



Research Article

ISSN : 2277-3657
CODEN(USA) : IJPRPM

Dark Side of Leadership: Employees' Job Stress & Deviant Behaviors in Pharmaceutical Industry

Shahbaz Haider¹, Qasim Ali Nisar^{2*}, Faizan Baig³, Muhammad Azeem⁴, Waseem-ul-Hameed⁵

¹MS Scholar, Department of Management Sciences, University of Sargodha, Gujranwala, Pakistan

²Lecturer, Department of Management Sciences, Superior University, Lahore, Pakistan

³MBA, Department of Business Administration, University of Central Punjab Lahore, Pakistan

⁴PhD Scholar, Department of Technology Management and Logistics, University Utara Malaysia, Sintok, Malaysia

⁵PhD Candidate, Department of Economics, Finance and banking, College of Business, University Utara Malaysia, Sintok, Malaysia

ABSTRACT

Previous studies have ignored the leadership role in pharmaceutical industry and documented complex challenges in this field with respect to effective leadership. Related to the issue, destructive leadership has become an emerging area of research. The purpose of current study is to examine the impact of destructive leadership behaviors on turnover intentions and deviant behavior through the mediation of job stress of leaders in pharmaceutical companies. Data was collected from higher leadership working in pharmaceutical companies of Pakistan. The study is longitudinal in nature; therefore, data has been collected two times with four months' interval. Questionnaires were used for data collection from leaders. After 4 months, data was recollected from the same respondents. CFA (Confirmatory Factor Analysis) and SEM (Structure Equation Modeling) techniques were used for statistical analysis. Results of the study signified that destructive leadership behaviors positively and significantly affect turnover intention and deviant behavior. Results also enlightened that job stress positively and significantly mediated the relationship of destructive leadership behaviors and turnover intention and deviant behavior. Findings also enlightened that respondent's behavior towards understudy variables became stronger in time2 as compared to time1. If organizations want to retain their employees, they must understand dynamics of destructive leadership behaviors in order to avoid cost in form of turnover intentions and deviance. This study also brings fresh perspective considering its setting in pharmaceutical industry in Pakistan.

Keywords: *Destructive Leadership, Turnover Intention, Deviant Behavior, Job Stress*

INTRODUCTION

Pharmaceutical industry is facing complex issues that grow more challenging by the day. Healthcare reforms and changes in technology, government policy, and consumer expectations are revolutionizing relationships with key stakeholders, impacting operations in unforeseen ways. One of the most crucial questions facing the industry, is what leadership skills companies will need to navigate this complex and changing landscape and how current pharmaceutical leaders stack up [1]. Lack of effective leadership is a major issue in pharmaceutical sector and there is a need to study the dark side of leadership [2]. It is a known fact that organizations are controlled either by managers or by leaders [1]. As various personal and institutional outcomes are significantly impacted by leadership style, many researchers are paying considerable attention to the management and psychology area [2]. Leadership can be positive and negative. Conventionally, leadership studies were focused on aspects related with effective leadership, frequently with an implicit supposition that lack of leadership reflects the inefficient leadership [3]. Similarly, with an increased

research on negative organizational conducts, first hand leadership style known to be the destructive leadership, has emerged as a unified topic among the articles [4]. Destructive leadership has both monetary and non-monetary consequences for the organizations. There are vast ranges of destructive leadership issues including deviant behaviors, stress, anxiety, turnover intentions, and organizational performance [5]. Across the globe, stress is rising at workplace that negatively influences the employees' attraction and retention [6]. Job stress is job related concept, which results due to destructive leadership. Meanwhile, destructive leadership behavior is stressful for subordinates [1]. Furthermore, stress is associated with negative outcomes that with regard to the issue, in a study it was contended that job satisfaction is influenced by job stress which leads towards low performance and turnover intentions [7]. Deviant workplace behaviors [8] have become an important organizational concern and attracted the attentions of the researchers [9]. Workplace deviant behavior is growing and carrying harmful impacts for individuals, groups and organizations [10]. As the economic conditions overall the world become dynamic, only the organizations having successful human resource retention are advantageous [11]. Turnover is significant variable as, after the employee leaves the organization, it may influence the organization, employee and society [12].

Destructive leadership is source of different behaviors that are costly for the organizations, such as rigidity and emotional exhaustion, deviant work behaviors, and stress [5]. In past few years, stress has turned to an issue for HR managers [13]. Furthermore, employees which have experienced greater level of stress are just about to lower motivation, and lead to unhealthy, less efficient and harmful situation [14]. In a study, deviant behaviors have been considered as destructive but no concern has been shown in exercising the research findings [15]. In another study [16], few researchers have acknowledged deviant behaviors as a considerable issue in servicing firms. World has turned into a global village and humans are important for competitive advantage. In a study [17], it was enlightened that persistently, turnover is organizational problem and observable issue in every kind and magnitude of firm and at all levels of organization. Furthermore, turnover consequences are costly for organization [18] due to quitting job, recruiting, selecting, and hiring. Grounded on the study conducted by [19] to examine the impact of destructive leadership on the satisfaction and turnover, it was suggested that other negative outcomes related to destructive leadership could be included. Furthermore, we found another study [1] which examined the relationship of destructive leadership and deviant behavior through stress and psychological well-being. Authors recommended that other variables as mediator or behavioral outcomes might be included in the study. Based on previous mentioned studies, we made our model to cover up and study the gaps ignored. Most of the previous studies explored the positive side of leadership [66, 67, 68, 69] and less attention has been paid towards negative consequences of leadership. Therefore, the purpose of this longitudinal study is to explore the influence of destructive leadership on deviant behaviors and turnover intentions, while job stress is considered as mediator. Through the present study, we will address the following research questions.

- Does destructive leadership have an impact on turnover intentions?
- Does destructive leadership affect the deviant behavior?
- To what extent destructive leadership, turnover intentions and deviant behavior relation are conciliated through job stress?

The focus of our study is to examine the impact of destructive leadership on turnover intentions and deviant behaviors and job stress mediation.

- To determine the relationship of destructive leadership and turnover intentions.
- To what extent destructive leadership affects deviant behavior.
- To what extent job stress conciliates the relationship of destructive leadership, deviant behavior, and turnover intentions.

Destructive Leadership

Destructive leader behaviors are intended actions (carried out by an individual in leadership, line managerial or managerial position) which are perceived by most of the people as harmful and unusual towards supporters and/or institutions which could be both physical or verbal, active or inactive, intended or unintended [20]. In addition [5] described that destructive leaders acting as an exemplar for their lower-ranking staff, delivers this message that undesirable conducts are needed in institutions. In researchers' opinion, destructive leadership goes beyond just the lack of positive qualities [21, 22]; instead, they exercise and exhibit particular destructive conducts [23], furthermore stated or unstated, intended or unintended having suggestions for production and workplace attitudes [24]. According to [21, 25, 26], leaders acting in harmony with the organizational objectives, jobs, mission and tactics, usually attaining results at the cost of juniors not through them are tyrannical leaders. Similarly, it was summed up that tyrannical

leadership conducts [27] may be tolerated by higher management in short run. Leaders exhibiting anti-subordinate conducts like bullying, embracing, exploiting, dishonesty or irritation, whereas concurrently executing anti-organizational conducts like truancy, shrinking, deception or embezzlement are derailed leaders. Previously [21] it was stated that leaders may not have tactical proficiency but are capable to encourage friendly relations with juniors are supportive disloyal leaders. Abusive supervision has been defined as the degree to which superiors are involved in persistent execution of aggressive oral and nonverbal conducts, apart from physical interaction [25]. Literature provides a vast range of views that have been utilized to elaborate the phenomenon of destructive leadership, petty tyrants [3], derailed leaders [28], abusive supervisors [25], bullies [29]. Furthermore, [4] argued that with growing research on undesirable conducts in institutions, exploration in novel leadership style recognized as “Destructive leadership” progressively becomes a central topic among articles.

Job Stress

Literature presents numerous definitions [30] and term jobs stress is frequently utilized to explain feelings of exhaustion, discomfort and unable to manage. Job stress was defined as individuals’ response to work’s environment characteristics that appears to be psychologically and physiologically threatening [31]. Comparatively job stress is ordinary fact in organizations [32, 33] that in numerous forms disturbs adversely peoples’ health and well-being. Higher job stress experienced by employees probably makes them unhealthy, poorly motivated, less effective, and less safe at work. Chances of institutional accomplishments in competitive environment look to be less. There are different sources which are causing work stress and can influence people in different manners [14]. Role overload, ambiguous role, contradictory role, lacking work setting, extra loading from agencies, poor work setting, and weaker colleague’s relations are among the reasons of job stress [34]. Furthermore, it was contended that frustration, anxiety, worry, and unhappiness are results of job related stress [35]. Besides, in a study it was also stated [36] that lack of skills and capabilities in an individual for doing job effectively causes job stress, when appropriate training is not given to him or some essential means have not been provided for doing job or when contradictory job demands are faced by him. Desirable and undesirable outcomes associated with the job stress have increased its importance through influencing the individual’s psychological and physiological health. Job stress might be related to diverse conducts (e.g., extra role conducts, harmful and divergent conducts, imaginative conducts, inventive conducts, and intent to leave) at work settings [2].

Turnover Intention

Milman [37] explained that concentrating on the reasons of worker’s intentions to stop or leave is one of the first hand research methodologies in a workplace turnover literature. In a study [38], turnover intentions have been defined as an apparent, invisible, interactive, and attitudinal propensity to swap job and the firm. On the other hand, [39] proposed that turnover intentions are definite as a sensible and thoughtful readiness to leave the firm. Although, there is no normal structure for the workers’ turnover practice as whole, an extensive sort of elements has been created appropriate in inferring employees’ turnover [40]. At work turnover features such as message at office, atmosphere, task given, income and advantages received do not fulfill the worker. Additionally, it was highlighted that [41] social employee turnover is a severe difficulty for social work management because social employee turnover harmfully affects the value, reliability, and permanence of customer facilities. In previous researches, number of factors were identified which contribute towards the turnover intention which include [42, 43] job satisfaction, alternative job opportunity, expectation of job, remuneration satisfaction, organizational commitment, managerial and administrative styles.

Deviant Behaviors

Deviant workplace behaviors [44] have been proposed as deliberate behaviors that disturb important organizational rules and hovers for the better fortune organizational or its individuals, or both. Similarly it was enlightened that [45, 46] deviant behaviors are reverse stander behaviors (based on instruction, tax, models) at the workplace that include causing harm to amenities and tools, being disobedient with coworkers and clients, showing rude non-oral talking, work anxiety, not planned and delayed programs. Next important research explained by existence of deviant behavior in the US creates organizational harms valued range yearly up to \$200 billion. Furthermore, it was [8] summed up that deviant workplace behaviors have developed a significant unease in organizations [8]. In a study [47], it was summed up that when these behaviors are aimed at the workplace and its facilities, they are called deviant behaviors according to organization and if the single employee is focused, they are called deviant behaviors according to individuals.

Destructive Leadership And Job Stress

Previously, number of studies carried out to explore the relationship of destructive leadership and job stress. In a study [48] it was found that subordinates of leaders being involved in destructive conducts exhibit greater stress. Resultantly, workers that are unprotected from destructive leaders undergo increased stress and its associated objections such as psychosomatic objections and nervousness than the workers which are less exposed towards such conducts [49]. Destructive leadership is stressful act for workers [1]. In the same vein, a study also indicated a significant relationship between destructive leadership and job stress (negative stress, $r=0.281$, $p<0.05$).

Destructive Leadership And Turnover Intentions

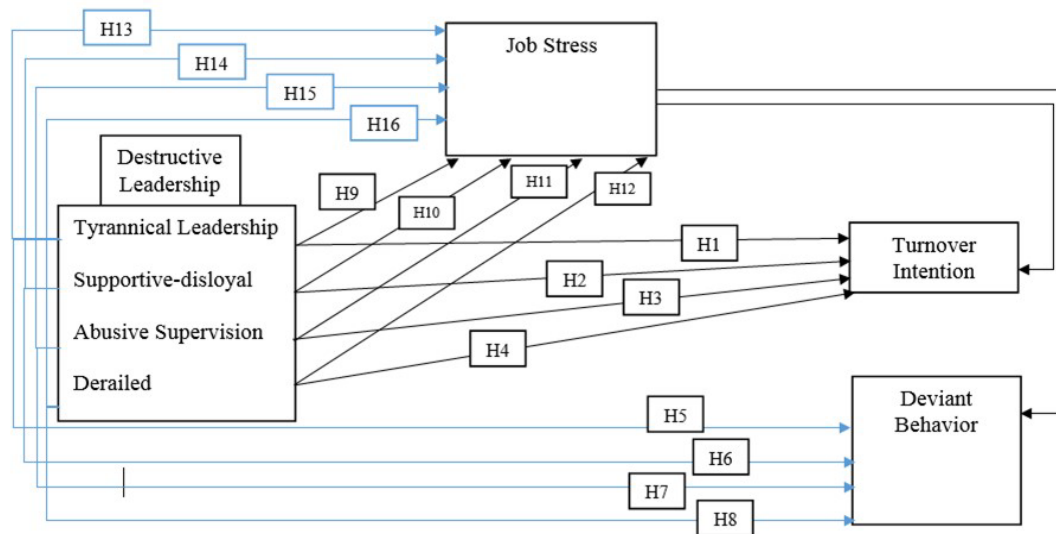
A study [5] proposed that the findings of meta-analysis indicated destructive leadership is negatively linked with constructive organizational associated conceptions and positively related with harmful organizational conceptions (turnover intention, counterproductive work behavior, and justice). The researchers have slightly ignored the other constituents of destructive leadership. In another study, considerable negative relationship between destructive leadership and all measure of satisfaction was found [19] but there was not considerable association found between negative effects on turnover level (propensity to stay in job) among junior population. It would be more compelling if researchers found theoretical context for the destructive leadership negatively affecting the turnover level. Similarly, another research [50] findings indicated that workplace bullying and turnover intentions are positively associated. Role clarity, participative decision making and managerial relation demonstrated moderate relationship with bullying by line manager and turnover intention. Researcher could consider job stress as moderator in the current study to obtain better results. Additionally, according to the findings of a study there is a constructive relation between petty tyranny and turnover intention. Furthermore it was argued that the reason behind this is the ambiguity of petty tyrants which generates work isolation [26].

Destructive Leadership And Deviant Behavior

Organizational deviance has been defined [9] as intended conduct that defies norms of organization and thus the organizational and its members' welfare is threatened. Abusive supervision is the degree to which superiors are involved in persistent execution of aggressive verbal and nonverbal conducts, apart from physical interaction [25] and it is the significant factor contributing towards deviant behaviors [51, 52]. This study lacks the other destructive leadership constituents affecting the deviant behaviors. [1] Conducted a study and results indicated the considerable association ($r=0.54$, $p<0.05$) between destructive leadership and deviant behaviors. Furthermore, regression analysis results also identified positive relationship between the destructive leadership and deviant behavior, whereas negative mediation was found by stress ($p<0.05$). In the above-mentioned research, researcher has slightly ignored the dimensions of destructive leadership. The results would be more fruitful if researchers considered all the other dimensions, as more than one type of destructive behavior might involve in the organization.

Mediating Role Of Job Stress

Toxic leadership found to be the major reason for counterproductive conducts occurrence [53]. Employees' decision to remain in organization depends upon the relation between superiors and juniors [54]. Abusive, hostile, or retaliatory leaders are reasons for the stress [55]. Research have indicated that employees working under leaders which are being engaged in destructive behaviors exhibit a high level of stress [56]. In several conducted researches [42] turnover intention is described as the variables occur because of job stress' continual experience, and behavioral and attitudinal alterations in workers. Thus without any doubt, this threat [30] excite everybody to leave his/her stressful situation. Furthermore, it was found that there was a strong positive association between job stress and turnover intentions [70,71,72]. Similarly, it was found that job stress positively influences the turnover intentions. Additionally, it was [2] highlighted that job stress comparatively negatively impacts creativity and oppositely impacts the turnover intention. Accordingly, it was summed up that [58] employees react towards job stress and other aspects persuading destructive emotions results in deviant behaviors. Similarly, a study has described that deviant behaviors happen because of job stress [58] and deviation may be in form of absence, heavy drinking, materialistic abuse, less motivation to do job and lower efficiency [59, 60]. In a study it was found that job stress and deviant behavior are positively associated [36]. Accordingly, it was argued [61] that we expect that workers with massive workload, excessive job stress, and excessive intensity of work life balance conflict have the trend to display deviant behavior at the organization. Further [1] it was found that negative and damaging stress mediates between the positive association of destructive leadership and deviant behaviors. Abusive supervision is vital aspect that adds to deviant behavior [62]. Targeting considerable tactics to deal with destructive phenomenon, discovered voluntary turnover to be the suitable way out [29].

Research Model**Hypotheses**

- H1:** There is a positive significant correlation between tyrannical leadership and turnover intentions
- H2:** There is a positive significant correlation between supportive-disloyal leadership and turnover intentions
- H3:** There is a positive significant correlation between abusive supervision and turnover intentions
- H4:** There is a positive significant correlation between derailed leadership and turnover intentions
- H5:** Tyrannical leadership and deviant behaviors are positively and considerably associated
- H6:** Supportive-disloyal leadership and deviant behaviors are positively and considerably associated
- H7:** Abusive supervision and deviant behaviors are positively and considerably associated
- H8:** Derailed leadership and deviant behaviors are positively and considerably associated
- H9:** Tyrannical leadership and turnover intentions relation are mediated by job stress.
- H10:** Supportive-disloyal leadership and turnover intentions relation are mediated by job stress.
- H11:** Abusive supervision and turnover intentions relation are mediated by job stress
- H12:** Derailed leadership and turnover intentions relation are mediated by job stress
- H13:** Tyrannical leadership and deviant behaviors relation are mediated by job stress.
- H14:** Supportive-disloyal leadership and deviant behaviors relation are mediated by job stress.
- H15:** Abusive supervision and deviant behaviors relation are mediated by job stress.
- H16:** Derailed leadership and deviant behaviors relation are mediated by job stress.

MATERIALS & METHODS

The current study describes the relationship of destructive leadership, turnover intention, and deviant behavior with the mediating role of job stress.

Measures

Measuring instrument consists of 40 questions about the variables under study. Point 5 Likert scale was used that ranged from strongly disagree (1) to strongly agree (5). Following questionnaires adopted to obtain responses about under study variables.

Destructive leadership was measured with 20 item questionnaire adopted [63]. Job stress was measured with 6 items questionnaire adopted [64]. Turnover intentions was measured with 3 item scale adopted [65]. To measure the deviant behavior, 11 item scale was adopted.

Questionnaire

To explore the relationship of destructive leadership, turnover intentions, deviant behavior, and mediation of job stress, survey method used. In the survey method, we used self-administered questionnaires. Questionnaire comprised of two segments. First segment consisted of personal information about employees (Age, gender, nature of employment etc.), and the second segment consisted of the adopted questionnaire to study proposed variables.

Sampling

To select an appropriate sample for our study we obtained list of employees working in pharmaceutical companies in Pakistan. By using simple random sampling technique, we selected 450 employees.

Data Collection

Total 450 questionnaires distributed among the leaders working in pharmaceutical companies. A meeting held with HR to communicate the purpose of the study. Upon request of researchers, HR provided list of employees and by adopting random sampling technique, 450 employees were carefully chosen. Questionnaires floated in 15 companies. One week was given to employees to make sure they have filled the questionnaire. After one week, the researchers collected questionnaires. After 4 months, the data was recollected from the same respondents.

Demographics

Out of 450 questionnaires, only 370 were valid responded with 82% response rate. 38% of the respondents belonged to age group up to 25-year, 54% fell between age group 26-45 year, and 8% respondents were between age group of 46-55. As concerned to educational level of respondents, 53.3% were holding Bachelors’ degree, 46% were holding Masters’ degree and 0.7% were holding other educational degrees. As concerned to employment nature, 48.7% respondents rated themselves as permanent employees, 43.7% respondents rated themselves as contractual employees, and remaining 7.6% respondents belonged to other job categories. Moreover, as concerned to experience 31% employees marked their length of service up to 1 year, 47.3% marked their length of service between 2-5 years and 19.3% employees marked their length of service between 5-10 years and 2.4% employees marked their length of service more than 10 years.

RESULTS & DISCUSSION

Table 1. Mean, Standard Deviation, and Correlations:

Time1

| | Variables | Mean | SD | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|-----------------------|------|------|--------|--------|--------|--------|--------|--------|--------|
| 1 | Tyrannical Leadership | 2.83 | .651 | 1(.81) | | | | | | |
| 2 | Supportive-disloyal | 2.98 | .748 | .366** | 1(.78) | | | | | |
| 3 | Abusive Supervision | 2.98 | .775 | .417** | .318** | 1(.79) | | | | |
| 4 | Derailed | 3.03 | .704 | .296** | .231** | .158* | 1(.83) | | | |
| 5 | Job Stress | 2.96 | .494 | .344** | .374** | .426** | .342** | 1(.80) | | |
| 6 | Turnover Intention | 3.03 | .633 | .401** | .361** | .332** | .346** | .358** | 1(.87) | |
| 7 | Deviant Behavior | 3.11 | .782 | .455** | .431** | .438** | .349** | .555** | .289** | 1(.76) |

Time2

| | Variables | Mean | SD | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|-----------------------|------|------|--------|--------|---|---|---|---|---|
| 1 | Tyrannical Leadership | 2.85 | .661 | 1(.84) | | | | | | |
| 2 | Supportive-disloyal | 2.99 | .755 | .370** | 1(.80) | | | | | |

| | | | | | | | | | |
|---|---------------------|------|------|--------|--------|--------|--------|--------|--------|
| 3 | Abusive Supervision | 3.00 | .765 | .420** | .320** | 1(.86) | | | |
| 4 | Derailed | 3.05 | .700 | .300** | .237** | .159* | 1(.85) | | |
| 5 | Job Stress | 2.99 | .500 | .348** | .380** | .428** | .344** | 1(.86) | |
| 6 | Turnover Intention | 3.07 | .637 | .405** | .365** | .335** | .347** | .360** | 1(.89) |
| 7 | Deviant Behavior | 3.15 | .792 | .459** | .433** | .440** | .351** | .558** | .291** |

Above-mentioned Tables are providing description about mean, standard deviation, and correlations of variables for time 1 and time 2. Tyrannical leadership is positively and significantly associated with turnover intention ($r_{T1} = .401$, $r_{T2} = .405$) and with deviant behavior ($r_{T1} = .455$, $r_{T2} = .459$). Thus, it is supporting the hypothesis H1 and H5. Supportive-disloyal is positively and significantly correlated with turnover intention ($r_{T1} = .361$, $r_{T2} = .365$) and with deviant behavior ($r_{T1} = .431$, $r_{T2} = .433$). Thus, it provides support for hypothesis H2 and H6. Abusive supervision is positively and significantly correlated with turnover intention ($r_{T1} = .332$, $r_{T2} = .335$) and with deviant behavior ($r_{T1} = .438$, $r_{T2} = .440$) providing support for hypothesis H3 and H7. Similarly, derailed leadership is positively and significantly correlated with turnover intentions ($r_{T1} = .346$, $r_{T2} = .347$) and with deviant behaviors ($r_{T1} = .349$, $r_{T2} = .351$). As the responses from the same population has been gathered the relations became stronger with the passage of time which shows that people have more positive attitude and behaviors regarding understudy variables in time 2 data as compared to time 1. Correlation among all variables is more strong in time 2 responses which indicated that employee’s behavior changed with the passage of time in pharmaceutical industry.

Table 2. Factor loadings

| Items | Time 1 | | | Items | Time 2 | | |
|-------------------------------|--------|------------|------------|-------------------------------|--------|------------|------------|
| | FL | AVE | CR | | FL | AVE | CR |
| Destructive Leadership | | .55 | .81 | Destructive Leadership | | .62 | .86 |
| DL1 | .81 | | | DL1 | .85 | | |
| DL2 | .76 | | | DL2 | .79 | | |
| DL3 | .71 | | | DL3 | .76 | | |
| DL4 | .69 | | | DL4 | .76 | | |
| DL5 | .86 | | | DL5 | .88 | | |
| DL6 | .79 | | | DL6 | .82 | | |
| DL7 | .90 | | | DL7 | .95 | | |
| DL8 | .87 | | | DL8 | .88 | | |
| DL9 | .77 | | | DL9 | .76 | | |
| DL10 | .82 | | | DL10 | .80 | | |
| DL11 | .71 | | | DL11 | .70 | | |
| DL12 | .79 | | | DL12 | .82 | | |
| DL13 | .79 | | | DL13 | .83 | | |
| DL14 | .70 | | | DL14 | .71 | | |
| DL15 | .71 | | | DL15 | .77 | | |
| DL16 | .79 | | | DL16 | .75 | | |
| DL17 | .81 | | | DL17 | .84 | | |
| DL18 | .78 | | | DL18 | .79 | | |
| DL19 | .80 | | | DL19 | .84 | | |
| DL20 | .81 | | | DL20 | .86 | | |
| Job Stress | | .65 | .80 | Job Stress | | .67 | .85 |
| JS1 | .88 | | | JS1 | .88 | | |
| JS2 | .79 | | | JS2 | .79 | | |
| JS3 | .74 | | | JS3 | .74 | | |
| JS4 | .87 | | | JS4 | .87 | | |

| | | | | | | | |
|----------------------------|-----|------------|------------|----------------------------|-----|------------|------------|
| JS5 | .94 | | | JS5 | .94 | | |
| JS6 | .84 | | | JS6 | .84 | | |
| Turnover Intentions | | .67 | .79 | Turnover Intentions | | .68 | .83 |
| T1 | .85 | | | T1 | .86 | | |
| T2 | .71 | | | T2 | .72 | | |
| T3 | .82 | | | T3 | .86 | | |
| Deviant Behavior | | .66 | .80 | Deviant Behavior | | .67 | .81 |
| DB1 | | | | DB1 | | | |
| DB2 | .76 | | | DB2 | .77 | | |
| DB3 | .83 | | | DB3 | .86 | | |
| DB4 | .79 | | | DB4 | .80 | | |
| DB5 | .70 | | | DB5 | .76 | | |
| DB6 | .71 | | | DB6 | .75 | | |
| DB7 | .79 | | | DB7 | .82 | | |
| DB8 | .81 | | | DB8 | .84 | | |
| DB9 | .89 | | | DB9 | .93 | | |
| DB10 | .78 | | | DB10 | .84 | | |
| DB11 | .63 | | | DB11 | .72 | | |
| DB12 | .80 | | | DB12 | .73 | | |

The measurement model has drawn for the Confirmatory Factor Analysis. Table 2 is describing the CFA model. It provides the convergent and discriminant validity of model. All the factor loadings are greater than 0.7 both in time 1 and time 2 describing the discriminant validity of data. Moreover, the Ave must be greater than 0.5 and CR must be greater than the 0.8 and both constituents of convergent reliability are within acceptable range. Above mentioned table is describing AVE for destructive leadership (T₁= .55, T₂= .62), job stress (T₁= .65, T₂= .67), turnover intention (T₁= .67, T₂= .68) and deviant behavior (T₁= .66, T₂= .67). All the values of AVE are greater than 0.7. Furthermore, it is describing the values of CR for destructive leadership (T₁= .81, T₂= .86), job stress (T₁= .80, T₂= .85), turnover intention (T₁= .79, T₂= .83) and deviant behavior (T₁= .80, T₂= .81). All the values for CR are greater than 0.7. In comparison values for time 2 are stronger than time 1. It proves the convergent reliability and discriminant validity of scale.

Table 3. Fit Indices for CFA Model
Time1

| Index of fit | Cmin/df | P | GFI | AGFI | CFI | RMSEA |
|--------------|---------|-----|------|------|------|-------|
| Value | 2.99 | .06 | .944 | .824 | .947 | .049 |

| Index of fit | Cmin/df | P | GFI | AGFI | CFI | RMSEA |
|--------------|---------|-----|------|------|------|-------|
| Value | 2.98 | .07 | .952 | .842 | .953 | .052 |

Table 3 describes the Fit indices for CFA model and illustrates the values that determine the validity and reliability. In time 1, GFI that must be greater than the 0.9 is valued at 0.944. AGFI representing adjusted goodness of fit index must be greater than the 0.8 is valued at 0.824, CFI illustrating comparative fit index that must be greater than the 0.90 is valued at .0947 and RMSEA denoting root mean square error of approximation that must be less than .10 is valued at .049. In time 2 GFI= .952, CFI= .842, AGFI= .952 and RMSEA= 0.52. As all the values in time 1 and time 2 are in normal range of acceptance it proves that our model is fit to check the reliability and validity of scale being used providing a green signal to proceed.

Table 4. Fit Indices for SEM Model:
Time1

| Index of fit | Cmin/df | P | GFI | AGFI | CFI | RMSEA |
|--------------|---------|---|-----|------|-----|-------|
|--------------|---------|---|-----|------|-----|-------|

| | | | | | | |
|-------|------|-----|------|------|------|------|
| Value | 3.01 | .06 | .942 | .851 | .953 | .045 |
|-------|------|-----|------|------|------|------|

Time2

| Index of fit | Cmin/df | P | GFI | AGFI | CFI | RMSEA |
|--------------|---------|-----|------|------|------|-------|
| Value | 3.03 | .05 | .949 | .866 | .955 | .051 |

Table 4 is describing the results of model fitness for SEM dimension for both time 1 and time 2. In time 1 value for GFI= .942 (>.90), AGFI= .851 (>.80), CFI= .953 (>.90) and RMSEA= .045 (<0.05) are in good range of acceptance and declaring good fit of model. In time 2 value of GFI=.949 (>.90), AGFI =.866 (>.80), CFI= .955 (>.90) and RMSEA= .051 (<0.1) are under good range of acceptance. Values in time 2 are stronger than the time1 and the significance value for time 2 increased as compared to time 1 (p= 0.07, p= 0.05). All the values are indicating a good fit for the model.

Table 5. Path Analysis, SEM Mediation Analysis

Time1

| Independent Variables | Effects | Turnover Intention | Deviant Behavior |
|-----------------------|-----------------|--------------------|------------------|
| Tyrannical Leadership | Direct Effect | .25* | .21* |
| | Indirect Effect | .19* | .19* |
| | Total Effect | .44* | .40* |
| Supportive-disloyal | Direct Effect | .34* | .41* |
| | Indirect Effect | .37* | .22* |
| | Total Effect | .71* | .63* |
| Abusive Supervision | Direct Effect | .41* | .31* |
| | Indirect Effect | .27* | .22* |
| | Total Effect | .68* | .53* |
| Derailed | Direct Effect | .32* | .30* |
| | Indirect Effect | .25* | .31* |
| | Total Effect | .57* | .61* |

Mediating variable: Job stress

Time2

| Independent Variables | Effects | Turnover Intention | Deviant Behavior |
|-----------------------|-----------------|--------------------|------------------|
| Tyrannical Leadership | Direct Effect | .27* | .25* |
| | Indirect Effect | .22* | .21* |
| | Total Effect | .49* | .46* |
| Supportive-disloyal | Direct Effect | .35* | .38* |
| | Indirect Effect | .31* | .23* |
| | Total Effect | .66* | .61* |

| | | | |
|---------------------|-----------------|-------|-------|
| Abusive Supervision | Direct Effect | .42* | .29* |
| | Indirect Effect | .24* | .24* |
| | Total Effect | .66* | .53* |
| Derailed | Direct Effect | .34* | .32* |
| | Indirect Effect | .26* | .29* |
| | Total Effect | .481* | .535* |

Table 5 is showing the path analysis for the proposed variables in the study. In time 1 and time 2 values of direct, indirect, and total effect have been given to elaborate the direction of the relationship. In time 1 direct effect of tyrannical leadership on turnover intention and deviant behavior is positive and significant ($\beta=.25$; $P<0.05$) and ($\beta=.21$; $P<0.05$) respectively supporting H1 and H5. While values for total effect are ($\beta=.44$; $P<0.05$) and ($\beta=.40$; $P<0.05$) respectively enlightening the strong mediation of job stress as total effect is increased due to mediator. Thus, it is supporting the hypothesis H9 and H13. Similarly values of direct effects of supportive-disloyal on turnover intention and deviant behavior are positive and significant ($\beta=.34$; $P<0.05$) ($\beta=.41$; $P<0.05$) respectively supporting H2 and H6. While values for total effect are ($\beta=.71$; $P<0.05$).578 and ($\beta=.63$; $P<0.05$) enlightening the job stress mediation and thus supporting the hypothesis H10 and H14. Similarly, abusive supervision positively and significantly affects the turnover intention ($\beta=.41$; $P<0.05$) and deviant behavior ($\beta=.31$; $P<0.05$) supporting H3 and H7. While values for total effect are ($\beta=.68$; $P<0.05$) and ($\beta=.53$; $P<0.05$) summing up the strong mediation of job stress and providing support for hypotheses H11 and H15. Furthermore, results revealed that derailed leadership also positively and significantly affect the turnover intention ($\beta=.32$; $P<0.05$) and deviant behavior ($\beta=.30$; $P<0.05$) supporting H4 and H8. Meanwhile, value of total effect of derailed leadership on turnover intention is ($\beta=.57$; $P<0.05$) and on deviant behaviors is ($\beta=.61$; $P<0.05$) describing the job stress mediation and providing support for hypotheses H12 & H16. Similarly, value of indirect effect for derailed leadership and deviant behavior is .521 identifying that due to mediator the influence of derailed leadership on deviant behavior has increased, supporting the hypothesis H16.

In time 2 direct effect of tyrannical leadership on turnover intention and deviant behavior is positive and significant ($\beta=.27$; $P<0.05$)459 and ($\beta=.25$; $P<0.05$) respectively. While values for total effect are ($\beta=.49$; $P<0.05$) and ($\beta=.46$; $P<0.05$) respectively enlightening the strong mediation of job stress as total effect is increased due to mediator; thus, it is supporting the hypotheses H9 and H13. Similarly, values of direct effects of supportive-disloyal on turnover intention and deviant behavior are positive and significant ($\beta=.35$; $P<0.05$) and ($\beta=.38$; $P<0.05$) respectively while values for total effect are ($\beta=.66$; $P<0.05$) and ($\beta=.61$; $P<0.05$) enlightening the job stress mediation and thus supporting the hypotheses H10 and H14. Similarly, abusive supervision positively and significantly affects the turnover intention ($\beta=.42$; $P<0.05$) and deviant behavior ($\beta=.329$; $P<0.05$) while values for total effect are ($\beta=.66$; $P<0.05$) and ($\beta=.53$; $P<0.05$) summing up the strong mediation of job stress and providing support for hypothesis H11 and H15. Furthermore, results revealed that derailed leadership also positively and significantly affects the turnover intention ($\beta=.34$; $P<0.05$) and deviant behavior ($\beta=.32$; $P<0.05$). Value of total effect for derailed leadership and turnover intention is ($\beta=.60$; $P<0.05$) describing the job stress mediation and providing support for hypothesis H12. Similarly, value of indirect effect for derailed leadership and deviant behavior is ($\beta=.59$; $P<0.05$) identifying that due to mediator the effect of independent variable on dependent variable has been increased, supporting the hypothesis H16. Overall impact of destructive leadership on turnover intention and deviant behavior has increased. Similarly, the results for mediation also increased over the time. Values for time 2 are stronger than time 1. It is indicating that responses of people have become stronger and significant for variables under study.

CONCLUSION

The current study explored the association of destructive leadership behaviors type i.e. tyrannical leadership, supportive-disloyal, abusive supervision and derailed leadership with turnover intention and deviant behavior in Pharmaceutical industry. The study results signified that all destructive leadership constituents are positively and significantly linked with the turnover intention and deviant behaviors. Moreover, our study findings are in line with previous knowledge of body [5, 19, 26] which also examined the destructive leaderships' impact on turnover intention; thus, it signified that destructive leadership is positively and significantly associated with turnover intentions. Study

results revealed positive and considerable relationship between destructive leadership and deviant behaviors. The results of present study are in line with findings of previous studies [1, 51, 52].

Furthermore, the present study argued that job stress is a positive and significant mediator between the relation of destructive leadership and turnover intention. Results of our study are in line with previous research [2, 30, 42, 57]. These studies signified that job stress and turnover intentions are positively associated. Similarly, our study argued that job stress mediates the relation between destructive leadership and deviant behavior. Results are consistent with previous studies [1, 36, 61]. As current study is longitudinal, results of study became stronger and more significant in second time data collection indicating that responses of people have become more positive about the variables under study.

Practical Implications

As every study has its applications in real world so this study also came up with some useful suggestions for leaders in pharmaceutical industry. Results depicted that destructive leadership positively related with job stress. Work of customer service representatives is stressful in nature. If employees are experiencing the destructive leadership behaviors, this will enhance their job stress. Results also enlightened that job stress contributes in deviant behavior and turnover intention. If organizations are keen to retain employees, they should reduce job stressors. Findings of study contributed to understand the reasons for turnover intentions and organizational deviance. Moreover, these findings enhanced understanding about destructive leadership behaviors; so, management may reconsider and evaluate their behavior in order to avoid cost in form of turnover intention and deviance.

Limitations

The current study has limitations including considering the job stress as a whole; researchers can consider its dimensions for further study. Single source data was used for this study, since it was collected only from employees' perspective that further studied may include managers' perspective. Interviews and focus group discussion were not involved as due to personal resistance and time constraints of employees and interviews may reveal new insights. Some of the employees refused to fill the questionnaire, as they were anxious about the misuse of information (i.e. responses are to be discussed with their superiors etc.). Future research may be conducted determining the other negative leadership impacts [36]. Researchers may conduct further research while considering the dimensions of turnover for deep insight. Researchers may consider other service sectors to get better results i.e. IT, Education, NGO etc. for future study.

REFERENCES

1. Pouladi, A., The effect of destructive leadership on deviant behaviors through job stress and psychological wellbeing among employees of khorasgan university. *GMP Review*, 2015. 18(2).
2. Golparvar, M., et al., Moderating Impact of Job Resources on the Relationship Between Job Stress with Turnover Intention and Creativity. 2015.
3. Ashforth, B.E., Petty tyranny in organizations. *Human Relations*, 1994. 47: p. 755-778.
4. Lu, H., et al., A Chinese perspective on the content and structure of destructive leadership. *Chinese Management Studies*, 2012. 6(2): p. 271-283.
5. Schyns, B. and J. Schilling, How bad are the effects of bad leaders? A meta-analysis of destructive leadership and its outcomes. *The Leadership Quarterly*, 2013. 24(1): p. 138-158.
6. Cox, T., et al., Organisational interventions for work stress A risk management approach. *HSE CONTRACT RESEARCH REPORT*, 2000.
7. Applebaum, D., et al., The impact of environmental factors on nursing stress, job satisfaction, and turnover intention. *The Journal of nursing administration*, 2010. 40: p. 323.
8. Appelbaum, S.H., K.J. Deguire, and M. Lay, The relationship of ethical climate to deviant workplace behaviour. *Corporate Governance: The international journal of business in society*, 2005. 5(4): p. 43-55.
9. Bennett, R.J. and S.L. Robinson, Development of a measure of workplace deviance. *Journal of applied psychology*, 2000. 85(3): p. 349.
10. Alias, M., et al., Predictors of workplace deviant behaviour: HRD agenda for Malaysian support personnel. *European Journal of Training and Development*, 2013. 37(2): p. 161-182.
11. Cho, D.-H. and J.-M. Son, Job embeddedness and turnover intentions: An empirical investigation of construction it industries. 2012.

12. Curran, S.R., Assessing employee turnover in the Language Services Section of Parliament of the Republic of South Africa. 2012, Stellenbosch: Stellenbosch University.
13. Avey, J.B., F. Luthans, and S.M. Jensen, Psychological capital: A positive resource for combating employee stress and turnover. *Human Resource Management*, 2009. 48(5): p. 677-693.
14. Arshadi, N. and H. Damiri, The relationship of job stress with turnover intention and job performance: Moderating role of OBSE. *Procedia-Social and Behavioral Sciences*, 2013. 84: p. 706-710.
15. Sunday, A.J. and M. Akikibofori, the causes and impact of deviant behaviour in the work place. *American Journal of Social Sciences*, 2014. 1(2): p. 1-11.
16. Sunday, A.J., The influx of expatriates in maritime sector and domestic labour market in Nigeria. *Labour Law Review*, 2008. 1(2): p. 75-95.
17. Yin-Fah, B.C., et al., An exploratory study on turnover intention among private sector employees. *International Journal of Business and Management*, 2010. 5(8): p. p57.
18. Abbasi, S.M., K.W. Hollman, and R.D. Hayes, Bad bosses and how not to be one. *INFORMATION MANAGEMENT JOURNAL-PRAIRIE VILLAGE-*, 2008. 42(1): p. 52.
19. Tran, Q., Y. Tian, and F.P. Sankoh, The Impact of Prevalent Destructive Leadership Behaviour on Subordinate Employees in a Firm. *American Journal of Industrial and Business Management*, 2013. 3(07): p. 595.
20. Thoroughgood, C.N., et al., The susceptible circle: A taxonomy of followers associated with destructive leadership. *The Leadership Quarterly*, 2012. 23(5): p. 897-917.
21. Skogstad, A., et al., The destructiveness of laissez-faire leadership behavior. *Journal of occupational health psychology*, 2007. 12(1): p. 80.
22. Padilla, A., R. Hogan, and R.B. Kaiser, The toxic triangle: Destructive leaders, susceptible followers, and conducive environments. *The Leadership Quarterly*, 2007. 18(3): p. 176-194.
23. Toor, S.-u.-R. and S. Ogunlana, Ineffective leadership: Investigating the negative attributes of leaders and organizational neutralizers. *Engineering, Construction and Architectural Management*, 2009. 16(3): p. 254-272.
24. Blase, J. and J. Blase, *Breaking the silence: Overcoming the problem of principal mistreatment of teachers*. 2002: Corwin Press.
25. Tepper, B.J., Consequences of abusive supervision. *Academy of management journal*, 2000. 43(2): p. 178-190.
26. Ashforth, B.E., Petty tyranny in organizations: A preliminary examination of antecedents and consequences. *Canadian Journal of Administrative Sciences*, 1997. 14(2): p. 126.
27. Ma, H., R. Karri, and K. Chittipeddi, The paradox of managerial tyranny. *Business Horizons*, 2004. 47(4): p. 33-40.
28. Shackleton, V., *Leaders who derail*. *Business Leadership*, 1995: p. 89-100.
29. Namie, G. and R. Namie, *The Bully at Work*. Sourcebooks. Inc., Naperville, IL, 2000.
30. Qureshi, M.I., et al., Relationship between job stress, workload, environment and employees turnover intentions: What we know, what should we know. *World Applied Sciences Journal*, 2013. 23(6): p. 764-770.
31. Jamal, M., Burnout among Canadian and Chinese employees: a cross-cultural study. *European Management Review*, 2005. 2(3): p. 224-230.
32. Harris, K.J., P. Harvey, and K.M. Kacmar, Do social stressors impact everyone equally? An examination of the moderating impact of core self-evaluations. *Journal of Business and Psychology*, 2009. 24(2): p. 153-164.
33. Yang, L.Q., H. Che, and P.E. Spector, Job stress and well-being: An examination from the view of person-environment fit. *Journal of Occupational and Organizational Psychology*, 2008. 81(3): p. 567-587.
34. Borg, M.G., R.J. Riding, and J.M. Falzon, Stress in teaching: A study of occupational stress and its determinants, job satisfaction and career commitment among primary schoolteachers. *Educational Psychology*, 1991. 11(1): p. 59-75.
35. Kyriacou, C., Teacher stress: Directions for future research. *Educational review*, 2001. 53(1): p. 27-35.
36. Malik, O.F. and A. Waheed, The mediating effects of job satisfaction on role stressors and affective commitment. *International Journal of Business and Management*, 2010. 5(11): p. p223.

37. Milman, A., Hourly employee retention in the attraction industry: Research from small and medium-sized facilities in Orlando, Florida. *Journal of Retail & Leisure Property*, 2002. 2(1): p. 40-51.
38. Bergiel, E.B., et al., Human resource practices, job embeddedness and intention to quit. *Management Research News*, 2009. 32(3): p. 205-219.
39. Guimaraes, T., Assessing employee turnover intentions before/after TQM. *International Journal of Quality & Reliability Management*, 1997. 14(1): p. 46-63.
40. Ongori, H., A review of the literature on employee turnover. 2007.
41. Barak, M.E.M., J.A. Nissly, and A. Levin, Antecedents to retention and turnover among child welfare, social work, and other human service employees: What can we learn from past research? A review and metanalysis. *Social service review*, 2001. 75(4): p. 625-661.
42. Albattat, A.R.S. and A.P.M. Som, Employee dissatisfaction and turnover crises in the Malaysian hospitality industry. *International Journal of Business and Management*, 2013. 8(5): p. p62.
43. Kuria, S., O. Alice, and P. Wanderi, Assessment of causes of labour turnover in three and five star-rated hotels in Kenya. *International Journal of Business and Social Science*, 2012. 3(15): p. 311-317.
44. Robinson, S.L. and R.J. Bennett, A typology of deviant workplace behaviors: A multidimensional scaling study. *Academy of management journal*, 1995. 38(2): p. 555-572.
45. Appelbaum, S.H., G.D. Iaconi, and A. Matousek, Positive and negative deviant workplace behaviors: causes, impacts, and solutions. *Corporate Governance: The international journal of business in society*, 2007. 7(5): p. 586-598.
46. Harris, L.C. and E. Ogbonna, Service sabotage: A study of antecedents and consequences. *Journal of the Academy of Marketing Science*, 2006. 34(4): p. 543-558.
47. Steffgen, G., Deviant behaviour and violence in Luxembourg schools. *International Journal on Violence and Schools= Journal International Ecole et Violence*, 2009. 5: p. 54-70.
48. Hauge, L.J., A. Skogstad, and S. Einarsen, The relative impact of workplace bullying as a social stressor at work. *Scandinavian Journal of Psychology*, 2010. 51(5): p. 426-433.
49. Schaubroeck, J., et al., Destructive leader traits and the neutralizing influence of an "enriched" job. *The Leadership Quarterly*, 2007. 18(3): p. 236-251.
50. Van Schalkwyk, L.-M., C. Els, and I. Rothmann, The moderating role of perceived organisational support in the relationship between workplace bullying and turnover intention across sectors in South Africa: original research. *SA Journal of Human Resource Management*, 2011. 9(1): p. 1-13.
51. Tepper, B.J., et al., Abusive supervision, intentions to quit, and employees' workplace deviance: A power/dependence analysis. *Organizational Behavior and Human Decision Processes*, 2009. 109(2): p. 156-167.
52. Tepper, B.J., et al., Abusive supervision and subordinates' organization deviance. *Journal of Applied Psychology*, 2008. 93(4): p. 721.
53. Nasiri, S. and A. Gholipour, Effects of toxic leadership on unproductive organizational behavior, in 10th International Management Conference. 2012: Tehran, Ariana research group.
54. Dailey, R.C. and D.J. Kirk, Distributive and procedural justice as antecedents of job dissatisfaction and intent to turnover. *Human Relations*, 1992. 45(3): p. 305-317.
55. Kelloway, E.K., et al., 5 Poor leadership. 2005.
56. Lutgen-Sandvik, P., S.J. Tracy, and J.K. Alberts, Burned by Bullying in the American Workplace: Prevalence, Perception, Degree and Impact*. *Journal of Management Studies*, 2007. 44(6): p. 837-862.
57. Oginni, B., G. Afolabi, and P. Erigbe, The place of job stress in labor turnover of the banking sector in the Nigerian economy. *International Journal of Business and Management Invention*, 2 (1), 2013: p. 93-99.
58. Spector, P.E. and S. Fox, The Stressor-Emotion Model of Counterproductive Work Behavior. 2005.
59. Sulksy, L. and C. Smith, Work stress. Thomson Wadsworth, California, 2005.
60. Safaria, T., A. bin Othman, and M.N.A. Wahab, Religious coping, job insecurity and job stress among Javanese academic staff: A moderated regression analysis. *International Journal of Psychological Studies*, 2010. 2(2): p. p159.
61. Radzali, F.M., A. Ahmad, and Z. Omar, Workload, Job Stress, Family-To-Work Conflict and Deviant Workplace Behavior. *International Journal of Academic Research in Business and Social Sciences*, 2013. 3(12).

62. Mitchell, M.S. and M.L. Ambrose, Abusive supervision and workplace deviance and the moderating effects of negative reciprocity beliefs. *Journal of Applied Psychology*, 2007. 92(4): p. 1159.
63. Larsson, G., M.F. Barndabo, and S. Nilsson, Development of a short scale designed to measure destructive leadership behaviours in a military context. *Leadership & Organization Development Journal*, 2012. 33(4): p. 383-400.
64. Lait, J. and J.E. Wallace, Stress at work: A study of organizational-professional conflict and unmet expectations. *Relations industrielles/Industrial relations*, 2002: p. 463-490.
65. Singh, J., W. Verbeke, and G.K. Rhoads, Do organizational practices matter in role stress processes? A study of direct and moderating effects for marketing-oriented boundary spanners. *The Journal of Marketing*, 1996: p. 69-86.
66. Gill, S. S., Nisar, Q. A., Azeem, M., & Nadeem, S. Does leadership authenticity repays mediating role of psychological empowerment?, 2017
67. Tabassum, S., Nisar, Q. A., Nadeem, S., & Baig, F. Longitudinal Study to Link the Authentic and Ethical Leadership with Followers' Organizational Deviance: Moderating Role of Psychological Contract Violation. *International Journal Of Advanced Biotechnology And Research*, 2017. 8(4):p 321-334.
68. Butt, S. S., Nisar, Q. A., Nadeem, S., & Baig, F. Longitudinal study to examine the influence of emotional intelligence on organizational citizenship behavior: Mediating role of political skills. *WALIA Journal*, 2017. 33(1): p54-63.
69. Nisar, Q. A., Imran, A., Othman, N. B., Kamil, B. A. B. M., & Marchalina, L. Do leaders' emotional labor strategies influence the leaders' emotional exhaustion? Moderating role of emotional intelligence: Longitudinal study on NGOs. *Advanced Science Letters*, 2017. 23(9): p8131-8137.
70. Khan, N. Z. A., Imran, A., & Nisar, Q. A. Emotional Exhaustion as Stressor agent for Job Stress in Call Centers: Empirical evidence from perspective of Job Satisfaction and Turnover Intention as Work Outcomes. *European Online Journal of Natural and Social Sciences*, 2016. 5(4): p908.
71. Riasat, F., Aslam, S., & Nisar, Q. A. Do Intrinsic and Extrinsic Rewards influence the Job satisfaction and Job performance? Mediating Role of Reward System. *Journal of Management Info*, 2016. 11(1): p16-34.
72. Mahfooz, Z., Arshad, A., Nisar, Q. A., Ikram, M., & Azeem, M. Does Workplace Incivility & Workplace Ostracism influence the Employees' Turnover Intentions? Mediating Role of Burnout and Job Stress & Moderating Role of psychological Capital. *International Journal of Academic Research in Business and Social Sciences*, 2017. 7(8): p398-413.