

# How Does The Dark Side Of Leadership Affect The Workers Emotions And Creativity

Khalid Jamal<sup>1</sup>, Dr. Muhammad Usman<sup>2</sup>, Dr. Sheikh Raheel Manzoor<sup>3</sup>, Moh. Qasim Ayaz<sup>4</sup>, Abdul Qahar Safi<sup>5</sup>

<sup>1</sup>PhD Scholar, IQRA National University, Peshawar.

<sup>2</sup>Postdoctoral Fellow, School of Management Xiamen University.

<sup>3</sup>Associate Professor, Business Administration, IQRA National University, Swat Campus.

<sup>4</sup>Assistant professor, Management Department, Salam University, Kabul, Afghanistan.

<sup>5</sup>Trainer, International Committee of the Red Cross (ICRC).

## Abstract

This study explores the complex interplay between leadership behaviors, employee emotions, counterproductive work behaviors (CWB's), and employee creativity in the context of Pakistan's electronics industry. The data was collected via questionnaire from the employees of top electronics companies of Pakistan. The dark side of leadership (DSL) was found to stifle employee creativity; while the DSL was associated with higher CWB's and reduced creativity. The DSL positively predicted employee negative emotions, which in turn, were linked to increase CWB's and reduced creativity. Importantly, co-worker support and psychological capital were identified as moderators, buffering the negative effects of DSL and CWB's on employee outcomes. This study contributes to our understanding of leadership dynamics and their impact on workplace behaviors and creativity. Practical implications include the importance of leadership development programs and strategies to enhance co-worker support and psychological capital. The study acknowledges limitations in terms of self-report data and industry-specific focus, suggesting avenues for future research in different contexts and exploring interventions strategies to mitigate the adverse effects of dark side of leadership.

**Keywords:** Dark Side of Leaders, Employee Creativity.

## 1. Introduction

The workers' creativity is imperative for the organization to remain competitive in the market (Ferreira, Coelho & Moutinho, 2020). The workers' creativity refers to bringing new ideas in the work setting that could be in the form of strategies (Lee et al., 2020). Chen (2020) considers the workers' creativity key to the organization's effectiveness and competitive advantage. At the same time work environment is based on knowledge, and organizations are depended on creative ideas from their employees. In addition, Chen, Wadei, Bai & Liu (2020)

reported that workplace creativity imperatively relies on the behavior of the leaders. The leader's role is crucial to bringing creativity inside an organization (Ferreira, Coelho & Moutinho, 2020). The leader gives direction and motivation to their followers and brings a change in their behavior, and supports them to perform their roles more effectively (Newman, Ford & Marshall, 2020). A sound-minded leader significantly influences team members' creativity (Ali, Wang & Johnson, 2020). Shen, Zhang, Yang & Liu (2020) argued that a creative workforce is a key for growth, performance, and

competitiveness. Researchers reported that the dark behavior could negatively persuade the workers' creativity of the leaders, i.e., Abusive Supervision, Machiavellian (cunning behavior), Intimidating (frightening behavior), and Narcissistic (egoistic) (Kaiser, 2022; Raza, 2021; Shen et al., 2020; Tiwari & Jha, 2021). The dark behavior of the leaders is described as a continuous pattern of behavior demonstrated by the leader that contributed to the overall poor organizational consequences and interactions between leaders and followers (Lebuda, Figura & Karwowski, 2021). Abusive supervision, Machiavellian, intimidating, and narcissistic is the negative behavior of leaders that involves using abusive language, aggression, verbal and nonverbal ridiculing, and yelling at their followers (Caesens, 2019; Liao, Lee & Liu, 2020). Thoroughgood et al. (2018) also argued that in the last couple of decades, the researchers found that there also exists a negative side of leaders' behavior, namely destructive or dark side of leadership. Megheirkouni & Megheirkouni (2020) recorded many destructions and adverse employment outcomes associated with leaders' dark traits. Studies reported that the dark behaviors of the leaders would generate negative emotions amongst workers (Resubog, Scott & Zagenczyk, 2011; Wu & Hu, 2009; Walker, 2009). These negative emotions include emotional exhaustion, perceived lack of support, anger, anxiety, boredom, and stress (Walker, 2009). A research study reported that these negative emotions further lead to counterproductive work behaviors (CWBs) (Lee, Liu & Maertz, 2022). The CWBs are voluntary employee behaviors that damage organizations (CWB-O) or individuals (CWB-I). Both CWB-O (organization) and CWB-I (individual) can negatively affect the workers' creativity and innovation (Harari, Reaves & Viswesvaran, 2016; Zainab, Akbar & Van, 2020). Some moderating factors, namely coworkers' support and psychological capital, influence the

relationship between the leaders' dark traits, negative emotions, CWB, and workers' creativity, respectively (Demir, 2018; Herbert, 2011; Pradhan & Jena, 2018). Zhou and George (2001) described coworker support as workers helping one another with their jobs by contributing their skills and expertise and providing empathy and encouragement. On either side, Luthans et al. (2007) reported that the Psychological Capital (PsyCap) is an individual's constructive psychological condition of progress which is characterized by high self-efficacy (perceptions in one's abilities), optimism (intellectual mindset demonstrating confidence that the outcome of any attempt would be beneficial), hope (anticipation of faith), & resilience (capacity to recuperate) (Luthans, Avolio, Avey & Norman, 2007). There exist considerable numbers of studies in the leadership context (Guhr et al., 2019). But, some vital aspects of the dark behavior of the leaders, including Abusive Supervision, Machiavellian, Intimidating, and Narcissistic have not been studied vividly (Jensen et al., 2019; Kaiser, 2022; Raza, 2021; Shen et al., 2020; Tiwari & Jha, 2021). Moreover, Simonet et al. (2018) reported that the dark side of leadership had received less attention in the empirical literature than those associated with the positive outcome. In addition, studies reported that the growing body of literature on leadership ignores the dark sides of leaders (Cohen, 2018; Furham, 2017). Other studies reported that very few prior studies looked into the link between various dark traits of leaders and negative worker emotions (Johnson et al., 2015; Schwarzkopf et al., 2016). Over the last decade, little research has been studied on the correlations amongst leaders' dark traits and counterproductive work behavior (CWBs) (Palmer, Komarraju, Carter & Karau, 2017; Krishnakumar & Robinson, 2015). Moreover, little is known about the relationship between workers' negative emotions and CWB (Ma & Li, 2019; Eissa, Lester & Gupta, 2020;

Zainab, Akbar & Van, 2020). The CWB, for instance, might have an impact on organizational hierarchies and be perceived as a hindrance to workers' creativity (Adolfsson, Smide, Gregeby, Fernstrom, & Wikblad, 2004; Burke, Sarpy, Tesluk, & Smith-Crowe, 2002). In addition to that, very few studies examine the moderating effect of coworkers' support and psychological capital in a relationship between leaders' dark traits and workers' creativity. To cope up with the research gaps the objectives of the study are a) to find out the effect of the dark side of leadership on workers' negative emotions, CWB, and workers' creativity, b) to find the serial mediation between the dark side of leadership, workers' negative emotions, CWB, and workers' creativity, and c) to measure the moderating effect of coworkers' support in a relationship between the dark side of leadership and workers' negative emotions and to measure the moderating effect of workers' psychological capital in a relationship between CWB's and workers' creativity. This study will be beneficial for the corporate managers and the expert bodies of HRD because this study will give detailed knowledge about how the dark traits of leaders influence the workers' creativity in the context of working corporations of Pakistan. Second, this study will also assist in providing knowledge about how the dark traits of leaders influence the negative employee emotions that further leads to CWBs. Third, the study will be imperative for all the stakeholders of management sciences, specifically, researchers, scholars, and students, because this study gives in-depth sympathies about the dark side of leadership, negative employee emotions, counterproductive work behaviors, and workers' creativity in Pakistan. This study examines the impact of the dark side of leadership on workers' negative emotions, CWBs ' and workers' creativity, and also to find the moderating and mediating influence of coworkers support and psychological capital in a

relationship between the dark side of leadership and workers' creativity in the context of Pakistan.

## 2. Literature Review

Very few prior studies looked into the link between various dark traits of leaders and negative worker emotions (Johnson et al., 2015; Schwarzkopf et al., 2016). Exhaustion, emotional tiredness, and cynicism are all predicted by high narcissism and abusive supervision (Schwarzkopf et al., 2016). Among previous research, narcissism has been linked to aggression, depression, and burnout in students (Barnett & Flores, 2016), but has also been linked to stressors (Richardson & Boag, 2016) and boredom (Birkás et al., 2016). The link between intimidating and destructive employee sentiments is less evident (Prusik & Szulawski, 2019). Some researchers have discovered no relationship between leaders' dark traits and employees' negative emotions (Richardson and Boag, 2016; Bartol et al., 1992). However, a new study suggests that dark leadership attributes are related to high levels of professional stress, emotional exhaustion, and workers' negative emotions (Johnson et al., 2015; Noser et al., 2014). The researcher believes that the negative traits of leaders affect the subordinates because they have limited opportunities for self-defense (Hogan & Hogan, 2001). In more depth, narcissistic leaders are more apt to make egocentric decisions without considering the requirements and desires of their followers (Rosenthal & Pittinsky, 2006). As a result, subordinates who work for narcissistic leaders ought to have lower happiness levels because they have been left all alone with their troubles or anxieties at the job. According to Shurden (2015), leaders with high levels of narcissism have poorer connections with their followers, which negatively impacts employees' work satisfaction. Machiavellian leaders also behave selfishly, mislead, and manipulate others (Jones & Paulhus, 2011). As a result, the followers have substantial behavior problems and

thus are emotionally detached (Jones & Paulhus, 2011). Machiavellians are known for their lack of morality and regret (Rauthmann & Will, 2011). The study reported that Machiavellianism is linked to excessive work stress (Richardson & Boag, 2016). Consequently, there may be a relationship between Machiavellianism and employee negative emotions. Based on the findings mentioned above, a positive association is proposed between the leader's dark traits and workers' negative emotions.

H<sub>1</sub>: Dark traits of leaders have significant positive effects on workers' negative emotions

The published literature in the context of dark traits of leaders and counterproductive work behaviors (CWBs) is very scarce (Li, Murad, Shahzad, Khan & Ashraf, 2020; Miller & Stachowski, 2017). Over the last decade, little research has been studied on the correlations amongst leaders' dark traits and counterproductive work behavior (CWBs) (Palmer, Komarraju, Carter & Karau, 2017; Krishnakumar & Robinson, 2015). Prior research has revealed a positive link between the leader's dark traits and CWB's, and that these behaviors are better explained by aberrant personal traits (Ersoy-Kart, Arslan, Piskin, Güldü, & Savc, 2018; Ying & Cohen, 2018). Furthermore, a positive relationship has been discovered between Machiavellianism and CWBs (O'Boyle et al., 2012; DeShong et al., 2015), Narcissism and CWBs (DeShong et al., 2015), and Psychopathy and CWB's (O'Boyle et al., 2012). As a result, the following hypothesis is proposed:

H<sub>2</sub>: Dark traits of leaders have significant positive effects on CWB's

Leaders have long been thought of as a critical contextual aspect that fosters or suppresses employees' creativity (George, 2008). However, minimal studies examine the impact of leaders' dark traits on creativity (Liu, Liao & Loi, 2012). A small body of abusive supervision studies has

shown that followers are less inclined to make an extra effort to perform behaviors that support their organizations (Zellars et al., 2002), including progressing creative results that enhanced organizational effectiveness. The understanding of the dark traits of leadership and workers' creativity remained insufficient because little is known about whether the dark characteristics of leaders can affect employees' creativity. According to past studies on creativity, the leader's workplace bullying may stifle workers' creativity by lowering inner drive (Deci, 1972). Employees who are intrinsically oriented towards their employment are far more inclined to challenge the system, develop some innovative and beneficial ideas, and stick to the creative aspirations within the face of adversity, making them highly creative (Deci & Ryan, 2008). According to the surveys on creativity, management researchers have emphasized intrinsic motivation as an integrated process that leads to job innovation (George, 2008). A variety of research has established an innate drive as a critical psychological component that underpins creativity (Grant & Berry, 2011). Each contextual element impacts inventiveness via its impact on employees' 'inherent incentive' to complete a job task (Shalley, 2004). Abuse of authority can stifle employees' inner drive and, as a result, their creativity. When workers are subjected to leader abuse in the form of publicly criticizing, demeaning remarks, angry and loud outbursts, arrogance, careless acts, and pressure, they are likely to feel disrespected, embarrassed, and their status in the job belittled, ridiculed, and harmed (Keashly & Harvey, 2005). Subordinates subjected to abusive supervision begin to question whether their input is valued and whether their positions are relevant from their own and the company's progress (Rafferty & Restubog, 2011).

According to studies, workers subjected to abusive monitoring are dissatisfied with their positions and desire to leave (Tepper, 2000). As a

result, workplace bullying should decrease employees' satisfaction with their professions, resulting in lower internal motivation for their work. Furthermore, abusive supervision is seen as a significant source of emotional trauma (Restubog, Scott, & Zagenczyk, 2011). Employees who have been abused frequently suffer from despair, stress, and mental tiredness, and they tend to withdraw from their employment (Hoobler & Brass, 2006). Abused workers would have little opportunity to acquire an interest in working in a troubled psychological condition. Therefore their intrinsic drive should plummet (Deci & Ryan, 2008). According to research, emotional support among leaders and employees increases subordinate inner drive (Shin & Zhou, 2003), while abusive supervision reduces intrinsic motivation by coercing, controlling, and disparaging associations among superiors and followers (Tepper, 2007). As a result, the following hypothesis is proposed:

H<sub>3</sub>: Dark traits of leaders have significant adverse effects on workers' creativity.

The CWB's stressor-emotion framework (Spector & Fox, 2005) is an affective model introduced to explain the relationship between stressful conditions, emotions, and behavioral responses. The CWB framework assumes that one's observations and assessments of stressors are sufficient to make negative emotional responses to those stresses, which activate one's propensity to participate in CWBs. According to AET (Affective Event Theory), particular work occurrences (pleasant or unpleasant) are more likely to elicit specific emotional reactions (positively or negatively), which then lead to specific behavioral responses to those work parties and sentiments. However, previous research has identified abusive supervision as a risk factor for CWBs (Aryee et al. 2007; Hoobler & Brass, 2006). Moreover, little is known about the relationship between workers' negative emotions (job stress) and CWB (Ma & Li, 2019;

Eissa, Lester & Gupta, 2020; Zainab, Akbar & Van, 2020). Likewise, research has shown that a variety of socially induced environmental stresses are probable to occur in expressing a variety of negative emotions. Observing incivility actions (such as taunts and harshness) was linked to the angry emotional reaction (Phillips and Smith 2004). Witnessing coworker-directed misbehavior (ethnic bullying) has also been linked to lower happiness, ego, and work satisfaction (Low et al. 2007). Another study reported that the apparent unfair negative emotions are positively related to interpersonal deviance and CWBs (De Cremer & Van Hiel, 2006). As a result, the following hypothesis is proposed:

H<sub>4</sub>: Workers' negative emotions have a significant positive effect on CWB's

A variety of things have a mutual effect on a person's creativity (Sweetman, Luthans, Avey & Luthans, 2011). Some of these elements are personal work-related attributions, internal motivation, and expertise. Individual creativity will rise if they believe the job they are working on is valuable (Asad & Khan 2003). Workers' negative emotions, including anger, tension, worry, and fatigue, generate a feeling of dissociation and a reduced personal accomplishment, severely limiting their ability to conceive of novel innovations or come up with unique solutions (Laschinger & Fida, 2014). Negative workers' emotions lead to job unhappiness, which increases employee uncertainty about the value of their jobs (Dong Ju et al., 2016). Likewise, Abbas and Raja (2015) state that negative worker emotions detriment employee creativity. Research on creativity has led to a better understanding of workers' creative performance factors. As a result, the following hypothesis is proposed:

H<sub>5</sub>: Workers' negative emotions have a significant positive effect on workers' creativity

Employees might participate in behaviors in the workplace that hinder the group's effective functioning, known as CWBs. The CWBs refer to a broad spectrum of behaviors, such as stealing, aggressiveness, and disengagement (Viswesvaran & Ones, 2000). In the workplace, creativity necessitates gaining support for creative ideas from others (Janssen, 2000). Relationships with one's superiors are incredibly crucial. "The choice to embrace and execute an innovation is often decided by individuals higher within hierarchy than innovation's specific user (Klein & Knight, 2005). Employees' interactions with their supervisors should suffer from disengagement and aberrant behavior. According to studies, absenteeism rates in the workplace are negatively connected with supervisor judgments of employees' commitment and personal behavior (Viswesvaran, 2002). It would be damaging to creative performance if one could not get the approval of one's supervisors owing to CWB. As a result, workers' creativity and CWB ought to be antagonistic. The workers' creativity, on either hand, can alter organizational norms (Anderson et al., 2014) point out, and its impact on corporate members may not be consistently favorable. The CWB, for instance, might affect organizational hierarchies and be perceived as a hindrance to workers' creativity (Adolfsson, Smide, Gregeby, Fernstrom, & Wikblad, 2004; Burke, Sarpy, Tesluk, & Smith-Crowe, 2002). As a result, the following hypothesis is proposed:

H<sub>6</sub>: CWB's have a significant negative effect on workers' creativity

Previous research has looked into the impact of social support in fostering favorable workers' outcomes in organizational contexts (Beehr et al., 2003). Examples of social support

behaviors are assisting others, a mutual appreciation for others, and being attentive to others at work. Social support might decrease the negative impacts of job stressors (Sarafino, 1997). Managers and coworkers are typically seen as the primary sources of support in the workplace, affecting workers' well-being (Ng & Sorensen, 2008). Within the case of abusive supervision, though, a subordinate could only anticipate support by their coworker, which might also help mitigate the adverse effects of abusive supervision (Pradhan and Jena, 2016). In their cross-domain buffers theory, Duffy et al. claimed that social support by one area (coworker) could offset the adverse effects of another place (which is an abusive supervisor). Furthermore, as per Hobfoll (1989), gaining resources from one source (coworker support) might compensate for losing resources from other sources (for example, abusive supervision and lack of support). As a result, the researcher proposed that coworker support can help mitigate the adverse effects of dark traits of leaders on workers' negative emotions. As a result, the following hypothesis is proposed:

H<sub>7</sub>: Social supports moderates the relationship between CWBs ' and workers' creativity

Employees' psychological capital could dramatically improve employee creativity (Avey et al. 2010; Sweetman et al., 2011; Rego et al., 2012). This contribution to research that links psychological capital to creative performance improves our understanding of psychological assets predicted for employee creativity (Avey et al., 2012). According to studies, individuals with a high degree of psychological capital are more likely to engage in organizational citizenship behavior, whether or not they are aiming for CWB (Manzoor, 2015). Organizational inflexibilities are stresses that encourage employees to engage in counterproductive behavior (Zhang, Crant & Weng, 2019). It's

critical to recognize and develop some practical solutions for unproductive work behavior to create a favorable attitude toward the job and organization among employees and an ethical human resource. This is how organizations can enhance organizational efficiency. Recognizing deviant behavior that depletes resources might assist managers in removing employees from such damaging behavior (Gulza, Moon, Attiq, & Azam, 2014).

Furthermore, Liu et al. (2013) claimed that individuals with a high level of perception role clarity and Psycap are much more creative. Employees that were underpaid and overpaid had lower and higher Psycap levels (Wang, Chang, Fu, and Wang, 2012), and Psycap had a negative correlation with depressive symptoms. Researchers recently proposed that a high level of job insecurity gives rise to a low level of Psycap, which predicts various negative emotional states (Epitropaki, 2013). Taking this into account, the current study focuses on the role of Psycap as a moderator in the relationship between CWB's and workers' creative performance. As a result, the following hypothesis is proposed:

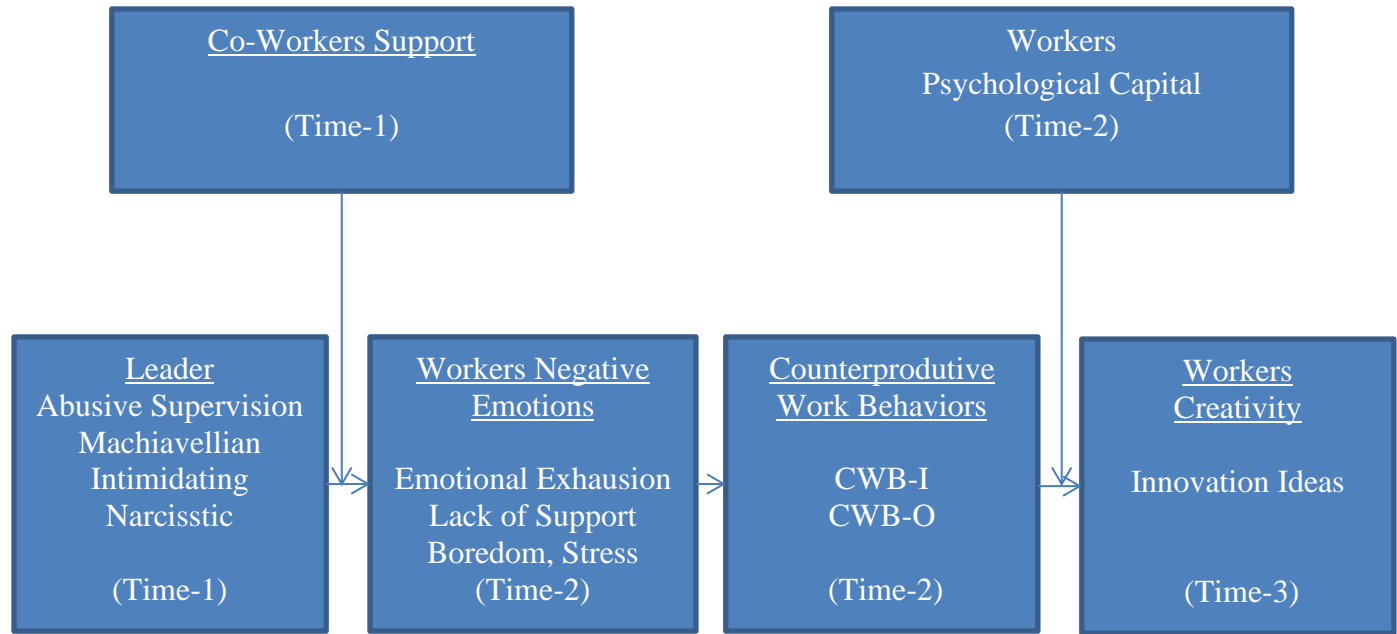
H<sub>8</sub>: Psycap moderates the relationship between CWBs ' and workers creativity

## 2.1 Related Theories

Following is the conceptual framework of the study.

The Conservation of Resource (COR) theory is a stress concept that explains what motivates people to keep their present resources while also seeking new ones (Hobfoll, 1989). Psychological stress, according to Hobfoll (1989), occurs when there is a threat of a loss of resources, an operating decrease of resources, and a lack of obtained resources following the expenditure of resources. Resource, in this context, are described as anything that one values, such as entities, events, and circumstances (Halbesleben et al., 2014). According to the COR, the loss of such resources will cause people to become stressed. The social exchange theory (SET) is a sociological and psychology theory that investigates the social behaviour of two parties who use a cost-benefit models to analyse risks and rewards. When one party has items that other party values, the economic feasibility is carried out (Roeckelein, 2006). According to the SET hypothesis, these calculations take place in monogamous partners, alliances, professional partnerships, and transitory ties (McRay, 2015) According to SET, if the cost of a connection outweigh the benefits, such as when a huge effort or money is invested in a relationship and it is not reciprocated, the relationship will be ended or terminated.

## 2.3 Conceptual Framework



### 3. Methodology & Measures

The targeted population was three hundred ninety literate employees working in the production plants of the top electronics companies of Pakistan namely, Haier, Orient, PEL, Dawlance and Waves respectively. The (SRS) stratified random sample method was used to obtain the data from staff members. The questionnaire was distributed for data assortment. The abusive supervision was measured via five items (Tepper, 2000), employee negative emotions via four items (Hsieh & Tsai, 2019; Lee, 1986; Tate et al., 1997; Maslach et al., 1996), counterproductive work behaviors via five items (Spector et al., 2006), employee creativity via four items (Zhou & George, 2001) co-worker support via three items (Staw et al., 1994) and psychological capital via eight items (Luthans et al., 2012). To ascertain whether doing EFA was suitable, we

first assessed the EFA suspicions (Shrestha, 2021). Table 1 displays the outcomes carried out on the questionnaire items. The factors demonstrated significant loadings (Ledesma et al., 2021). The measurement mechanism was assessed using four separate domains. First, the framework demonstrated a high degree of fitness, i.e. parsimony ( $X^2/df=3$ ), incremental (TLI=0.90, CFI=0.95, AGI=0.91), Absolute (NFI=0.93, GFI, 0.90, RMS=0.05, RMSEA=0.06) (Hair et al., 2014). Secondly, the calculated composite reliability and reliability were between 0.72 and 0.76, showing adequate coherence (Hair et al., 2017). Third, the AVE values ranged from 0.75 to 0.55 and met the criteria for convergent accuracy (Hair et al., 2017). Fornell-Larcker benchmark demonstrates an absence of discriminatory validity concerns.

**Table 1 Measurement Archetypal**

Abusive Supervision	Weights	AVE	Composite Reliability	Reliability
1 My supervisor ridicules me.	.609	.58	.70	.74
2. My supervisor tells me my thoughts or feelings are stupid	.625			
3. My supervisor gives me the silent treatment	.741			



4. My supervisor puts me down in front of others	.851			
5. My supervisor invades my privacy	.711			
<b>Negative Emotions</b>	<b>Weighs</b>	<b>AVE</b>	<b>Composite Reliability</b>	<b>Reliability</b>
1. I feel emotionally drained by my job	.749	.61	.72	.78
2. I feel burned out by my job	.688			
3. I feel frustrated at my job	.804			
4. I feel tense at my job	.711			
<b>Counterproductive Work Behaviors</b>	<b>Weighs</b>	<b>AVE</b>	<b>Composite Reliability</b>	<b>Reliability</b>
1. I tried to look busy in wasting time	.721	.68	.76	.86
2. A little effort is require into my work	.862			
3. I waste the company materials	.575			
4. I Intentionally worked slower than I could have worked	.772			
5. I spent too much time daydreaming instead of working	.697			
<b>Employee Creativity</b>	<b>Weighs</b>	<b>AVE</b>	<b>Composite Reliability</b>	<b>Reliability</b>
1. I am a good source of creative ideas.	.764	.60	.73	.76
2. I am not afraid to take risks.	.617			
3. I am promoting and champions ideas to others.	.752			
4. I often have new and innovative ideas.	.749			
<b>Co-Worker Support</b>	<b>Weighs</b>	<b>AVE</b>	<b>Composite Reliability</b>	<b>Reliability</b>
1. My co-workers are helping me to perform my job better	.750	.57	.69	.73
2. My colleagues share the important news related to job	.740			
3. My colleagues defend each other from outside criticism	.653			
<b>Psychological Capital</b>	<b>Weighs</b>	<b>AVE</b>	<b>Composite Reliability</b>	<b>Reliability</b>
1. I feel confident in representing my work with management.	.712	.58	.73	.80
2. I feel confident, to discuss the strategies of the company	.729			
5.Right now i see myself as being pretty successful at work	.831			
6. I can think of many ways to reach my current work goals.	.801			
8. I can be “on my own” so to speak, at work if I have to.	.781			
9. I usually take stressful things at work in stride.	.836			.

11. I always look on the brighter side of my job. .786  
 12. I'm optimistic about what will happen to me in the future .698

Factors	AVE	1	2	3	4	5	6
1. Abusive Supervision	.581	.762					
2. Negative Emotions	.612	.158	.782				
3. Counterproductive Work Behaviors	.683	.121	.169	.826			
4. Employee Creativity	.603	.089	.111	.258	.776		
5. Co-worker Support	.571	.077	.089	.147	.105	.755	
6. Psychological Capital	.589	.041	0.58	.101	.085	.078	.767

**Note.** AVE: Average-Variance-Extraction

#### 4. Path Estimation

The predictive power of the model was estimated via R-square interchangeably known as coefficient of determination (Chin, 2010). The exogenous factor accounted 70% variation. The result shows that CWB's negatively affects employee creativity ( $\beta = -0.18$ ,  $t = -2.12$ ,  $p = .009$ ), DSL positively predicts CWB's ( $\beta = 0.256$ ,  $t = 9.35$ ,  $p = .000$ ), DSL negatively predicts employee creativity ( $\beta = -0.32$ ,  $t = -2.12$ ,  $p = .001$ ), DSL positively affects negative emotions ( $\beta = .471$ ,  $t = 15.5$ ,  $p = .000$ ), employee negative emotions positively predicts CWB's ( $\beta = .544$ ,  $t = 18.52$ ,  $p = .001$ ), and employee negative emotions negatively predicts employee creativity ( $\beta = -.361$ ,  $t = -2.98$ ,  $p = .001$ ) respectively. For moderation assessment, Hayes (2009) method was utilized. The result show that the dark side of leadership significantly moderates between co-worker support and negative emotions ( $\beta = .032$ ,  $t = 3.21$ ,  $p = .000$ ). The Boot CI [LLCI=.110, ULCI=.189] didn't intersect zero, showing moderation (Preacher & Hayes, 2008). It is further revealed that psychological capital

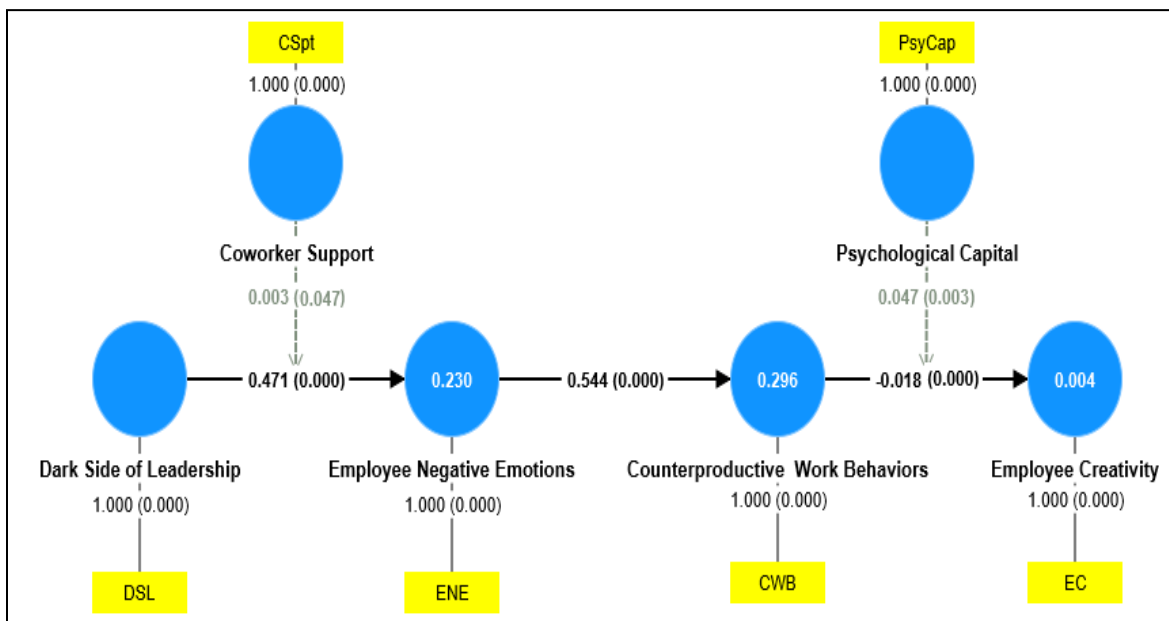
significantly moderates between CWB's and employee creativity ( $\beta = .047$ ,  $t = 3.13$ ,  $p = .000$ ). The Boot CI [LLCI=.098, ULCI=.178] didn't intersect zero, showing moderation (Preacher & Hayes, 2008). For moderation assessment, Preacher & Hayes (2008) method was utilized with 5000 bootstrap. The outcome revealed that negative emotions and CWB's negatively mediates between dark side of leadership and employee creativity ( $\beta = -.016$ ,  $t = -2.02$ ,  $p = .003$ ). The Boot CI [LLCI=-.068, ULCI=-0.21] didn't intersect zero, showing mediation (Preacher & Hayes, 2008). Further, the CWB's positively mediates between negative emotions and employee creativity ( $\beta = .052$ ,  $t = 3.06$ ,  $p = .002$ ). The Boot CI [LLCI=.158, ULCI= 0.366] didn't intersect zero, showing mediation (Preacher & Hayes, 2008). In addition, employee negative emotions mediates between dark side of leadership and CWB's ( $\beta = .256$ ,  $t = 9.35$ ,  $p = .000$ ). The Boot CI [LLCI= .245, ULCI= .478] didn't intersect zero, showing mediation (Preacher & Hayes, 2008).

**Table 3 SEM Paths**

Direct Effect	Weighs	S.Error	t	Sig	[95%]	
					LLCI	ULCI
CWB's -> Employee Creativity	-.018	.009	-2.12	.009	-0.96	-.025
DSL -> Counterproductive Work Behaviors	.256	.027	9.35	.000	.258	.456
DSL -> Employee Creativity	-0.32	.015	-2.12	.001	-.102	-.055
DSL-> Negative Emotions	.471	.031	15.5	.000	.256	.589

Employee Negative Emotions -> CWB's	.544	.029	18.52	.000	.366	.789
Employee Negative Emotions -> Employee Creativity					-.089	-.027
	-.361	.121	-2.98	.001		
Moderating Effect	Weighs	S.Error	t	Sig	[95%]	
					LLCI	ULCI
Coworker Support x DSL -> Negative Emotions	.032	.010	3.21	.000	.110	.189
Psychological Capital x CWB's-> Employee Creativity	.047	.015	3.13	.000	.098	.178
Indirect Effect	Weighs	S.Error	t	Sig	[95%]	
					LLCI	ULCI
DSL-> NE -> CWB's-> Creativity	-.016	.007	-2.02	.003	-.068	-.021
Negative Emotions -> CWB's -> Creativity	.052	.017	3.06	.002	.158	.366
DSL -> NE -> CWB's	.256	0.027	9.35	.000	.245	.478

Note: CI: Confidence-Interval, DSL: Dark side of leadership, NE: Negative Emotions



## 5. Discussion

The study investigated the intricate connections between abusive supervision, employee negative emotions, counterproductive work behaviors (CWBs), employee inventiveness, coworker support, and psychological capital involving 390 literate workers in prominent electronics businesses in Pakistan. The data revealed some interesting correlations and significant connections. First, it was shown that abusive supervision was adversely correlated with employee creativity, underscoring the fact that

when workers perceive abusive behavior from their superiors, it often inhibits their ability to be innovative. This is consistent with earlier studies showing that poor leadership practices might stifle staff innovation (Tepper, 2000; Zhou & George, 2001). Furthermore, DSL (Dark Side of Leadership) had a positive association with CWBs, indicating that managers who exhibit dark characteristics are more inclined to encourage unproductive conduct in their workforce. This research emphasizes how crucial it is to deal with leadership conduct in order to

reduce unfavorable workplace consequences. DSL was found to have a detrimental effect on employee creativity, suggesting that leaders with darker qualities may prevent their subordinates from thinking creatively. Additionally, employee negative emotions were highly correlated with DSL, which in turn positively predicted CWBs. The dark side of leadership may cause unfavorable emotional reactions in workers, which may then result in unproductive behaviors, according to this mediation effect. The need to monitor and address the effect of DSL on employee moods and behaviors is highlighted by this research for enterprises. Furthermore, it was discovered that peer support served as a mediator between DSL and bad feelings. This suggests that the negative impacts of dark leadership on staff members' emotional well-being can be mitigated by a supportive work environment. A high degree of psychological capital may be able to lessen the detrimental effects of CWBs on imaginative thinking, as was also observed to regulate the association between CWBs and employee creativity. The study also found numerous mediating effects. It was discovered that CWBs acted as a mediator between DSL and worker creativity as well as between worker creativity and negative emotions. Negative employee feelings also served as a mediator between CWBs and DSL. These mediating channels highlight the complex interactions that exist in the workplace between creative thinking, leadership behavior, emotions, and unproductive behaviors.

### **5.1 Conclusion**

In summary, this study offers insightful information about the dynamics of abusive supervision, subversive leadership, employee emotions, disruptive behaviors, and employee inventiveness in the context of Pakistan's electronics sector. The results highlight the detrimental effects of abusive supervision and shadowy leadership on employee creativity as well as their capacity to arouse unfavorable

feelings and promote unproductive behaviors. Support from coworkers and psychological capital were found to be significant moderators that can lessen these negative impacts. These findings have implications for how firms might improve leadership performance, foster a positive workplace culture, and foster employee innovation.

### **5.2 Theoretical & Practical Implications**

The study adds to leadership and employee behavior in both theoretical and practical ways. Theoretical ramifications include improving knowledge of how abusive leadership and controlling supervision affect employee creativity, feelings, and unproductive habits. It emphasizes the significance of taking into account psychological capital and peer support as moderating factors in these connections, illuminating the intricate interplay between these variables. The study also contributes to our understanding of the mediation mechanisms that link dark leadership to employee outcomes. The importance of addressing leadership behaviors to promote a more innovative and productive workplace is centered on practical ramifications. Organizations should invest in leadership development initiatives that emphasize minimizing abusive management practices and fostering virtuous leadership behaviors. Employees' psychological capital can be improved and coworker support should be encouraged to assist lessen the negative consequences of dark leadership. Organizations can conduct targeted interventions to build a more positive workplace culture and boost employee creativity by acknowledging the mediation role of CWBs and employee emotions.

### **5.3 Limitations & Future Areas**

This study has some limitations, despite its insightful conclusions. First off, self-report questionnaires, which are prone to response bias, were used to collect the data. To overcome this

constraint, future study can use objective metrics or observational techniques. Second, the study was restricted in its capacity to generalize results because it only examined one industry in Pakistan. To increase external validity, future study could investigate various businesses and cultural environments. Additionally, the study focused particularly on the direct and intermediary impacts of abusive supervision or dark leadership. Future studies could look into additional factors that might affect these relationships. Furthermore, longitudinal research may offer a more thorough knowledge of how these processes develop over time. Finally, as businesses look for workable solutions to enhance leadership effectiveness and employee wellbeing, treatments to lessen the detrimental effects of dark leadership on employee outcomes may represent a viable area for future research.

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