisal theory of stress (Lazarus & Folkman, 1984) to rationalize the proposed researched model. A cross-sectional with a time lag research design was used and data was divided into two different points i.e. Time1, and time 2 with a time lag of two to three months approximately between each. In this study, different analysis technique was used such as reliability and validity, descriptive statistics, confirmatory factor analysis, correlational tests. Furthermore, the most effective statistical techniques i.e. SEM and regression were used to verify the hypothesis. All analysis direct analysis run through SEM and linear regression were supported. Nevertheless, further study in the area of the dark side of leadership is required and new mechanisms are needed through which aversive leadership could be related to different work outcomes in developing economies.

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