

# IMPACT OF DESPOTIC LEADERSHIP ON EMPLOYEE TASK PERFORMANCE AND EMPLOYEE TRUST IN MANUFACTURING INDUSTRIES

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## ABSTRACT

This research is developed to find the impact of despotic leadership on employee trust and task performance. Two way interactions of moderators such as employee trust in connection between despotic leadership behaviour of superior and employee task performance is investigated in this study. The study targeted on manufacturing industries of cement, automobile and sports sectors. The study was conducted on 315 workers using simple random sampling among manufacturing industries in Tamil Nadu. To analyse the data the statistical methods like regression, descriptive analysis, Cronbach alpha and Hayes Process-Macro were adopted. The data was analysed by using M.S.Excel and SPSS The study has investigated the under recognized topic of destructive leadership in a developing nation's cultural context. Future research and conduct will be significantly impacted by the study's findings.

**Keywords:** Employee Trust, Task Performance, Manufacturing Industries, Despotic Leadership

## INTRODUCTION

Leadership is a knack of individuals that encourages the cohort to accomplish organisational goal. But, Destructive leadership is perceived as a harmful factor for employee and organizational success (Mackey et al., 2021). Despotic leadership is a type of leadership where the leader creates a controlling and autocratic environment to exploit employees for his gains setting their willingness aside such leaders often mislead the mission of the organisation by utilizing organization resource for their gains (Jubeen, et, al 2021). The study offers a thorough explanation of the behaviour of leaders and employee responses since it relies on the Conservation of Resource theory, which includes various stress theories (Hobfoll, 1989). Resources serve as evidence that different things are valued by different people, such as situations (social support, relationships), objects (equipment, computers), energy (ability, awareness), and individual traits (toughness, self-efficacy). According to

Conservation of Resource theory, workers with more wealth is less vulnerable to stressors than those with less resources (Hobfoll, 1989). As stated by Gorgievski et al. (2010), people make an effort to acquire, hold onto, and protect their resources. However, in prolonged stressful circumstances, these resources are depleted (Hobfoll, 1989). According to Conservation of Resource theory, anxiety is caused by a genuine or threatened loss of sources, and loss of resources is more obvious than a gain in sources (Hobfoll, 1989). This possible or actual loss causes employees to behave less positively, which eventually has a detrimental impact on how well they do their tasks. With Conservation of Resource theory as a foundation, it is hypothesised that Despotic leadership work acts as a common stressor and that employees lose faith in leaders as a result of Despotic leadership behaviour that is controlling, self-serving, unfair, and immoral (De Hoogh & Den Hartog, 2008; Naseer et al., 2016).

Lower levels of task performance are caused by the loss of resources brought on by lower levels of employee engagement and trust. People expend energy and attention to deal with aggressive conditions, such as leaders that act in a tyrannical way, and as a result, their energy reserves are depleted. Additionally, resource losses are more obvious than resource gains, and any decrease in energy sources could result in further source losses (Nauman et al., 2018). As a result, people whose primary energy reserves have been exhausted at work, especially as a result of immoral and self-serving leadership deeds, may be less able to demonstrate strong commitment and trust, which will negatively impact task performance. According to Conservation of Resource theory, an autocratic leader is likely to have little support and act selfishly to decrease employee engagement and trust.

## **STATEMENT OF THE PROBLEM**

Despotic leadership encapsulates the most obvious traits of all forms of bad leadership (Schyns & Schilling, 2013). They demand unquestioning respect from their workers (Schilling, 2009), act in a leading and dictatorial manner (De Hoogh & Den Hartog, 2008), are morally reprehensible and prioritise personal interests over those of the organisation, and have an adverse effect on organisational citizenship behaviour, imagination, and performance of job (Naseer et al., 2016). This study looked into the lack of research on the negative consequences of despotic leadership on trust, and task performance. Despotic leadership has a negative impact on employee behaviour since it is a communal stressor. Present study has chosen and employee trust as interceding variables and suggest that DL work as a social stressor and lowers and ET that ultimately reduce their task performance.

## **REVIEW OF LITERATURE**

### **DESPOTIC LEADERSHIP**

Researchers have also approached leadership from various angles as it is more difficult in the global situation and varied business environment (Billington & Ellersgaard, 2017; Reiche et al., 2017). As a result, leaders must adopt the appropriate behaviour based on the situation (Billington & Ellersgaard, 2017). Both positive and negative behaviours together made up leadership behaviour. The majority of studies, according to Kelloway et al. (2006),

have examined successful, efficient, and productive leadership types. Destructive leaders are unstable, lack strategy development skills, and have poor communication skills behaviour. According to Karakitapolu-Aygün and Gumusluoglu (2013), the most significant paradigm change in the field of leadership literature has yet to be realised in study on dysfunctional aspects of leadership. DL is an excellent illustration of negative leadership since it embodies the key elements of pessimistic leadership (Schilling, 2009). Schilling (2013) suggested in his systematic review that although this is a new construct, the leadership field has to pay close attention to it in the future. In light of recent global business scandals like those involving WorldCom and Enron, this phenomenon has gained increasing significance in today's globalised context. Therefore, preventing and understanding toxic leadership is more crucial than developing and comprehending its favourable parts.

### **TASK PERFORMANCE**

Performance refers to how well activities are completed in terms of accuracy, cost effectiveness, completeness, and velocity. The end of an employee's task, together with kindness, excellence, timing, participation, and supportive conduct at work, can be used to measure employee's performance. The financial or non-financial result of companies demonstrates the direct relationship between employee performance and organisational performance. Therefore, stressing its significance of successful organisational performance management systems. Employee performance is ultimately regarded as the most sophisticated development programme and a crucial component of a portfolio of excellent personnel management systems. Employee performance is assessed in organisations based on their actions and results. Because of this, productivity through work performance is a topic that has derived a lot of consideration in the literature on organisational behaviour and human resources development. What an employee does or does not do is known as employee Task performance. Leadership is crucial to both positive and bad employee behaviours and outcomes. According to Gwinner et al. (2005), ethical leadership practises contribute to the creation of beneficial employee behaviours and psychological states, increasing the likelihood that these behaviours will support organisational goals and reducing unethical and destructive behaviour in employees. DL is a standard example of the dark side of leadership, which has a detrimental impact on employees' optimistic (in-role and extra-role) behaviours and performance (Schyns & Schilling, 2013) (Naseer et al., 2016).

### **EMPLOYEE TRUST**

Employee trust has been identified as an active research issue in the literary works, particularly at the workplace, that supports organisational success and has favourable implications for employees' overall performance (Laschinger & Finegan, 2005). This results in a speed of organisational performance (Gould-Williams, 2003). One of the factors that have the greatest impact on an organization's effectiveness is trust (Villiers & Kooy, 2004; Macey & Schneider, 2008). According to this definition, trust is a emotional state in which workers have high hopes for the intentions or actions of their leaders in high-risk scenarios (Premeaux & Bedeian, 2003). Even though trust is crucial at all organisational levels, it is always more critical between followers and their leader. Others view a leader as more

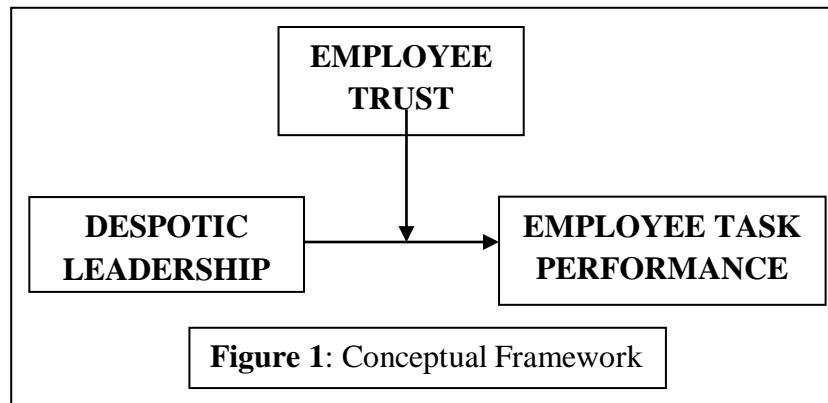
capable and trustworthy when they exhibit positive conduct, which is exhibited by confidence, certainty, efficacy, and compliance. This is because these traits have been proved to produce higher performance levels (Avolio, 2007). Again, how the employees act and their eagerness to participate in relation to the amount of work they put into completing the assignment may have an impact on the outcome of organization performance level. The level of an employee in the workplace and how much they trust their boss will impact how well the organisation performs (Gwinner et al., 2011). The level of an employee's faith in their superiors may have an impact on that employee's productivity and job happiness. On the other side, Knoll and Gill (2010) claimed that a distrustful atmosphere makes employees feel uneasy and anxious, which lowers their level of job satisfaction. Additionally, research on trust revealed that a leader's character influences how much their followers trust those (Reychav & Sharkie, 2010).

Performance of employees is increased by the trust factor by reducing dispute; helpful for judgement as trust encourages employees to share ideas and information and would immediately slow down the process (Ristig, 2009) (Laschinger & Fingane, 2005). Employee trust is thought of as a emotional condition along with favourable hope about the leader's intentions or behaviour with regard to himself in dangerous situations (Premeaux & Bedeian, 2003). According to experts, a manager's ability to support their staff will make it less likely that they will perform poorly, maintaining performance standards. Depending on the member's work, discussion, and the ethnicity upon which the connection is based, trust can be either weak or strong. The study's COR hypothesis postulates that when leaders are DL (self-serving, aggrandizing, dishonest), employees must work in stressful environments and subsequently lose faith in them. They deplete their own resources, which affects how well they operate on tasks. working under despotic leaders must work in an environment of stress (Nouman et al., 2018). Working for authoritarian authorities requires being in a stressful atmosphere (Nouman et al., 2018). Employee task performance is influenced by the degree of trust. For instance, Joseph and Winston (2005) discovered that this kind of leadership has a positive link with trust in both leaders and organisations, and it can affect worker performance and productivity. Under autocratic bosses, employees are forced to work in a stressful work situation. Despotic rulers have low ethical standards, are self-cantered, distort, and obsessed with gaining power. These actions undermine their employees' faith in them, which lowers their drive and negatively affects their performance in a stressful setting. The study's main hypothesis was that the link between employee TP and DL is moderated by the employee's trust.

### **OBJECTIVE OF THE STUDY**

The researcher attempted to find out the impact of despotic leadership on employee trust and task performance

## CONCEPTUAL FRAMEWORK AND HYPOTHESIS



### HYPOTHESIS:

H<sub>1</sub>: Despotic Leadership negatively impact on Employee trust

H<sub>2</sub>: Despotic leadership negatively impact on Employee task performance.

H<sub>3</sub>: Employee trust intervenes the connection between despotic leadership and employee task performance

### RESEARCH METHODOLOGY

The research adopts quantitative analysis as approach since the investigation is based on statistical analysis of fact and information to solve the problem identified. The adopted design is descriptive. The statistical methodologies used for the data collection is both primary and secondary. Through survey method as data collection technique and by utilizing the framed questionnaire, employees of large scale manufacturing units were targeted (cement, automobile, sports). Thus the sampling unit was reduced as South Tamil Nadu , since the target in large and unknown. Questionnaire framed for the research includes three parts, demographic data, Despotic Leadership (DL) consists of six item scale framed by Hoogh and Den Hartog (2008), Employee Trust ET which is Organizational trust Inventory OTI with 12 items scale formulated by Nyhan and Marlowe (1997) and Employee Task Performance which has 5 item scale driven by Koopmans et al (2014).

The estimated minimal survey required is 385 based on the Cochran formula (1977). Sample is estimated with the margin-error at 5%, confidence interval-level at 95% and the unknown population is considered as 50%. Thus based on the desired samples, invitations were sent to 400 people. However, the responses were 315, among which there were surveys turned out be inconsistent and inappropriate (65 surveys) along with non-participation (20 participants) due to non-interest. Post reduction and filtering the remaining 315 surveys were considered as study sample. Thus, the response rate for the survey is 78.75%, which is a good estimation. Finally, the sampling technique adopted is random sampling, participants are chosen in random manner. Data was obtained from survey conducted through mails. To analyse the data the statistical methods like regression, descriptive analysis, Cronbach alpha and Hayes Process-Macro were adopted. To examine and analyse obtained data, the SPSS and Microsoft excel was used as software applications.

## DATA ANALYSIS AND INTERPRETATION

The analysis was done upon the datasets with sample size of 315, where the first part of the analysis includes descriptive datasets with Simple percentage and reliability test through Cronbach alpha test, respectively; the second part includes the analysis of variables using the statistical analysis methods regression and the third part includes the moderators using Process-Macro analysis. The analysis are discussed below:

## DESCRIPTIVE ANALYSIS

Using the simple percentage analysis the ratio of Age, gender, educational qualification, working experience is estimated. The results are (refer table 1):

**Table:1: Details of the respondent**

		Frequency(f)	Percent (%)	Valid %	Cumulative %
<b>Education</b>	School-level	198	62.9	62.9	62.9
	Undergraduate	84	26.7	26.7	89.5
	Others	33	10.5	10.5	100.0
	<b>Total</b>	<b>315</b>	<b>100.0</b>	<b>100.0</b>	
<b>Gender</b>	Male	225	71.4	71.4	71.4
	Female	90	28.6	28.6	100.0
	<b>Total</b>	<b>315</b>	<b>100.0</b>	<b>100.0</b>	
<b>Working Experience</b>	1-5years	177	56.2	56.2	56.2
	6-10years	64	20.3	20.3	76.5
	11-15years	68	21.6	21.6	98.1
	16 and above years	6	1.9	1.9	100.0
	<b>Total</b>	<b>315</b>	<b>100.0</b>	<b>100.0</b>	
<b>Age</b>	20-30years	63	20.0	2.0	20.0
	31-40years	90	28.6	28.6	48.6
	41-50 years	128	40.6	40.6	89.2
	50 and above	34	10.8	10.8	100.0
	<b>Total</b>	<b>315</b>	<b>100.0</b>	<b>100.0</b>	

Source: Primary data

The result shows that major class of respondents are Male (71.4%), Majority of respondents are school level educated (62.9%), Majority of respondents are 41-50 years of age (40.6%) and highest working experience is 1-5 years (56.2%).

## RELIABILITY TEST

**Table 2: Reliability**

Items	Crobach's Value
Despotic Leadership	.816
Employee trust	.752



Employee Task Performance	.800
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Source: Computed data

The Cronbach alpha (*a*) as the reliability test has been adopted here to examine and measure the variables' reliability in this research. According to the standard measures of the test (Bonett and Wright, 2014), when the internal consistency is near 1 the value obtained is a good-fit and when it's nearer to 0 it's not a good-fit. The criteria are  $a \geq 0.9$  refers as excellent;  $a \geq 0.8$  says good;  $a \geq 0.7$  denotes acceptable;  $a \geq 0.6$  means uncertain and below 0.5 means unacceptable.

From table 2 it's observed that *a* values obtained are acceptable and a good-fit for the research. Thus the variables are acceptable and reliable.

**HYPOTHESIS TESTING**

The hypotheses are tested and the results are obtained where:

**H<sub>1</sub>:** Despotic Leadership negatively impact on Employee trust

**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.484 <sup>a</sup>	.234	.231	.25179	.234	95.588	1	313	.000

Predictors: (Constant), Mean ET

**Table 4: ANOVA <sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6.060	1	6.060	95.588	.000 <sup>b</sup>
Residual	19.843	313	.063		
Total	25.903	315			

Dependent Variable: Mean DL

Predictors: (Constant), Mean ET

**Table 5: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.070	.071		57.725	.000
Mean ET	.227	.023	.484	9.777	.000

Dependent Variable: Mean DL

From table 3 the R, R<sup>2</sup> and adjusted-R<sup>2</sup> values are observed to be .484, .234 and .231 where the R<sup>2</sup> insists that the association of the variables are 23% stronger. From ANOVA table 4 the p-value (i.e.  $p < 0.005$ ) is found significant with .000. Hence the hypothesis is accepted.

**H<sub>2</sub>:** Despotic leadership negatively impact on Employee task performance.

**Table 6: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of	Change Statistics
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		Square	Square	the Estimate	R Square Change	F Change	Df 1	Df 2	Sig. F Change
1	.234 <sup>a</sup>	.055	.052	.27967	.055	18.170	1	313	.000

Predictors: (Constant), Mean ETP

**Table 7: ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.421	1	1.421	18.170	.000 <sup>b</sup>
Residual	24.482	313	.078		
Total	25.903	315			

Dependent Variable: Mean DL

Predictors: (Constant), Mean ETP

**Table 8: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.209	.110		47.430	.000
MeanETP	.109	.026	.234	4.263	.000

Dependent Variable: MeanDL

From table 6 the R, R<sup>2</sup> and adjusted-R<sup>2</sup> values are observed to be .234, .055 and .052 where the R<sup>2</sup> insists that the association of the variables are 55% stronger. From ANOVA table 4 the p-value (i.e. p<0.005) is found significant with .000. Hence the hypothesis is accepted.

**HAYES PROCESS-MACRO ANALYSIS FOR MODERATOR**

The moderators have been analysed using the Hayes Process-Macro technique. The analyses of the hypotheses are:

**H<sub>3</sub>:** Employee trust intervenes the connection between despotic leadership and employee task performance

Run MATRIX procedure:- Y : Mean DL X : Mean ETP W : Mean ET

Sample Size: 315

All confidence intervals in output: 95.0000

OUTCOME VARIABLE: Mean DL

**Table 9:** Analysis of Employee trust as moderator

Model Summary

R	R-sq	MSE	F	df1	df2	P
.5209	.2713	.0607	38.5989	3.0000	311.0000	.0000

Source: Computed data

	Co - eff	se	t	p	LLCI	ULCI
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<b>constant</b>	4.4338	.5653	7.8439	.0000	3.3216	5.5460
Mean ETP	-.0805	.1287	-.6252	.5323	-.3338	.1728
Mean ET	.2338	.1819	1.2847	.1998	-.1242	.5917
Int_1	-.0033	.0415	-.0788	.9372	-.0850	.0785

Product terms key: Int\_1 : Mean ETP x Mean ET

The p value was found significant with .0000; where the Employee trust (ET) as factor moderates the association between the Despotic leadership (DL) and Employee task performance (ETP).

## HYPOTHESIS RESULTS

The results of the analysed hypotheses from regression and Hayes Process are classified (i.e. reject/accept) according to their outcomes

**Table 10:** Hypothesis results

<b>Hypothesis</b>	<b>Accepted/Rejected</b>
<b>H<sub>1</sub>:</b> Despotic Leadership negatively impact on Employee trust	Accepted
<b>H<sub>2</sub>:</b> Despotic leadership negatively impact on Employee task performance	Accepted
<b>H<sub>3</sub>:</b> Employee trust intervenes the connection between despotic leadership and employee task performance	Accepted

## VI. DISCUSSION AND RESULTS

This Study has broad practical significance in addition to theoretical ones. Organizations should consider ethics while choosing managers. Leadership ethics, fairness, and interactions with staff members build employee engagement and trust, which eventually improves performance. Self-serving and egotistical leadership develops a stressful workplace, and employees conserve their abilities in such a setting, which has an indirect impact on employee performance. Employees lose faith in management and become less committed to their jobs and work under autocratic leadership. This study also has some restrictions. More mediating and moderating variables should be added in models created by future researchers to make them more inclusive. Employee trust is not a fixed psychological notion and changes over time (Bakker & Demerouti, 2007; Bakker, 2011) Thus, longitudinal design should be used in future investigations to deal with causality problems. The knowledge of the moderating impact of employee trust on the connection between dictatorial leadership and task performance may be further improved by the inclusion of workplace stressors like culture.

## VII CONCLUSION

The study proves in the light of previous literature, SPSS data, and COR theory (Hobfall, 1989), despotic leadership is a negative phenomenon affecting employees and organizations more than the positive factors (Hussain, 2017). The study is developed to

further deepen the knowledge of autocratic leadership and its impact on worker task performance using employee trust as a metric. Additionally, the study adds knowledge on dictatorial leadership, employee trust, and job performance. This study is one of the rare researches that examine all three variables DL, ET, and TP in one study. The study also filled a gap in destructive leadership by examining the impact of negative leadership on employee's positive behaviours (Naseer et al., 2016). This research also provides insight for the generalizability of the conception of negative leadership exclusively the despotic leadership.

### **VIII. LIMITATIONS AND FUTURE RESEARCH**

Restrictions came across in this study too. More mediating and moderating variables should be added in models created by future researchers to make them more inclusive. Employee trust is not a fixed psychological notion and changes over time (Bakker & Demerouti, 2007; Bakker, 2011) Thus, longitudinal design should be used in future investigations to deal with causality problems. Mediating impact of employee trust on the connection between dictatorial leadership and task performance may be further improved by the inclusion of workplace stressors like culture.

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