PSYCHOPATHIC LEADERSHIP, MALICIOUS ENVY, ANGER RUMINATION, AND EMPLOYEE WORK OUTCOMES: THE MODERATING ROLE OF HOSTILE ATTRIBUTION BIAS

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PSYCHOPATHIC LEADERSHIP, MALICIOUS ENVY, ANGER RUMINATION AND EMPLOYEE WORK OUTCOMES:

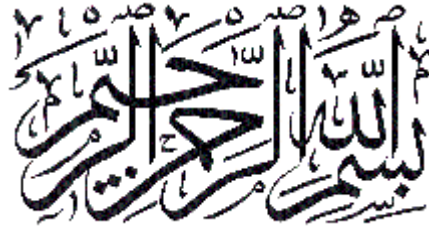# THE MODERATING ROLE OF HOSTILE ATTRIBUTION BIAS

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Submitted in partial fulfillment of the requirements for the
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بسم الله الرحمن الرحيم

In the name of Allah, the most merciful and beneficent

DEDICATION

This research work is dedicated to my ***Parents and Supervisor,*** who made me an ardent lover of inquiry and learning. To my ***Wife***, who has been my consistent undoubting support in the thick and thin of my intellectual journey hitherto, and to my ***Beloved Children,*** son ***Abdullah*** and daughter ***Zymal,*** they have been the main inspiration of my life.

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DECLARATION

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No portion of the work presented in this thesis has been submitted to support any application for any degree or qualification of this or any other university or institute of learning.

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FORWARDING SHEET

The thesis entitled "**Psychopathic Leadership, Malicious Envy, Anger Rumination and Employee Work Outcomes: The Moderating Role of Hostile Attribution Bias**" submitted by <u>Mr. M. Ali Asghar Sandhu</u> as partial fulfilment of PhD degree in Management Sciences with specialization in Management, has completed under my guidance and supervision. The changes advised by the external and the internal examiners have also been incorporated. I am satisfied with the student's research work quality and allow him to submit this thesis for further process as per IIU rules & regulations.

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ABSTRACT

This research study aims to develop a theoretical framework for examining the relationships between leader psychopathic behavior and employee work-outcomes through a serial mediation and dual moderation mechanism based on a detailed review of the literature and critical rationalism philosophy. The study maintains that malicious envy and anger rumination sequentially mediate the relationship between leader psychopathic behavior and employee work outcomes. Hostile Attribution Bias is proposed as a moderator at two levels, both between leader psychopathic behavior and malicious envy relationship and malicious envy and anger rumination relationship.

The study takes its theoretical foundation from Affective Events Theory (AET) as an overarching theory. The study's central idea is that leader psychopathic behavior causes malicious envy as an emotional reaction in the employee; that further leads to an employee's human cognitive appraisal of such situation in the form of anger rumination, which additionally causes three behavioral outcomes, i.e., workplace phobic anxiety, relational aggression and work alienation respectively.

The study employs a time-lagged design, for which the responses were obtained at three-time lags and all the time lags were one and a half months apart. This study employed the survey method to quantify the responses by adapting the questionnaires from the previous studies. Confirmatory Factor Analyses were performed to ensure the scales' reliability and validity; the serial mediation & moderation were analyzed using SPSS Process Macro, using the "Bootstrapping Method" (Hayes, 2017). The study results indicated that psychopathic leadership is positively associated with workplace phobic anxiety, relational aggression, and work alienation. Besides, this relationship is mediated by malicious envy and anger rumination both sequentially and individually. Results further indicated that hostile attribution bias as a dual moderator strengthens

psychopathic leadership's impact on malicious envy and malicious envy's impact on anger rumination for employees with high levels of hostile attribution bias than employees with low levels of hostile attribution bias.

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LIST OF ABBREVIATIONS

PL   Psychopathic Leadership

HAB   Hostile Attribution Bias

ME   Malicious Envy

AR   Anger Rumination

WA   Work Alienation

RA   Relational Aggression

WPA   Workplace Phobic Anxiety

DV   Dependent Variable

Fig   Figure

GFI   Goodness of Fit Index

HR   Human Resource

Hyp   Hypothesis

IV   Independent Variable

LLCI	Low Level Confidence Interval
M	Mean
MS	Master of Science
N, n	Number
NFI	Normed Fix Index
P	Probability Value
QID	Questionnaire Identity Document
r	Correlation
RMSEA	Root Mean Square Error of Approximation
SD	Standard Deviation
SPSS	Statistical Package for Social Sciences
ULCI	Upper Level Confidence Interval
β	Beta Value
χ2	Chi-Square

CHAPTER 1

INTRODUCTION

1.1 Chapter Overview

The introduction chapter provides a general idea of the research thesis. First and foremost, it presents an overview of psychopathic leadership behavior and its impact on the employee's emotional responses and cognitive evaluations and their consequent attitudinal affective and behavioral responses. Followed by the research gap, problem statement research objectives, research questions study's significance and variable definitions.

1.2 Background

Leadership plays a vital role in an organization's life, as it takes the organization from nowhere to precisely where the organization should supposed to be. Being in such a position shows how significant a leader's role is, but there is another side of the picture. Contrarily some leaders work for themselves; they nurture and safeguard their interests solely (Blickle, Schütte, & Genau, 2018; Clive Roland Boddy & Taplin, 2021; Pechorro et al., 2019). Whether in our social or professional lives, we all encounter people who can be categorized as arrogant self-publicists, hedonists, and devious cheats. Such labels are associated with a bunch of personality traits classified as dark triad personality traits that enlist *Machiavellianism, Narcissism, and Psychopathy* (Mackey et al., 2018; Mackey, Ellen, McAllister, & Alexander, 2021).

For the past several years, a growing trend can be seen among researchers investigating the "*dark triad*" and "*dark behaviors*" of the leaders and their subsequent impact on employees' behavior and the organizational environment at large (De Vries, 2018; Mackey et al., 2021). Recent corporate scandals and consequent deteriorating corporate

performance have revitalized scholars' interest in investigating dark triad leaders' impact on employee-level outcomes and the organization's ability to achieve its goals (Kim & Byon, 2020; Valentine, Fleischman, & Godkin, 2018).

A dark triad is a group of three personality traits that comprise *Machiavellianism, Narcissism, and Psychopathy.* All these personality traits are closely associated with the leaders' exploitive, self-serving and conniving strategies as reflected by Pearlman (2016), "*1 in 5 CEOs is a psychopath*" in the same line Barker (2014), reported that "*CEO is the profession with the most psychopaths*." Although these instances provide direct insight into how different dysfunctional behaviors in employees are triggered by the malevolent people they are surrounded by in the organizations, they are all based on weak linkages and indications (Guo, Cheng, & Luo, 2020).

Conceptually, all the three personality traits included in the dark triad are diverse and different. Narcissism is related to *self-pride, splendor, glory,* and *grandiosity.* Machiavellianism is associated with *deception* and *manipulation* with a core emphasis on *self-interest*. Psychopathy, on the other hand, is associated with *remorselessness*, *implacability*, *relentlessness*, *enduring antisocial behavior,* and *callous selfishness* (Pechorro et al., 2019). Though all three dark triad personality traits are incredibly fatal and hazardous, psychopathy is top of the line, most worsening of all three attributes (Barelds, Wisse, Sanders, & Laurijssen, 2018). Psychopaths are the ones who are most likely to act utmost selfishly in the most turbulent of times in the lives of organizations (Jones & Paulhus, 2014; Sellbom & Drislane, 2020).

The concept of psychopathy has been studied vigorously in the past by numerous researchers all have maintained that employee-oriented leaders are more considerate as compared to leaders associated with the group of dark triad leadership, particularly the psychopaths (Kalshoven, Den Hartog, & De Hoogh, 2013; Williams, 2014). According

to their findings Peterson, Galvin, and Lange (2012) and Williams (2014), have maintained that psychopathic leaders are self-serving and impervious; they contribute negatively towards effective organizational and desired employee job performance (Clive Roland Boddy & Taplin, 2021).

Due to the fact, psychopathic leaders are involved in self-serving behaviors they are typically insensitive towards the problems and limitations faced by their *followers/coworkers* in their organizations. Therefore, the extant study aims to extend the literature on psychopathy by considering the impact of psychopathic leadership behavior on employees' emotional and psychological states and their subsequent impact on *work outcomes*.

Psychopaths are often involved in corporate misconduct, unethical and immoral decision-making, along with different other kinds of corporate delinquencies due to the behavioral tendency of psychopaths. It has been noted that such type of leaders uses their positional power to fulfill their individual goals, objectives, and desires even at the cost and expense of their followers (Spain, Harms, & LeBreton, 2014; Wu, Wang, He, Estay, & Akram, 2020). Growing evidence can be observed in the psychopathy literature that this concept is still in its infancy and needs to be better explored in different dynamic organizational conditions. Researchers have suggested several unexplored avenues to add to the existing literature body. Landay, Harms, and Credé (2019), in their recent *meta-analysis,* have pointed out that first and foremost, there exists a need for better understanding & assessment of the psychopathy construct in the organizational literature.

Working alongside a psychopathic leader means facing discriminatory actions of a superior who is insensitive and self-serving by nature, leading towards invidious individual experience, hostility, and desire to possess what the superior (envied) person

has, i.e., *malicious envy* (Zizzo & Oswald, 2001). This exploitation later develops a neurotic thinking pattern in the employees who work along with psychopaths, which leads to retorting stressful situations in an undesirable way by incessantly focusing on the cause of that stress; repeatedly thinking about the reason that caused such a stressful situation and the potential outcome(s) of the situation, i.e., Anger Rumination (Nolen-Hoeksema, Stice, Wade, & Bohon, 2007).

A recent study by Quan et al. (2019) has also pointed out a significant research gap that needs to be addressed by investigating the mediating role of *anger rumination* among DT leadership traits and followers' job outcomes. Likewise, Nevicka, De Hoogh, Den Hartog, and Belschak (2018) suggested investigating psychopathic leadership behavior's impact on followers' outcomes. In their meta-analysis, Landay et al. (2019) likewise sustained the need better to assess the psychopathy concept in the leadership literature.

The current study attempts to bridge an essential underlying research gap by investigating an important serial mediation mechanism, i.e., *malicious envy* and *anger rumination,* between *psychopath leadership behavior* and *employee-level work outcomes*. Moreover, the present study also strives to fill an imperative underlying research gap by examining the dual interactive effect(s) of *hostile attribution bias,* i.e., "*inclination to interpret the behaviors of others as hostile*" firstly on psychopathic leadership behavior and malicious envy and secondly on the relationship between malicious envy and anger rumination in employees.

Furthermore, as Nevicka et al. (2018) suggested, the current study will investigate the impact of psychopath leadership behavior on employee level outcomes, i.e., employees' work alienation, work phobic anxiety, and relational aggression. The foremost reason for examining these employee-level outcomes is that this study takes its theoretical

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foundation from the all-important Affective Events Theory, which explains how emotions and moods influence job performance. AET is a theory of affect (the broader term for emotional experiences) in the workplace. In addition, to affect, it encompasses cognitions, behavior, attitudes, and other crucial psychological constructs to explain job behavior and performance. AET, defines the linkages between employees' internal influences (e.g., cognitions, emotions, mental states) and their reactions to incidents in their work environment that affect their performance, organizational commitment, and job satisfaction levels. The theory proposes that positive-inducing (e.g., uplifts) and negative-inducing (e.g., hassles) emotional incidents at work are distinguishable and have a significant psychological impact upon workers' job satisfaction. This results in lasting internal (e.g., cognition, emotions, mental states) and external affective reactions exhibited through job performance, job satisfaction, and organizational commitment.

Based upon the said explanation of AET theory, this thesis aims to extend the existing literature by taking into considerations how *affect inducing events* like leader psychopathic behavior causes an *emotional reaction* in the form of malicious envy that further leads to an employee *cognitive appraisal* of such situation in the form of anger rumination which further causes *an attitudinal response* in the form of work alienation, *affective response* in the from of Workplace Phobic Anxiety; and *behavioral response* in the form of relational aggression.

Previous researchers have primarily focused on the deleterious effects of psychopathic leadership behavior on employees who score low on self-esteem and core self-evaluation simultaneously (LeBreton, Shiverdecker, & Grimaldi, 2018; Nevicka et al., 2018). This study takes a different stream and aims to further extend the extant body of literature on leaders' psychopathy by examining the all-encompassing impact of

psychopathic leaders' conduct on employee *psychological states* such as *malicious envy*, subsequent *anger rumination* and the effect of these psychological states on employees' work outcomes e.g., *firstly*, employee's relational aggression which is "*a nonphysical form of aggression whereby the perpetrator's goal is to inflict or threaten damage to relationships, including harm to the target's social standing or reputation*" (Low, Frey, & Brockman, 2010). According to Leff, Waasdorp, and Crick (2010), the concept of *relational aggression* involves two kinds of behaviors, namely direct & indirect; direct form involves "*verbal or nonverbal threats or actions that are openly confrontational*" likewise indirect kind of relational aggression incorporates "*spreading rumor(s) targeted at a particular individual with an intent to harm and impair that person's image and social standing*", *Secondly*, work alienation, i.e., "*a sense of powerlessness, self-estrangement, and meaninglessness*", *Thirdly,* employees' work phobic anxiety "*a reaction concerning the stimulus workplace. It occurs in a panic-like reaction with physiological arousal when thinking of the workplace or approaching*" (Verlaan & Turmel, 2010).

As grounded in the stressor-strain model, Moyle (1995), exposure to stress and stress reactivity constitutes the stress experienced by an individual. If this stress source is left unaddressed, the stressor's severity can cause numerous adverse effects on the employees' wellbeing and performance in the long run (Kuster, Orth, & Meier, 2013). Likewise, the relationship between leaders and their followers is strategic. Consequently, if leaders in action are psychopaths or associated with other facets of the dark triad, it will negatively affect the followers' mental processing and cognitions (Clive Roland Boddy & Taplin, 2021; Mackey et al., 2021). In certain circumstances, it is also likely that followers will exhibit physical and emotional reaction(s) in response to the leader's behavior (Guo et al., 2020).

More recently, researchers like Dodge (2006), have examined that aggressive people are more likely to develop hostile attribution bias, which reaffirms the idea that such people are more prone to interpret ambiguous interpersonal cues as hostile intent.

Besides, people having dispositional hostility tend to look at events, objects and things in their surroundings negatively, consequently producing negative responses (Crick & Grotpeter, 1995; Dodge et al., 2015). Hostile attribution bias is a significant predictor in developing deviant workplace behaviors and aggression in employees (Crick & Dodge, 1994). More precisely, when an employee feels or interprets that the intender has a hostile intention, he feels it justified to behave and respond aggressively (Dodge & Coie, 1987). Hostile Attribution Bias is defined "*as a tendency to interpret the intent of others as hostile, even though environmental cues fail to indicate clear intent*", contrasting from *anger,* which is believed to be an affective part of an individual's aggressive behavior; hostility is considered a more cognitive component that triggers neurotic, pessimistic, and adverse feelings (Milich & Dodge, 1984). Keeping this order in view, it is noted that the behavior of an individual in a specific situation involves a set of several actions (i.e., encoding and interpretation of cues, goal clarification, response access and decision, last but not least, the behavioral enactment).

The study takes its theoretical foundation from the *Affective Events Theory* (AET) as an overarching theory, a model developed by organizational psychologists Weiss and Cropanzano (1996) to explain "*how emotions and moods influence job performance and job satisfaction*". AET is a theory of *affect* (the broader term for emotional experiences, including emotion and mood) in the workplace. Besides focusing on affect, AET also encompasses *cognitions, behavior, attitudes,* and other central psychological constructs to explain job behavior and performance. The theory primarily builds on the already established cognitive appraisal models and has gathered support

from many areas of study in the field of emotions to create a more encompassing theory of work behavior.

This study also endeavors to extend the literature on hostile attribution theory bias by employing Attribution Theory. Attribution theory assumes that individuals are ''naive psychologists'' that would have an inbuilt propensity to learn the causes of significant events to them (Heider, 1958). A thorough causal selection procedure is most likely to be undertaken in reaction to situations where the sources of critical outcomes are somewhat ambiguous and not immediately obvious (Weiner, 1985). According to attribution theory, individuals would *endeavor to understand the reasons for adverse events to assign blame and focus their efforts on preventing a recurrence of the events in the future*. Individual attributions, like all perceptions, are not always an objective appraisal of reality (Dobbins & Russell, 1986). The current study hypothesizes that hostile attributional styles cause individuals to experience higher levels of stress and worse levels of tension/trauma than others in a given setting. When adverse events occur, research has shown that hostile attributions can lead to anger and aggressiveness; hence the term ''hostile" is used for this particular type of attribution (Douglas & Martinko, 2001).

1.3 Gap Analysis (Study Justification)

Over the last 15 years, research on dark triad leadership has been in practice. It has been a mounting attraction among many modern-day researchers; scholars like Paulhus and Williams (2002), in their pioneer study on dark triad personality traits, have identified how these traits come into play in the life of organizations. In their meta-analysis, Furnham, Richards, and Paulhus (2013) discovered interesting facts about how dark triad leaders and other personality traits, e.g. (*intelligence, physical attractiveness*) often manage to secure top positions in their organizations.

Researchers like Furtner, Maran, and Rauthmann (2017), have also studied negative aspects of the dark triad leaders. Their work reflects the dark triad leaders' high need for social dominance and power. Volmer, Koch, and Göritz (2016), contrasted both negative and positive sides of the dark triad leadership. A recent study by Coladonato and Manning (2017), investigated how dark triad leaders affect followers' job satisfaction levels. Simonet, Tett, Foster, Angelback, and Bartlett (2018), studied how psychopathic leadership behavior becomes alarming and other personal propensities and predispositions that can, in turn, cause harmful effects on the organization's ability to achieve its goals effectively. Empirical research by scholars like LeBreton et al. (2018) has revealed interesting insights about dark triad traits and their impact on organizational outcomes. Belschak, Den Hartog, and De Hoogh (2018), in a recent study, have investigated the role of psychopathic leadership behavior on followers who have a low core self-evaluation level.

Despite all these critical empirical shreds of evidence from past research, psychopathy is still relatively understudied. In their recent meta-analysis, Landay et al. (2019), pointed out that first and foremost, there is a need for better understanding & assessment of the psychopathy construct in the organizational literature. Belschak et al. (2018), pointed out the significance of studying other dark triad traits of the leaders apart from narcissism. Moreover, prior research until now primarily established that organizationally relevant contextual factors moderate the negative impact of destructive leadership behavior in particular psychopathic leaders (Harms, Wood, Landay, Lester, & Lester, 2018; Mackey et al., 2021; Nandkeolyar, Shaffer, Li, Ekkirala, & Bagger, 2014; Padilla, Hogan, & Kaiser, 2007; Tepper, Henle, Lambert, Giacalone, & Duffy, 2008; Wang, Harms, & Mackey, 2015).

Consequently, Harms et al. (2018), in their *meta-analysis,* have highlighted the significance to explore and systematically map the moderators that should pertain to followers, i.e., followers' centric dispositions, i.e., HAB that can effectively serve to exacerbate the impact of the DT leaders in particular psychopathic leadership behaviour on employee outcomes.

Barelds et al. (2018) and Braun, Aydin, Frey, and Peus (2018), in their recent studies, have proposed that future researchers should respond to their call to examine the mediating role of malicious envy between DT leadership, particularly psychopathic leadership behaviour, and their subsequent impact on the followers' job outcomes (Lange, Blatz, & Crusius, 2018). In a recent study, Quan et al. (2019) have pointed out a significant research gap that needs to be bridged by investigating the mediating role of anger rumination among DT leadership traits and followers' job outcomes. Researches from past studies have revealed that due to the leaders' dark triad traits, followers experience a sense of injustice; this is why followers exhibit deviant workplace behaviors in the form of sabotage, theft, and aggression (Mackey et al., 2018; Martinko et al., 2018; Schyns & Schilling, 2013; Tepper, 2007).

In addition, to the findings of the studies mentioned above, previous researchers have also highlighted that followers who have low *self-esteem* and core *self-evaluation* are more vulnerable and would not show such retaliation towards the dark triad leaders because of their risk-aversive and cautious nature (Baumeister, Bushman, & Campbell, 2000; Burton, Hoobler, & Kernan, 2011; Offredi et al., 2016; Tepper et al., 2009; Tepper et al., 2008).

In line with the findings mentioned above, Belschak et al. (2018) and Nevicka et al. (2018) have proposed the future researchers to study the impact of DT traits on followers' commitment, satisfaction, relational aggression, vitality, work anxiety, and

turnover intentions, etc. Considering the researchers' suggestions and recommendations mentioned above, this thesis aims to extend the extant literature by examining the *serial mediation mechanism* of *malicious envy* and *anger rumination* amid leader psychopathic behavior and employees' work-related outcomes using theoretical support from affective events theory which is regarded as the "seminal explanation of the role that *affect* plays in shaping employees' attitudes and behaviour*s* in the workplace." According to Weiss and Beal (2005), one of the central theses of AET is that "*events are the proximal causes of affective reactions*." The current literature on emotions also reveals that the work environment and events cause changes in the employees' emotional and psychological states (Wegge, Dick, Fisher, West, & Dawson, 2006).

Literature has explained the work events in various ways, particularly concerning positive and negative work events. Still, it is accepted that events are the "instigator of changes in emotional states" for any person throughout the literature. Based upon the said explanation of *AET* theory, this thesis aims to extend the existing literature by considering, i.e., how human cognitive appraisal of a situation causes an *emotional*, *affective* or *behavioral* response that is going to be based on that very appraisal. Such assessment will lead to emotional distress in the form of envy and subsequently frustration in the form of anger rumination individually & by considering the role of both malicious envy and anger rumination as serial mediating mechanisms.

In line with the discussion described above, this study also foresees to add to the body of knowledge by pointing out and examining a leader's psychopathic behavior as an essential antecedent of an employee's malicious envy (Braun et al., 2018). At the same time, previous researchers have examined the impact of DT traits in particular leaders' narcissism on employee level outcomes and mediating mechanisms like follower's low

self-esteem and low core self-evaluation leaving behind a pertinent research gap to be filled, i.e., the role of malicious envy and anger rumination as a mediating mechanism between leader psychopathic behavior and employee level outcomes (Barelds et al., 2018; Braun et al., 2018; Quan et al., 2019). Furthermore, following the directions of Guo et al. (2020) and Harms et al. (2018) to examine the interactive effect of Hostile Attribution Bias, this study foresees to add to the body of literature by investigating the moderating effect of a follower centric moderator HAB as a dual moderator at two levels firstly on (*leader psychopathic behavior and malicious envy*) and secondly on (*malicious envy and anger rumination relationship*).

1.4 Research Problem

Organizations are dealing with negative behaviors among their employees, one of the prime reasons of which might just be the leadership style. As a direct precursor, extant research is based on this issue; the relevant literature also emphasizes how psychopathic leadership may be harmful and detrimental to workers' emotional responses and associated attitudinal and behavioral response patterns.

The extant study endeavors to explain how dark triad leaders, particularly psychopathic leadership behavior' impact employee work outcomes, e.g. (work alienation, work phobic anxiety & relational aggression) through an important serial mediation mechanism, i.e., malicious envy and anger rumination. Moreover, this study also examines the dual moderation role of hostile attribution bias, especially in the Pakistani context.

1.5 Research Questions

The extant study has the following research questions:

1. Does *Leader psychopathic behavior* predict *Employee work outcomes,* i.e. (*Relational Aggression, Work Alienation, Workplace Phobic Anxiety*)?

2. Does *Leader psychopathic behavior* cause *Malicious Envy* in employees?

3. What is the impact of a *Leader's psychopathic behavior* on an employee's *Anger Rumination*?

4. What is the effect of *Malicious Envy* and *Anger Rumination* on employee outcomes (Relational Aggression, Work Alienation, Workplace Phobic Anxiety)?

5. Do employees' *malicious envy* and *anger rumination* mediate the relationship between the *Leader's psychopathic behavior* and *employee-level outcomes*?

6. Does *Hostile Attribution Bias* moderate the relationship between *Leader psychopathic behavior* and *Malicious Envy*?

7. Does *Hostile Attribution Bias* moderate the relationship between *Malicious Envy* and *Anger Rumination*?

1.6 Research Objectives

Research objectives of the current study are stated as under:

1. To investigate the impact of a *Leader's psychopathic behavior* on *Employee Outcomes,* i.e. (Relational Aggression, Work Alienation, Workplace Phobic Anxiety).

2. To examine the impact of a *Leader's psychopathic behavior* in causing *Malicious Envy* in employees.

3. To investigate the effect of a *Leader's psychopathic behavior* on an *Employee's Anger Rumination*.

4. To analyze the impact of *malicious envy* and *anger rumination* on *Employee Level Outcomes,* i.e. (Relational Aggression, Work Alienation, Workplace Phobic Anxiety).

5. To explore the mediating effects of *malicious envy* and *anger rumination* amongst the relationship of *Leader psychopathic behavior* and *Employee Outcomes,* i.e. (Relational Aggression, Work Alienation, Workplace Phobic Anxiety).

6. To investigate Hostile Attribution Bias' impact as a moderator on the relationship between *Leader psychopathic behavior* and *Employee's Malicious Envy*.

7. To investigate Hostile Attribution Bias' impact as a moderator on Malicious Envy and Anger Rumination's relationship.

1.7 Significance of the Study (Theoretical Contribution)

1.7.1 Theoretical Significance

The current study takes its theoretical foundation from the *Affective Events Theory* (AET) as an overarching theory, a model developed by organizational psychologists (Weiss & Cropanzano, 1996). AET explains the mechanism through which work environment and work events can affect an employee's moods and emotions, leading to a substantial impact on an employee's job performance and job satisfaction levels.

The theory further explains that work events and environment cause an emotional reaction that leads to an employee's human cognitive appraisal of such a situation in anger rumination that causes three different forms of responses: affective, behavioral, and attitudinal reaction(s).

Affective Events Theory is based on previously established models about cognitive appraisal and emotions to create a more encompassing theory of work behavior. The theory explains the relationship between employees' feelings, cognitions, and work events that subsequently affect employee performance and satisfaction. In addition, the

theory also enlightens that employees interpret affect-inducing events through their emotions and cognitive appraisal.

The theory also differentiates and explains two types of workplace incidents, i.e., positive and negative inducing work events. Positive events are known as uplifts, and negative events are known as hassles, respectively. Both events can cause a lasting affective reaction exhibited through varying job performance, job satisfaction and organizational commitment levels.

Weiss and Cropanzano (1996), maintained that by differentiating between affect, i.e., *emotions and moods*, from employee job satisfaction, i.e., *an evaluative judgment* can add more clarity in understanding the core premise of the theory; for the said purpose, they highlighted the difference between affect and judgment driven behaviors, affect obsessive behaviors are those that can cause an immediate reaction being in a particular affective state. In contrast, judgment-driven behaviors are more lasting and driven by a relatively permanent attitude about the organization and job.

On a broader scale, AET maintains that affect-inducing events and situations have significant implications regarding employee performance. Weiss and Cropanzano (1996) have attempted to explain the two distinct behaviors but did not categorize the employee work outcomes concerning judgment or affect. Therefore, under the viewpoint described above of *affective events theory,* the current study adds to the body of literature by proposing two significant affect-inducing mediating mechanisms, i.e., malicious envy and anger rumination between Leader psychopathic behavior and employee work outcomes. In line with this theory, *first*, the current study maintains that a leader psychopathic behavior as an affect inducing event will cause disgruntlement causing malicious envy as an emotional reaction in the employee; *second*, by proposing another important mediator, i.e., anger rumination as a cognitive response and their

serial mediation mechanism between the relationship of leader psychopathic behavior and counterproductive employee work outcomes.

In the same vein, as grounded in theory, the relationship between work environment, work characteristics and subsequent emotional reaction are moderated by personal dispositional traits of an employee; therefore, this study in the light of *Affective Events Theory* also takes onto examining "*hostile attribution bias*" an employee-centric dispositional factor as a moderator between leader psychopathic behavior an affect inducing event and malicious envy as a destructive emotional response respectively as pointed out in their recent studies by (Guo et al., 2020; Kokkinos & Voulgaridou, 2018).

The extant study further endeavors to establish an association between leader's psychopathic behavior and anger rumination, a cognitive response by the employee as proposed by Affective Events Theory by examining leader psychopathic behavior as an affective antecedent of anger rumination by addressing the future directions of Quan et al. (2019), in a recent study in which they have pointed out that there exists a significant research gap that needs to be bridged by investigating the mediating role of anger rumination a cognitive response among leader psychopathic behavior & followers job outcomes.

1.7.2 Managerial Significance

From the managerial perspective, the current study will benefit the organizational managers in realizing and exploiting their fellow workers' true potential and yield synergetic work outcomes by enunciating how employees perceive relationships with their immediate bosses/superiors. Another important implication for the managers in this study is that if they treat their coworkers cold-heartedly, it will leave them in an emotionally shattered situation, which will cause a severe discrepancy in the desired and actual levels of their work outcomes.

The study also attempts to elucidate how employees respond to affective events, e.g., leader psychopathic behavior, which leads to the subjective evaluation of leaders by their coworkers/subordinates and further causes counterproductive work outcomes. In the light of these guidelines, leaders/managers can keep their coworkers on track if they manage to mitigate these affect inducing events, which causes a deterrent in employees' desired work outcomes and performance.

1.7.3 Contextual Significance

From the contextual perspective, the current study is a significant attempt to address and highlight the jeopardies of leaders' psychopathy and its impact on followers/coworkers' emotional, cognitive, affective, attitudinal and behavioral outcomes. The study explains the implications and significance from a regional perspective, i.e., Pakistan, a region that manifests completely distinct economic, cultural, social and political backgrounds. Because most of the considerable research on the proposed model has been done in the western context, it is worthwhile to study and examine it, especially in the eastern context, i.e., Pakistan.

1.8 VARIABLE DEFINITIONS

Leader psychopathic behavior: Psychopathic leadership exhibits callous/unemotional traits and demonstrates a general lack of empathy for other peoples' suffering or culpability about offenses and misdeeds they have committed against other people (Sellbom & Drislane, 2020).

Malicious Envy: Malicious Envy is a type of envy whereby the envious person feels hostile towards the envied person and wishes that the envied person must not possess rather lose their feat or achievement, which can be in any shape, e.g., position, power, or any personal attribute (Lange, Blatz, et al., 2018).

Anger rumination: Anger rumination is a maladaptive emotional regulation approach. It engages an individual in an emotional state whereby the person is obsessed and hooked on a problem, its emotional responses over the period (Contreras, Kosiak, Hardin, & Novaco, 2021).

Hostile attribution bias: Hostile Attribution Bias is the tendency to interpret the behavior of others, across situations, as threatening, aggressive, or both (Smith, Summers, Dillon, Macatee, & Cougle, 2016).

Work alienation: Work Alienation is caused when an employee experience powerlessness, normlessness, meaninglessness, isolation, and self-estrangement, and his expectations, needs and desires are not satisfied at the workplace (Nair & Vohra, 2009).

Relational aggression: Relational Aggression is "*a nonphysical form of aggression whereby the perpetrator's goal is to inflict or threaten damage to relationships, including harm to the target's social standing or reputation*" (Coyne & Ostrov, 2018).

Workplace phobic anxiety: Workplace phobic anxiety has been defined as "*a classical phobic anxiety reaction concerning the stimulus workplace*." It usually occurs in a reaction similar to a panic or anxiety attack accompanied by physiological arousal when the person is either approaching or thinking about the workplace (Muschalla & Linden, 2016).

1.9 Structure of the Thesis

This dissertation is organized into five major chapters. The first chapter described the study's background as well as the study variables. Moreover, it presents the justification of the study along with the research questions and objectives. The second chapter outlines the systematic literature review and explains the theoretical framework and

hypotheses development using overarching theory and relevant literature. The research methodology is discussed in Chapter 3. The results and subsequent discussion are provided in Chapter 4. Finally, Chapter 5 highlights the discussion, implications, limitations, and future research directions.

1.10 Chapter Summary

The chapter emphasized essential details about the construct of psychopathic leadership and its subsequent impact on employee work outcomes through an important serial mediation and moderation mechanism. The chapter elaborates the study's nomological network by enunciating the background knowledge about the study's variables in their postulated direction.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The second chapter will cover academic literature from fundamental research studies about all study variables and introduce the reader to the connotation of psychopathic leadership. In this chapter, we reviewed various areas of literature relevant to our research about leader psychopathic behavior and its impact on employees' emotional responses, cognitive appraisals, and subsequent work outcomes. The proposed theoretical framework of the study is also given at the end of this chapter.

2.2 Leader psychopathic behavior

Psychopathy is considered the most crucial aspect of all the three dark triad personality traits, namely *Narcissism, Machiavellianism, and Psychopathy* (Paulhus & Williams, 2002). All three dark triad traits are distinctively self-centered, deceptive, and exploitive (Jonason, Slomski, & Partyka, 2012). Comparatively, psychopathy is considered the most deleterious, perilous, and harmful trait of all three attributes in terms of the typical cold and callous nature (Jones & Paulhus, 2017; LeBreton et al., 2018; Mackey et al., 2021).

Earlier, psychopathy was primarily studied in psychology (Igoumenou, Harmer, Yang, Coid, & Rogers, 2019). Later, the concept gained much attention from organizational studies among researchers (Babiak, Hare, & McLaren, 2006; Forsyth, Banks, & McDaniel, 2012; Spurk, Keller, & Hirschi, 2016; Ten Brinke, Kish, & Keltner, 2018). Research on psychology from organizational sciences revealed that individuals on the higher side of this trait are famous for their deceptive behavior, manipulation, selfishness, implacability, and callousness.

In addition to this, individuals on the higher side of this trait are also expected to exhibit continual antisocial behavior (Babiak et al., 2006). Researchers have also maintained that psychopathy is the most noxious trait of all three-dark triad personality traits (Mathieu, Neumann, Hare, & Babiak, 2014; Paulhus & Williams, 2002).

Similarly, all three traits have selfishness in common, while individuals with psychopathy are known for their reckless, antisocial and tyrannical nature (Jones & Fitness, 2008; Jones & Paulhus, 2014). Besides, psychopathic people are not afraid of any penalties or punishments; therefore, they can go to any extent to harm the other person to satisfy their self-interest.

Psychopathic individuals are discourteous, rude and impolite towards their fellow workers/colleagues (Laurijssen, Wisse, & Sanders, 2016). As the aforesaid literature reveals, psychopathy is the darkest trait of all the three dark triad traits. Therefore, this study's main emphasis is on psychopathy compared to all three characteristics.

2.2 Malicious envy

Envy is defined as "*a painful emotion ensuing from the envier' s lack of another's quality, achievement, or possession*" (Smith, Parrott, Ozer, & Moniz, 1994). Envy exists when an individual wants something valuable that the other person possesses. Individual realizes that they lack that valued thing, which can be position, wealth, and personal attributes like intelligence (Parrott & Smith, 1993).

Envy is a common phenomenon comprised of cognitive, motivational and affective attributes. Envy has two important types, i.e., benign and malicious envy; both are positive and negative. Benign envy is more closely related to the positive feelings about the envied person, position, and social status with the primary focus to improve performance and expedite efforts to reach to envied person's level as compared to the

malicious envy where the envier person holds negative feelings towards the envied person's achievements and strives to undermine them (Barth, Hulek, Peters, & Van de Ven, 2015; Van de Ven, Zeelenberg, & Pieters, 2009, 2012; Zhao et al., 2021).

Since this study primarily focuses on the latter type, i.e., Malicious Envy, which is a type of envy whereby the envious person feels hostile towards the envied person and wishes that the envied person must not possess rather lose his or her feat or achievement, which can be in any shape, e.g., position, power or ay personal attribute (Zizzo & Oswald, 2001). This makes it clear that individuals who suffer this kind of envy always strive to "pull others down" to either their level orach their level town (Van de Ven et al., 2012).

Research in the recent past has unveiled that malicious envy leaves deleterious effects on the individual and organizational performance at large and tend to sabotage the working environment conditions and overall organizational climate due to the existing rift between both the envied and envier (Crusius, Lange, & Cologne, 2017; Van de Ven et al., 2012; Lin, & Bates, 2021).

2.3 Anger rumination

Rumination is defined as "*a form of thinking style concerned with responding to distress by repetitively focusing on stressors, how they may have been caused, and what possible consequences may arise*" (Nolen-Hoeksema et al., 2007).

Anger rumination is a maladaptive emotional regulation approach. It engages an individual in an emotional state whereby the person is obsessed and hooked on a problem, its emotional responses over the period (Kim & Byon, 2020). Rumination has several negative psychological consequences. The most common outcomes are depression, anxiety and trauma reactions (Zhu, Chen, & Xia, 2020). More recently,

researchers have started to study a relatively new facet of rumination, particularly in connection with the organizational context, i.e., anger rumination (Contreras et al., 2021). Anger rumination is defined as an "*emotion regulation strategy for a specific type of rumination defined as a tendency to engage in unintentional re-occurring thoughts about anger episodes*" (Sukhodolsky, Golub, & Cromwell, 2001).

It has been observed that people tend to experience anger rumination when they recall the anger-inducing events, which regenerates the anger responses and thoughts of revenge in them (Bushman, Bonacci, Pedersen, Vasquez, & Miller, 2005). Anger rumination occurs as a response to incitement to events and situations related to an employee's experience of personal social injustice or conflict. Prominent researchers have also indicated that anger rumination endures negative affect inturns harm the social adjustment through "*feeding the flame*" based cycle (Anderson & Bushman, 2002; Rusting & Nolen-Hoeksema, 1998; Sukhodolsky et al., 2001).

Several researchers from the past have also noted that anger rumination plays a vital role in determining and predicting aggravated levels of aggression of employees' both in experimental and correlational studies (Isaksson, Sukhodolsky, Koposov, Stickley, & Ruchkin, 2020).

Moreover, researchers have also pointed out that high levels of arousal, hostility and anger experiences have been predicted by anger rumination (Wang et al., 2018). In addition, on social misadjustment, it has been noted that anger rumination substantially reduces an employee's ability to control their anger. Sometimes it is even noted that it replaces an employee's ability to control their rage with aggressive and intimidating behavior towards other people who are not directly involved or more responsible in the incitement situation that caused galvanized outrage in the subject (García-Sancho, Salguero, Vasquez, & Fernández-Berrocal, 2016).

2.4 Hostile attribution bias

Some people are disposed to interpret the behavior of other people in their surroundings as having hostile intent, commonly known as hostile attribution bias (Chabrol, Van Leeuwen, Rodgers, & Séjourné, 2009). It is the "*tendency to interpret the behavior of others, across situations, as threatening, aggressive, or both*" (Smith et al., 2016).

HAB is considered a significant predictor in developing deviant workplace behaviors and aggression in employees (Crick & Dodge, 1994). More precisely, when an employee feels or interprets that the intender has a hostile intention, he feels it justified to behave and respond aggressively (Zhu & Xia, 2020).

In the recent past, researchers like Dodge (2006), have examined that people who have aggressive nature are more likely to develop HAB, which reaffirms the idea that such people are more prone to interpret the ambiguous interpersonal cues as having a hostile intent. Besides, people having dispositional hostility tend to look at events, objects and things in their surroundings negatively, consequently producing negative responses (Crick & Grotpeter, 1995; Dodge et al., 2015).

2.5 Work alienation

Hegel (1910), first described the concept of alienation as the disconnection of the individual from his or herself. Later, this concept was extensively studied by Marx (1975) regarding social and economic aspects. Marx emphasized that the individual's loss of control over his labor creates a sense of alienation (Kohn, 1976; Mottaz, 1981).

Humans naturally aspire to a structure suitable for working, producing and creating value to protect their existence and prosperity; they spend a significant part of their life at work. This characteristic leads them to establish a special relationship with the work

and the work environment in which they have created value (Vanderstukken & Caniëls, 2021).

Due to their cynic nature and individual performance criteria, psychopathic leaders are expected to be involved in unethical and unscrupulous decision-making, leaving their coworkers with lesser control and autonomy. In addition, psychopathic leadership behavior is also positively related to deviant workplace behaviors, white-collar crime, bullying, corporate misbehavior and offensive supervision (Barelds et al., 2018; Mathieu, Neumann, Babiak, & Hare, 2015; Westerlaken & Woods, 2013). Psychopathic leadership behavior is also negatively related to followers' consideration, harming employee commitment, satisfaction, and well-being. Consequently, people working under such leaders do not feel at home, i.e., they feel "*estranged*" and uncomfortable in such working conditions.

In the current study, the aforesaid condition of employee estrangement from the work role is taken as a response to contextual factors (Ashforth, 1989; Nair & Vohra, 2009). According to Mottaz (1981) and Zeffane (1993), work alienation is caused when employee's expectations, needs and desires are not satisfied at the workplace.

In the literature, the concept of alienation has been dimensioned in different forms, but the most valid classification belongs to (Seeman, 1959). In his work, "*on the meaning of alienation*" Seeman pointed out that alienation has five dimensions: *powerlessness, normlessness, meaninglessness, isolation, and self-estrangement*.

After Blauner (1964), dealt with alienation in four dimensions, as "*powerlessness, meaninglessness, isolation and self-estrangement*". Middleton (1963), on the other hand, took the dimensions of Seeman's scale as the basis, but he differently used six dimensions by adding cultural alienation (Elma, 2003). In Guttman's work, alienation

was classified as powerlessness, normlessness, self-estrangement, and cultural distancing (Kohn, 1976).

Within this study's scope, the dimensions of *powerlessness, self-estrangement, and meaninglessness* have been adopted. Accordingly; *Powerlessness* has been defined as the state in which the individual does not have the right of word on what he produces and in the operational process activities (Uysaler, 2010). In other words, it is a "lack of control and freedom on the work done. *Meaninglessness* is the employees' inability to make sense of their work, conceive the organization's goals, and affiliation with their works with each other's affairs (Kanungo, 1982). In such a case, the employee thinks that his contribution and control in the production process is minimal (Mottaz, 1981). *Marx defined self-estrangement as that the individual does not feel* comfortable, i.e., "at home" in the working environment (Uysaler, 2010). According to Seeman, the feeling of self-alienation is "*that any individual's behavior does not correspond to his expectations towards the future, that the individual behaves differently getting out of these expectations.*" In this case, the employee cannot get satisfaction from the work he is doing and considers the work as an instrument (Durrah, 2020).

2.6 Relational aggression

Relational Aggression is "*a nonphysical form of aggression whereby the perpetrator's goal is to inflict or threaten damage to relationships, including harm to the target's social standing or reputation*" (Low et al., 2010). Relational Aggression has two kinds of behavior, i.e., Direct and indirect. Direct form involves threats of both verbal and nonverbal nature. In contrast, the indirect form involves dispersion of grapevine, with the primary motive to defame and inflict damage on the other person's reputation and image (Leff et al., 2010; Verlaan & Turmel, 2010).

According to Kennedy and Stephens (2017), relational aggression is more closely related to bullying at the workplace, which essentially involves spreading gossips, name-calling and slander. Relational aggression is damaging for both the employees and the organization because of its harmful nature (Coyne & Ostrov, 2018).

Consequently, if relational aggression is left unaddressed, it can damage effective functioning, productivity and organizational performance. It also imparts toxic effects on the employees' psychological states, which leaves them unproductive and demoralized (Simmons, 2018).

2.7 Workplace phobic anxiety

Workplace phobia has been defined as "*a classical phobic anxiety reaction concerning the stimulus workplace.*" It usually occurs in a reaction similar to a panic or anxiety attack accompanied by physiological arousal when approaching or thinking about the workplace. The person suffering from such a psychological state exhibits a noticeable avoidance behavior towards his organization and the workplace.

In their research, Haines, Williams, and Carson (2002) explained the avoidance approach, i.e., avoidance of corporate events, get-togethers where the employee feels that he can encounter other colleagues or immediate supervisor(s), even feeling annoyed and aroused when talking with others about the work. Such indicators impair the employee's emotional and physical well-being (Grant et al., 2009; Muschalla, Rau, Willmund, & Knaevelsrud, 2018).

Work anxieties may present as cognitive anxiety (worrying) or physiological arousal, panic, and avoidance (Muschalla & Linden, 2016). In the worst case, there is an overall panic-like reaction and avoidance behavior towards the workplace. The latter is known as "*workplace phobia*" (Haines et al., 2002; Muschalla, Linden, & Olbrich, 2010).

2.8 Theoretical Background

2.8.1 Affective Events Theory

Affective Events Theory (AET) is regarded as the "seminal explanation of the role that affects plays in shaping employees' attitudes and behaviors in the workplace." AET is a theory that primarily deals with an employee's emotional experience in the workplace (Weiss & Cropanzano, 1996). Furthermore, referring to Weiss and Beal (2005), the theory also enlightens job performance and behavior by considering an employee's attitudes, behavior, and cognition. AET, is mainly constructed on previous well-known models of cognitive appraisal; the theory also entails backing from other important areas, especially from the literature on emotions, to produce a central encompassing theory of work behavior (Weiss & Beal, 2005).

AET, also explains the relationship between an employee's mental states, cognitions and emotions, commonly referred to as the "*internal influences*", and their response to events that take place in the organizational context, which affects job satisfaction, performance and organizational commitment of the employees (Weiss & Cropanzano, 1996).

The theory also illustrates two different types of events in organizational settings: positive and negative inducing events. Positive inducing events are known as *uplifts,* while negative inducing events are referred to as *hassles*; both these events leave a significant psychological impact on an employee's satisfaction, performance, and commitment levels. Consequently, it produces internal (*mental states, cognition, and emotions*) and external responses (*employee satisfaction, performance, and commitment*).

Weiss and Cropanzano (1996), maintained that distinguishing the concept of emotions and evaluative judgments, i.e., affect & satisfaction, respectively, will help clarify how

affect influences an employee's job performance. Therefore, they distinguished between judgment and work-driven behaviors. The behaviors, judgments, and decisions with a comparatively instantaneous potential of being in specific affective states are known as affect-driven behaviors. On the other hand, the behaviors that result in relatively permanent, enduring, and lasting attitudes about the organization and job itself are called judgment-driven behaviors. Both behaviors cause affective states and evaluative judgments, respectively. The affective states are usually coincident with the affect driven behaviors and are time-bound in nature.

2.9 Theoretical Framework and Hypotheses Development

2.9.1 Leader psychopathic behavior & employee level outcomes (work alienation, relational aggression & workplace phobic anxiety)

Psychopathy is considered "*a clinical syndrome with behavioral and personality components*" (Rogstad & Rogers, 2008). Cleckley (1965), categorized different facets of psychopathy, which enlists insincerity, lack of shame or remorse, callous/unemotional traits and incapacity for love. Cleckley's seminal work also comprises antisocial traits such as uninviting behavior, poor judgment, failure to learn by experience, and criminal behavior.

The construct of psychopathy is divided into two important categories, i.e., primary and secondary psychopaths (Skeem, Poythress, Edens, Lilienfeld, & Cale, 2003). According to Fowles and Dindo (2009), psychopaths are categorized into two broad categories primary psychopaths and secondary psychopaths. The former type of psychopath is considered "*emotionally unstable*", and the latter is perceived as "*reactive*" in nature. Individuals on the higher side of the primary trait are insensitive, egocentric, lack empathy, and are manipulative. Contrary to primary psychopaths, secondary psychopaths are reactive, impulsive they require an impetus to react, live a

scrounging lifestyle, and are generally self-centered. Because the primary psychopaths capture the core of psychopaths working in the organizations (Murphy & Vess, 2003). Consequently, this study focuses on the primary psychopaths. More recently, in organizational psychology studies, primary psychopathy is studied more often than secondary psychopaths.

Primary psychopathy refers to individuals who exhibit callous/unemotional traits and demonstrate a general lack of empathy for other peoples' suffering or culpability about offenses and misdeeds they have committed against other people. Karpman (1941), was the first researcher to propose two main types of psychopathy, i.e., primary and secondary psychopathy. He defined primary psychopaths as individuals who are impassive, manipulative and insensitive. Furthermore, he added that primary psychopaths usually lack guilt and anxiety (Blackburn, 1975). Researchers and theorists in the past have also noted that primary psychopathy is more closely associated with Cleckley's seminal psychopathy concept (Lykken, 2013; Murphy & Vess, 2003). It is also believed that the traits of primary psychopathy are inborn (Karpman, 1941).

It is pertinent to note that an organization's managerial culture profoundly influences both the organization and its employees' performance. Specifically, a top manager's personality and traits greatly influence an organization's managerial culture; its overall image, risk attitude, shareholder, and customer protocols primarily depend on organizational leadership (Urban, 2008).

The toxic leader will deteriorate the organization through aberrant and dysfunctional actions, in the same vein as a polluted heart will contaminate the whole body through the tainted blood supply. The toxic actions of top management cause counterproductive work behaviors in the employees (Thomas, 1991). The deceitful and manipulative approach of psychopathic leadership makes the organizational environment stressful,

traumatic, and tumultuous. Since psychopaths operate on competing strategies rather than collaboration, their followers often face mortification (Jonason et al., 2012).

Due to the nonexistence of responsibility, shame, and regret, psychopathic leaders typically fail to recognize their faults, resulting in employee frustration in high turnover and low organizational commitment. As abusers, psychopaths hardly recognize their subordinates' compulsions, the most probable outcome of which is the employee parting ways with their job, validating the general axiom "employees don't leave their organization; *they leave their boss*."

According to researchers, employees who work directly under the supervision of psychopaths have reported being less satisfied and committed. Such employees also have higher turnover intentions, causing a feeling of self-estrangement and subsequent negative impact on the overall individual commitment & organizational performance at large (Mathieu et al., 2014; Westerlaken & Woods, 2013).

In the same vein, employees working with psychopaths feel distressed, socially excluded, and disregarded, which will lead to a cold, hostile relationship (Coyne & Ostrov, 2018). As mentioned above, the leader or the front-runner is responsible for shaping and maintaining the overall organizational culture and environment. Likewise, while working with a psychopath, the fellow workers often go through dissatisfaction, trauma and pain, leading to anxiety (Muschalla et al., 2018).

A pertinent study on bullying in adults revealed that psychopaths are more involved in bullying and intimidating behavior, which triggers interpersonal deviance in the form of relational aggression (Baughman, Dearing, Giammarco, & Vernon, 2012). Besides, it has also been reported in the past research that while dealing with psychopaths at work, workers feel social insecurity, which causes anxieties towards the defined

workplace, certain tasks assigned by the psychopath leader, or specific situations at work that resultantly induce work phobia or work anxiety.

Weiss and Cropanzano (1996), maintained that distinguishing the concept of emotions and evaluative judgments, i.e., affect & satisfaction, respectively, can help explain how affect influences an employee's job performance. Purposely, they differentiated among judgment and work-driven behaviors.

According to Rosen, Harris, and Kacmar (2009), AET also enlightens an employee's affective response determines their attitude and subsequent behaviors. The theory elucidates that affective responses play an essential role in the development of work attitudes. While affect denotes emotions and moods, attitude, on the other hand, encompasses cognitive and evaluative judgment built on affect.

A leader's persistent callous treatment is perceived as an affective event by followers, leading to respective affective, attitudinal and behavioral outcomes in the form of work phobic anxiety, work alienation and relational aggression.

Consequently, it is hypothesized that:

> **Hypothesis 1:** *Leader psychopathic behavior is positively related to (a) employee work alienation, (b) relational aggression & (c) workplace phobic anxiety.*

2.9.2 Relationship of leader psychopathic behavior with malicious envy

While making important decisions, leaders are always expected to safeguard their subordinates' interests, but some leaders miserably fail to accomplish this task. Recent media reports have also made it blatantly clear that some leaders instead act selfishly, safeguarding only their interests at others' cost, disregarding their subordinates' needs (Northouse, 2021).

In their study, Clifford and Moynihan (2017), revealed the "*Ponzi scheme*" initiated by Martin Shkreli whereby he increased the prices of Daraprim, the renowned aids medicine, from $13.50 to $750 to pay his debts. Such corporate events and scandals cause anger in the general public and become a source of the decline in the organization's employees' performance levels and effective functioning (Crusius et al., 2017). Certainly, in contrast with employee-oriented leaders, psychopathic leaders cause havoc to the smooth organizational functioning and effective employee performance and immoral decision-making (Williams, 2014).

In the light of the facts described above, it is evident that psychopathic leaders satisfy their interests and needs using their positions at the cost of their immediate followers, consequently developing displaced aggression, anger, and anxiety in employees (Kuster et al., 2013). Because leaders and members work side by side, the leaders' dark traits and psychological tendencies affect the followers' mental states and organizational performance (Barelds et al., 2018).

Psychopathic leadership is expected to engage in immoral and perilous decision-making due to lower objective performance levels (Carre, Mueller, Schleicher, & Jones, 2018). Previous studies associated several psychopathy links with corporate misbehavior, counterproductive work behavior, white-collar crime, bullying, and abusive supervision. Psychopaths are less considerate towards their followers' issues and problems and are not concerned with the satisfaction and well-being of their followers (Fowles, 2018; Sellbom & Drislane, 2020).

Although there is rare evidence that psychopathic leadership develops malicious envy among subordinates, few researchers reported that the dark triad creates envy among co-workers. Likewise, the inhumane treatment of psychopathic leadership negatively

affects employees' self-esteem and correspondingly yields envy in the followers' minds (Crusius et al., 2017; Rentzsch, Schröder-Abé, & Schütz, 2015).

The bragging, callous, exploitive and manipulative nature of psychopaths cause envy among the followers. Moreover, since psychopaths are the leaders who are innately self-serving, self-centered and insincere henceforth, they treat their followers like non-entities which becomes the root cause of why their followers undergo spite. Subsequently, it creates a negative sense of upward social comparison, which resultantly causes feelings of envy in the followers (Vize, Collison, & Lynam, 2020).

Such conditions provoke malicious envy in the followers because they feel that the envied person, i.e., psychopathic leader's position and power, are excessive and not vindicated, leading to reduced personal control in the envier person, the follower in such case (Lange, Blatz, et al., 2018).

Primarily, AET proposes that incidents in the organizational environment originate changes in the employees' affective states (Weiss & Cropanzano, 1996). Leader's interpersonal treatment and rude behavior act as an affect-inducing event for members. According to AET (work hassles, i.e., working with a psychopath leader is treated as an affect inducting event by the members and yields malicious envy, i.e., a destructive interpersonal emotion). Hence following hypothesis is proposed.

Hypothesis 2: *Leader psychopathic behavior is positively related to Malicious Envy*

2.9.3 Relationship of malicious envy and employee level outcomes (work alienation, relational aggression & workplace phobic anxiety)

People have a ubiquitous tendency to think about and evaluate their outcomes relative to others (Lange, Blatz, et al., 2018; Van de Ven et al., 2012). A good definition of envy is an emotion that occurs when a *"person lacks another's superior quality,*

achievement, or possession and either desires it or wishes that the other lacked it"
(Smith et al., 1994).

The definition described above makes it fathomable that envy involves social comparison upwards. It ensues when a person feels that the other person is superior to the person making the comparison. The other thing is that envy is an assemblage of a person's emotions, which are the consequence of actions and events in day-to-day life generating an impetus to do some action in response (Frijda, 1986).

For example, according to Roseman (1996), when a person anticipates his appraisal, it usually generates emotions; because the person feels appraisal vital to himself, emotion is considered a combination of action tendencies, thoughts and feelings that generally support a person to deal with feelings of opportunity and concern (Roseman, Wiest, & Swartz, 1994).

Envy is a negative emotion that occurs when the envier feels that the other person (envied) negatively affects the goals the first person cares about. When a person feels a threat to his identity caused by a superior person, envy takes place. Envy occurs as a response and impetus to counter the threat imposed by the envied person whereby the envier wishes to possess the position the envied person holds, or he desires the envied person to lose that position; this marks an essential difference between the two types of envy (Smith et al., 1994).

Benign and malicious envy are distinct. In benign envy's case, the envier tries to match the envied person's status by working hard and assiduously improving his skill set and knowledge. Generally speaking, it reflects the positive side of envy because it focuses on self-development and advancement to compete with the other person (Van de Ven et al., 2009, 2012). Inversely, malicious envy that comes under this study's scope

focuses on the dark side of envy whereby the envier encounters the envied person's social standing and position through hate, spite and vindictiveness. More specifically, malicious envy incorporates neurotic feelings about the individual the actual person making the comparison with, which produces counterproductive actions to negatively affect the performance of envied person (Lange & Crusius, 2015; Van de Ven et al., 2009, 2012).

Although *malicious and benign envy* are qualitatively different, both eventually cause negative behaviors, actions and emotional states. In a recent survey, participants were asked to recall their malicious and benign envy situations. The results revealed that the negative affect score was consistent among the participants facing either case. Interestingly, it is also reflected by that envy in its all forms (benign or malicious), either as a state or disposition, produces upward comparison escorted with negative affect (Lange, Blatz, et al., 2018; Van de Ven et al., 2012).

In its either form, malicious or benign, envy cause psychological distress, inferiority complex, and pain among the experiencers; such feelings of inferiority, as a result, generate aggression accompanied with depression (Card, Stucky, Sawalani, & Little, 2008). Since envy causes inferiority, which leads to schadenfreude and rage, predominantly towards the person the envier is comparing with. Resultantly, both benign and malicious envy engenders malevolent behaviors, which creates a sense of social insecurity at the workplace that further causes meaninglessness & estrangement (Furtner et al., 2017; Jones & Paulhus, 2017).

In the same vein, psychopathic leaders are characterized by callous manipulation impulsively and irresponsibly, causing malicious envy (i.e., *followers' resentment*) instead of benign envy (*self-improvement and advancement, including admiration for the envied person*) (Van de Ven et al., 2012). Psychopathic leaders who are distinctively

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selfish, arrogant and dishonest treat their followers like non-entities which turns out to be the root cause of why their followers undergo spite. Recent studies have revealed that psychopaths are more inclined to exhibit aggression to their coworkers; this rift and tense leader-member relationship engenders interpersonal conflict belligerence among the enviers. Such an organizational climate makes it hard for the employees to effectively partake in the decision-making process and sustain their viewpoint in the teams they are working in (Jones & Paulhus, 2010; K. M. Williams & Paulhus, 2004; Muschalla et al., 2018).

As stated in the *AET,* employees react emotionally to things that happen to them in their respective workplaces, affecting their job performance and satisfaction. Since psychopathic behavior of the leaders is considered as a negative-inducing event (i.e., hassle) that lead to negative emotion in terms of malicious envy; that further manifests into lasting external affective reactions exhibited through affective, attitudinal and behavioral outcomes in the form of work phobic anxiety, work alienation and relational aggression.

Consequently, it is hypothesized that:

Hypothesis 3: *Malicious Envy is positively related to (a) employee work alienation,*
(b) relational aggression & (c) workplace phobic anxiety.

2.9.4 Relationship of leader psychopathic behavior with anger rumination

Empathy plays a highly significant role, the absence of which is considered to be a significant cause as to why psychopathy prevails. Psychopathy is a clinical condition with personality and behavioral components (Cleckley, 1965; Rogstad & Rogers, 2008). Cleckley (1965), enlists several psychopathic characteristics such as lack of insincerity, shame/remorse and callous/unemotional traits.

Psychopaths are primarily self-centered and tend to guard their interests, leaving behind their employees and organizations' welfares, which serve as the primary cause of their followers bearing malice. Primary psychopaths are extremely impassive, while people who suffer secondary psychopathy experience emotional disturbance (Vidal, Skeem, & Camp, 2010).

As reported previously, psychopathy is linked with callous and self-seeking behavior (Cohen & Strayer, 1996). Consequently, there exists a strong correlation between anxiety and psychopathy (Ali, Amorim, & Chamorro-Premuzic, 2009). Earlier studies have also revealed that negative leadership style is closely associated with psychopathy, which entails bullying followers and treating them like nonentities which negatively affects the psychological well-being of the employees due to which employees feel disparity among their felt and displayed emotions. Several experiments in the past studies aimed at induced aggression also resulted in aggravated aggressive behavior pointed towards the provocateur (Mathieu et al., 2015; Mathieu et al., 2014; Denson, Pedersen, Friese, Hahm, & Roberts, 2011). The Affective events theory encompasses that events are the proximal causes of emotion since leader psychopathic behavior is perceived as an affect-inducing event by the members that further leads towards cognitive response by the member, i.e., *anger rumination*. AET also assumes that recurrences or cognition of episodic emotions recalled over time, i.e., anger rumination and their accumulative influences work outcomes. Hence following hypothesis is proposed

Hypothesis 4: *Leader psychopathic behavior is positively related to Anger*

Rumination

2.9.5 Relationship of anger rumination and employee level outcomes (work alienation, relational aggression & workplace phobic anxiety)

Rumination is defined as "*uncontrollable, repetitive thoughts focusing on negative mood and its causes, meanings, and consequences*" (Nolen-Hoeksema, 1991; Nolen-Hoeksema & Morrow, 1993). Cognitive processes like rumination result in aggravated propensities towards hostile and antagonistic behaviors.

Anger rumination refers to "*focus and dwell on angry moods and experiences, as well as their causes and consequences*" (Sukhodolsky et al., 2001). Theorists have maintained that aggressive people, who are on the higher side of trait anger, are inclined to ruminate on their anger experiences, resulting in aggravated aggression levels (Owen et al., 2011; Wilkowski, Robinson, & Troop-Gordon, 2010). Aggressive individuals usually respond in a belligerent way to certain impetuses, where their response can get physical along with verbal abuse (Colasante, Zuffiano, & Malti, 2015; Wyckoff, 2016).

In past studies, it has also been reported that rumination negatively affects an individual's social demeanor through "*feeding the flame*" based cognition. Several correlational and experimental studies have also found the predictive role of anger rumination in provoked aggression (García-Sancho et al., 2016).

Anger rumination works under a mechanism characterized by triggering anger-associated thoughts, regulating the anger intensity and inhibiting whim to act aggressively (Denson et al., 2011; Martino et al., 2015). Subsequently, anger rumination condenses an individual's self-control, which further results in overblown hostile behaviors.

Deffenbacher (1992), listed several reasons why people usually feel anger, anger eliciting event can be evaluated as a violation of personal property, a breach of rules

and expectation, an attack to the self and identity. Organizational conflicts with colleagues, imperilment by third parties, bullying and physical muggings by supervisors, or an obstacle to goal-directed behavior generate a sense of social insecurity and meaninglessness at work (Offredi et al., 2016; Rau & Henkel, 2013).

The Affective events theory also adds important acumens to how an employee's cognition, i.e., anger rumination, leads to affective, attitudinal and behavioral responses. George and Zhou (2007), discovered that emotional events play an imperative role in shaping leader-member exchange and employees' creativity. AET also assumes that ongoing recurrences of episodic emotions over time and their accumulative influences employee work outcomes.

Consequently, the following hypothesis is proposed

Hypothesis 5: *Anger Rumination is positively related to (a) employee work alienation,*

(b) relational aggression & (c) workplace phobic anxiety.

2.10 Mediation

2.10.1 Malicious envy as a mediator in the relationship between leader psychopathic behavior and employee work outcomes (work alienation, relational aggression & work phobic anxiety)

One of the main reasons for organizational losses is employee counterproductivity, e.g., employee theft causes $42 billion in retail business in the USA per year, which amounts to 43% of lost revenue (Lange, Blatz, et al., 2018). Counterproductive behavior involves allowing organizational issues and conditions to worsen, theft, and actions towards harming fellow workers and corporate standing (Miles, Borman, Spector, & Fox, 2002). Previous meta-analyses have revealed that supervisor targeted counterproductive behavior is predicted by a poor leader-member exchange which

negatively affects and impairs effective organizational performance (Schyns & Schilling, 2013).

Researchers from the business ethics field have found that psychopaths who acquire positional power usually engage in unethical behavior (Godkin & Allcorn, 2011). Due to their callous/unemotional approach and innately self-serving nature, psychopaths lack empathy for fellow workers and contribute to the emergence of corporate scandals (Zona, Minoja, & Coda, 2013).

In the same vein, reformulation of *Affective Events Theory* by Weiss and Cropanzano (1996), suggests that "aversive events evoke negative affect, and this negative feeling generates the aggressive inclinations". Carre et al. (2018) highlight that "*work environments include a surfeit of potential envy-inducing situations*" and envy plays a detrimental role in deteriorating interpersonal relations and effective organizational performance.

The psychopathic leadership behavior's devious, exploitive, and arrogant nature causes envy and invidious reactions among fellow workers, i.e., malicious envy. The effects of envy, particularly malicious envy, are hazardous. It impairs organizational functioning and spoils interpersonal relations (Nevicka et al., 2018; Van de Ven et al., 2009, 2012).

Envy causes acute detrimental consequences for an organization and its employees, specifically in the form of social undermining, individual's moral disengagement, including high performing colleagues' victimization (Kim & Glomb, 2014). The feelings of envy spur when an individual compares oneself with socially affluent others, particularly when the person making the comparison feels that the person he is making

the comparison with is not placed justifiably. Consequently, the former wants to possess/hold such power or position (Cohen-Charash & Larson, 2017).

Psychopaths generally engage in self-serving behaviors solely to safeguard their interests rather than supporting and developing their fellow workers, which causes a poor leader-member exchange. As summed up by Welker, Lozoya, Campbell, Neumann, and Carré (2014), "*psychopathy predicts outcomes that are good for the psychopaths but bad for those close to the psychopaths*".

Psychopathic leadership inhumanly treat their followers; they scold, use threats and punish them for getting things done, which resultantly leaves the followers in a situation where they left with no choice but to follow and obey the *orders,* and further deteriorates the leader-member exchange (Sims Jr, Faraj, & Yun, 2009). Hence, as psychopathic leaders put their relations with followers at risk, followers experience negative emotions which subsequently lead them to engage in negative work outcomes along with feelings of low personal interest and shallow motivation, which is considered to the central premise of meaninglessness and self-estrangement, which are essential facets of work alienation.

Along with the financial losses and business failures, the toxic behavior of psychopaths ruins the organizational climate and leaves it in terrible shape; employees working alongside psychopaths experience nervousness. Foxconn, the global electronic manufacturing leader and the million-strong employer, is an actual example in this regard. In a single span of ten months, 18 of its employees attempted suicide, out of which 14 ended their lives, unfortunately. Moreover, living with these events in the organizations leads to counterproductive outcomes in withdrawal behaviors, meaninglessness, and anxiety among fellow workers.

The dark trait trio, comprising *Narcissism*, *Machiavellianism*, along *Psychopathy*, are characterized by superiority complex (*narcissism*), grandiosity, entitlement, manipulation, and exploitation (*machiavellianism*), and lack of remorse, compassion, and responsibility (*psychopathy*). In addition, a new facet combined with these three traits has previously been added, called *sadism,* which involves relishing a situation by putting others in trouble through cruel and hostile acts (Buckels, Trapnell, & Paulhus, 2014).

The fundamental premise of these traits is the lack of humility, morality, agreeableness and conscientiousness. A leader who is extroverted and dishonest is categorized as a narcissist. In contrast, a leader who lacks regret and feelings and possesses (*carelessness, dishonesty, and disagreeableness*), i.e., T.N.T "*Three Nightmare Traits*" indicate his psychopathic nature.

Psychopaths, due to their self-serving, manipulative and unsympathetic traits, are more closely linked with tyrannical leadership, unethical behavior, conflict conditions accompanied by immoral decision-making, which generates envious among the fellow workers (Clive Roland Boddy & Taplin, 2021; Spain et al., 2014).

When psychopathic leaders deal with such an attitude based on self-serving, personal gains, and an antisocial approach, they are not considerate towards their followers' compulsions and restraints, which leaves them in a diverse psychological and alienated state, i.e., anger (Gresham, Melvin, & Gullone, 2016).

Since AET has also been a useful conceptual tool for understanding leadership at its core, AET is a model describing within-person changes in affective states, their root in events of both a stochastic and regular nature and their influences on concurrent differences in performance-related outcomes (Weiss & Beal, 2005). As per the AET

model, leader expressions and interpersonal treatment act as affect-inducing events for members. According to AET, work hassles (i.e., *working along with a psychopath leader*) are considered an affect inducting event by the members, consequently yielding malicious envy. This destructive interpersonal emotion causes concurrent changes in affective attitudinal and behavioral outcomes.

Therefore, the following hypothesis is proposed

Hypothesis 6: *Malicious Envy mediates the relationship between Leader psychopathic behavior & Employee work outcomes (a) employee work alienation, (b) relational aggression & (c) workplace phobic anxiety.*

2.10.2 Mediating role of anger rumination between leader psychopathic behavior and employee work outcomes (work alienation, relational aggression & work phobic anxiety)

Lack of empathy is a significant reason why psychopathy in organizations prevails. Psychopathy refers to a clinical condition consisting of insincerity, lack of shame/remorse and callous/unemotional traits working next to psychopathic leaders leaves co-workers in a nervous, tense & stranded situation (Contreras et al., 2021; Rhee, Corley, Hewitt, & Friedman, 2018). The erratic behavior of psychopathic leadership behavior and their failure to empathize with other coworkers/subordinates makes them less than ideal superiors for their followers (Forsyth et al., 2012). According to Kuster et al. (2013), the exposure to stress and stress reactivity constitutes the stress experienced by an individual; if this source of stress is left unaddressed, the severity of the stressor could cause several antagonistic effects both on the well-being and performance of the employees in the long run.

Rumination occurs in response to an emotional state in recurring self-focused thoughts and plays an essential role in determining the employees' psychological well-being. Individuals on the higher side of this trait mainly experience poor sleep quality, aggravated anger, and sadness. In addition, these individuals are most likely to experience significant depression, anxiety symptoms, and drug abuse problems (Contreras et al., 2021; Zhu et al., 2020).

As psychopathic leadership lacks empathy which is a prime cause of antisocial behavior. Researchers like Furnham, Eracleous, and Premuzi (2009) have also reported a positive correlation between psychopathy and state anxiety. Research studies in the past have also revealed that repressive leadership style is also related to psychopathy, which entails bullying followers and treating them like non-entities which negatively affects the psychological wellbeing of the employees due to which employees feel disproportion among their felt and displayed emotions (Mathieu et al., 2015; Mathieu et al., 2014).

Numerous experiments in the earlier studies focused on induced aggression likewise resulted in aggravated aggressive behavior pointed towards the provocateur (Bushman et al., 2005; Denson et al., 2011). When psychopathic leaders deal with such an attitude based on self-serving, personal gains, and an antisocial approach, they are not considerate towards their followers' compulsions and restraints, which leaves them in a devastating psychological state, i.e., aggressiveness and aggravation.

Past studies have also demonstrated that anger has an adaptive role and can cause potential adverse consequences and reactions (Frijda, 1986; Jones & Fitness, 2008). Recently, literature has identified some cognitive processes characteristic of anger, including the tendency to ruminate angrily.

Following, anger rumination reduces an employee's job satisfaction, productivity, and commitment, fostering hostility toward the provocateur. This attrition is the primary driver of an employee's counterproductive work behaviors and work alienation; which strains their coping abilities and produces feelings of meaninglessness accompanied by tumbled self-esteem, leading them to behave in a hostile manner towards their fellow workers, family members, and their superiors (Zhu et al., 2020).

According to George and Zhou (2007), AET assumes the continuing recurrences of episodic emotions over time, i.e., anger rumination, a cognitive response, and their accumulation leave influences on work attitude. Moreover, these affective deficits further influence the supervisor-subordinate interactive process. Consequently, the following hypothesis is proposed

Hypothesis 7: *Anger Rumination mediates the relationship between Leader psychopathic behavior & Employee work outcomes (a) employee work alienation, (b) relational aggression & (c) workplace phobic anxiety.*

2.11 Sequential Mediation

2.11.1 Malicious envy and anger rumination as sequential mediators between leader psychopathic behavior and employee level outcomes

In the last twenty years, the research on oppressive leadership has burgeoned because it holds momentous consequences for the smooth functioning of the organization and work ethics (Schyns & Schilling, 2013). Out of all the essential facets of dark triad leadership, psychopathy has received incredible research attention, which is believed to be the most perilous of all the three dark triads because of its severe callousness (LeBreton et al., 2018).

Dark triad traits are characterized by egotism and self-interest. In particular, those high on psychopathy are further exploitive, manipulative, and reckless (Jones & Paulhus, 2017). Previous studies have also reported the hazardous effects of despotic leadership on employee work outcomes (Mackey et al., 2018).

The dark trait trio, namely narcissism, machiavellianism, along psychopathy, are characterized by superiority complex (narcissism), grandiosity, entitlement, manipulation and exploitation (machiavellianism) and lack of remorse, compassion and responsibility (psychopathy). In addition, a new facet of sadism, associated with these three characteristics, has already been included, which comprises enjoying a situation by putting others at risk through cruel and aggressive behavior (Buckels et al., 2014; Chabrol et al., 2009).

The fundamental premise of dark triad traits is the lack of humility, morality, agreeableness, and conscientiousness. A narcissist is a leader who is both extroverted and dishonest. On the other hand, a leader who lacks remorse and empathy and possesses (negligence, dishonesty, and repulsiveness), i.e., T.N.T "Three Nightmare Traits" indicates his psychopathic nature. Therefore, psychopaths are more closely associated with authoritarian leadership, unethical behavior, conflict conditions, and immoral decision-making due to their self-serving, manipulative, and unsympathetic qualities (Clive R Boddy, 2011; Clive Roland Boddy & Taplin, 2021; Smith et al., 2016).

When psychopathic leaders deal with such an attitude based on self-serving, personal gains, and an antisocial approach, they are not considerate towards their followers' compulsions and restraints, which leaves them in a distinct psychological and alienated state, i.e., anger (Gresham et al., 2016; Offredi et al., 2016).

Because psychopathic leaders are thought to be the darkest of the three dark triads due to their reckless behavior and cold-heartedness, they frequently seek to accomplish personal gains at the expense of their employees, leaving their coworkers in a state of resentment & animosity (Carre et al., 2018; Jones & Paulhus, 2014).

Studies have also shown that envy has an adaptive role and can cause adverse consequences and reactions (Jones & Fitness, 2008). Recently, literature has identified some cognitive processes characteristic of envy, including the tendency to ruminate angrily (Wilkowski et al., 2010).

Anger rumination has been defined as "*a repetitive thinking style focused on causes and consequences of anger*". It can affect a person's psychological well-being in quite a few ways. For example, employees who work together with psychopaths experience feelings of deception, sham and subterfuge. Accordingly, when they decide to resist and resent, they find themselves in situations where they are forced to kowtow to the demands of the psychopaths until and unless they surrender to those demands, which adversely affects their vivacity and exuberance (Forsyth et al., 2012).

Next, anger rumination erodes an employee's job satisfaction and commitment levels and engenders hostile feelings towards the provocateur. This erosion is the foremost reason for counterproductive work behaviors and work alienation in an employee which strains their coping capabilities and produces feelings of meaninglessness and tumbled self-esteem, leading them to behave in a hostile manner towards their fellow workers, house and family members and their supervisor (Zhu et al., 2020).

On the other hand, *envy* is a negative emotion that flares up when an individual feels threatened because of socially or economically well-off; this triggers impetus to respond to these threats, both in positive or negative tendencies. Envious individuals

differ in reducing the gap between themselves and those they envy through self-development or negative behaviors (Duffy et al., 2012). Envy is divided into two main types, namely *benign envy* and *malicious envy*. Malicious envy comprises feelings of enmity and inferiority, which makes individuals suffering from the same emotionally more frustrated and socially hostile, which engenders counterproductive work outcomes that can cause harm to both the envious person and people in the immediate surroundings (Duffy et al., 2012; Kim & Byon, 2020).

Upward comparisons made by employees with their superiors cause envy, according to social comparison research. Dispositional and situational elements that make such comparisons are more likely and influential. In addition, they fuel both benign and harmful behaviors. Envy motivates the envious to relieve their anguish and reduce the inferiority difference with the other. Indeed, research demonstrates that envy causes various emotions, which some researchers categorize as hostile, non-hostile, or productive and destructive (Lange & Crusius, 2015). Envy causes self, and other-directed emotional responses, such as schadenfreude at the misfortune of the envied along with anger and despair. According to Berman (2007), envy promotes self-directed behaviors, such as seeking social assistance to defend oneself. Moreover, since envy has a stigma attached, individuals often disguise it from others and themselves, for example, by masking it as socially acceptable feelings such as anger or pleasure for the other (Lange & Crusius, 2015).

Employees working for any organization anticipate input in the organizational decision-making process, access to corporate financial and informational resources, respect, recognition, and trust. Nevertheless, due to the self-seeking corrupt, and depraved nature of psychopaths, their coworkers fell envious of them, causing further deterioration in the form of anger and anguish. Several studies have revealed that the

job's emotional experiences play a vital role in shaping job engagement and overall employee well-being (Li & Liao, 2014; Yukl, O'Donnell, & Taber, 2009).

According to Wilkowski et al. (2010), the cognitive trait anger model also illustrates that individuals high on trait anger tend to interpret abstruse situations as hostile, which produces anger-related rumination, exaggerating the aggressive response. Keeping this in mind, anger rumination is expected to be a fundamental imperative mechanism between a leader's psychopathic behavior and employee-level outcomes relationship.

Moreover, the callous dealing of psychopathic leaders leaves their followers in a meaningless and helpless situation with no choice but to follow their leaders' directives, which likewise deteriorates the leader-member exchange and promotes feelings of envy and rage among the leader and the member/follower. Further, it develops harmful work outcomes and emotions, i.e., feelings of low personal interest and motivation, considered the central premise of futility and hostility (Sims et al., 2009).

Affective Events Theory (AET) elucidates the relationship between workplace emotions and feelings and employee job satisfaction, performance, and other job behaviors. AET sustains that emotions regulate human behaviour; it is a theory of affect, i.e., emotions and moods, and explains the mechanism through which cognitions behaviors and attitudes affect job performance and behavior. The theory states that employee work outcomes that are affective, attitudinal, and behavioral usually get influenced by affective reactions. On the other hand, the theory also sustains that an employee's cognitive processes generally produce these reactions.

Building upon the theory described above, the extant study maintains that whenever an employee is exposed to a corporate event or encounter, e.g., leader psychopathic behavior, it will develop negative emotions like malicious envy among subordinates for

many reasons. First, psychopathic leaders' self-serving behavior provokes subordinates that leaders benefit from their positions. Second, due to leaders' dual nature and contradictory/paradoxical behaviors, they feel that they have been betrayed or exploited by their supervisor to foster their gains at others' cost. Supervisors' negative behaviors will develop malicious envy, an acute negative emotion, and may manifest into negative cognitions. These employees indulge in an anger rumination state where they make reiterated cognitions about the negative feelings based on adverse events. In this emotion-based cognitive state, they will repeatedly think about the cause of their anger. This process continues and manifests in three potential outcomes *affective, attitudinal and behavioral* therefore indulging in phobic anxiety, work alienation, and relational aggression (Weiss & Beal, 2005; Weiss & Cropanzano, 1996).

Therefore, the following hypothesis is proposed

Hypothesis 8: *Malicious Envy and Anger Rumination sequentially mediates the relationship between leader psychopathic behavior and employee-level outcomes (a) employee work alienation, (b) relational aggression & (c) workplace phobic anxiety.*

2.12 Moderation

2.12.1 Moderating role of hostile attribution bias between leader psychopathic behavior, malicious envy and anger rumination

HAB is defined "*as a tendency to interpret the intent of others as hostile, even though environmental cues fail to indicate clear intent*" (Milich & Dodge, 1984). Contrasting *anger,* which is believed to be an affective part of an individual's aggressive behavior, hostility is considered a more cognitive component that triggers neurotic, pessimistic, and adverse feelings. Keeping this order in view, it is noted that the behavior of an individual in a specific situation involves a set of several actions (i.e., encoding and interpretation of cues, goal clarification, response access and decision, last but not least,

the behavioral enactment). This sequence of events is supposed to be influenced by an individual's former experiences (Dodge, 2006; Dodge et al., 2015; Zhu et al., 2020).

Keeping in view the sequence mentioned above of an individual's behavioral response, those with HAB usually misconstrue any social situation where they believe that other people they are interacting with have hostile intentions and their actions are also mala fide. Past studies have also revealed a strong relationship between HAB and aggression (Crick & Dodge, 1994).

A common technique of evaluating HAB is to present the subject(s) with an abstruse stimulus, which can be construed as benign or malevolent. The respondents are then presented with several imaginary scenarios where they are queried if they feel good, intimidated, or hostile about such situations. Results revealed that individuals on the higher side of aggression and trait anger ascribed all situations/scenarios, i.e. (*ambiguous, malevolent, & benign*) as hostile but, their HAB was less noticeable in benign situations.

Although *intentional* and *impulsive* aggression and its subtypes have been expansively studied, its social cognitive aspect, like Hostile Attribution Bias, mostly went unheeded. Impulsive aggression, often called reactive aggression, involves recurrent outpouring at the *spur of the moment*, usually in response to perceived incitement. Contrary to this, premeditated or proactive, also known as instrumental aggression, occurs through deliberate acts of aggression and take place in a comparatively controlled and impassive style exclusively for societal dominance (Gresham et al., 2016; Quan et al., 2019; Simmons, 2018; Zhu et al., 2020).

According to Holtzworth-Munroe and Anglin (1991), the presence of HAB can exacerbate aggressive behavior by increasing the probability of aggressive reaction.

After all, when individuals on the higher side of HAB feel the intent of other people they are interacting with as hostile, they then feel it justified to respond aggressively or violently because they assume this response as retaliation and not instigation, which conforms with, that taking others' intent as hostile will lead to annoyance and aggressive behavior (Quan et al., 2019).

Past studies have also made a clear distinction in the aforementioned two significant types of aggressors, i.e., *impulsive* and *premeditated,* making this distinction that impulsive aggressors are more likely to cause HAB (Helfritz & Stanford, 2006). Giancola (1995), further enlighten the situation by elucidating that executive function impairment seen in impulsive aggression may lead to provocative or stressful conditions.

As psychopathy is considered a blend of four significant traits and the behavioral propensity of a human's personality, which are interrelated in nature, i.e. unemotionality, glibness, belligerence, and a parasitic lifestyle epitomized by negligence, impulsivity and lack of strategic planning (Hare, 2016). It has been found by researchers like Jonason et al. (2012) that out of all the three dark triad personality traits the combination of psychopaths and machiavellians are more related to *assertiveness and manipulation,* i.e. (*hard manipulation*), while machiavellians and narcissists are more inclined towards reasoning and ingratiation i.e. (*soft manipulation*). Consequently, it tends to generate and trigger envy for the superiors in the followers' minds attributed to animosity.

A more recent study by Kong (2018), has discovered the interactive role of HAB amid perceived negative workplace gossip and organizational self-esteem, the results of which explain that HAB acts as a negative moderator and reinforcer. Because of its nature as a negative interpretation bias, HAB acts as a catalyst in fostering envy, which

solely develops due to the leader's psychopathic behavior. Moreover, the distinctive and callous manipulation of psychopaths is also one of the main reasons their followers feel envious of their leaders. Because psychopaths are the leaders who are innately self-serving, self-centered, and insincere, they treat their followers like non-entities, which becomes the root cause of why their followers undergo spite. Subsequently, it creates a sense of unfavorable upward social comparison, which causes feelings of envy in the followers (LeBreton et al., 2006; Salovey & Rodin, 1984).

Specifically, resentment occurs when a person feels somewhat less privileged than a specific individual socially or economically. Such eliciting situations can cause malicious envy if the envious person thinks that the envied person is not justly fortunate or his lead is subjectively unwarranted (Van de Ven et al., 2009, 2012). It leads the envious person towards conditions like frustration and negative affect in benign or malicious envy (Crusius et al., 2017).

The significance of counting the personality-related constructs in the past research, particularly in affect-related studies, is well recognized. The seminal model of AET elaborates the role of personality in how particular situations and events affect an individual's behavior in any organizational or social setting. Consistent with AET, most research on employee job satisfaction and personality is grounded on either positive or negative affectivity. Positive Affectivity or PA is experienced by people who are sociable, talkative, and friendly. In contrast, negative affectivity is experienced by unhappy and distressed people who view the world around them negatively (Weiss & Cropanzano, 1996).

Amongst the most frequent causes of hostile incidents is the provocateur's malevolent intent. When hostile intent is generated from hostile attribution bias, the ambiguity of hostile signals and the uncertainty of hostile attribution may cause the person to think

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about the causes for any intimidating event repeatedly, even after it has ended, which is a fundamental characteristic of anger rumination. Trait aggression is defined by Buss and Perry (1992), as the tendency to participate in physically or verbally aggressive actions, hold hostile cognitive processes, and experience and express anger. Trait hostility has been repeatedly linked to specific acts of indirect and direct aggression (Archer & Webb, 2006). A plethora of empirical investigations utilizing various measures of aggressiveness supports the premise that people with high trait aggression are more prone to participate in aggressive behavior. Research shows a link between trait aggression and aggressive behaviors (Bettencourt, Talley, Benjamin, & Valentine, 2006).

According to the contingency theory of leadership, the influence of leadership can never be fully understood when viewed apart from the environment in which it occurs. As a result, the extent to which leadership influences followers' attitudes and behaviors is heavily influenced by the context in which it exists. The attribution styles of subordinates may be a contextual component that controls the impact of psychopathic leadership (Yukl et al., 2009). HAB is characterized as a highly punitive mindset in which people are more inclined to blame others.

Burton et al. (2011), maintained that HAB has a considerable influence on stressful circumstances and determines subsequent behavioral responses. HAB significantly impacts stressful events and defines the following behavioral reactions. Those with higher levels of HAB attach the worst motives to action and are more likely to regard others as hostile, even when cues in the context fail to show a clear intent (Hoobler & Brass, 2006).

Since leader psychopathic behavior is regarded as an affective event by the fellow worker, which leads to an employee's emotional reaction, i.e., malicious envy targeted

towards the superior and since HAB is a negative dispositional factor, it will further strengthen the underlying relationship between leader psychopathic behavior and malicious envy.

Consequently, the following hypothesis is proposed

Hypothesis 9(a): Hostile attribution bias moderates the relationship between leader psychopathic behavior and follower's malicious envy, such that, the positive relationship will be stronger in case of higher hostile attribution bias and vice versa.

Hypothesis 9(b): Hostile attribution bias moderates the relationship between follower's malicious envy and anger rumination, such that, the positive relationship will be stronger in case of higher hostile attribution bias and vice versa.

2.13 Chapter Summary

The chapter covered the detailed systematic review of the literature relevant to the study's research variables, describing the variables and their nomological network in light of the supporting literature from notable prior studies in the field. The chapter highlighted major research studies from the past and their findings and incorporated their insights to develop the current study's hypotheses.

2.14 PROPOSED THEORETICAL FRAMEWORK
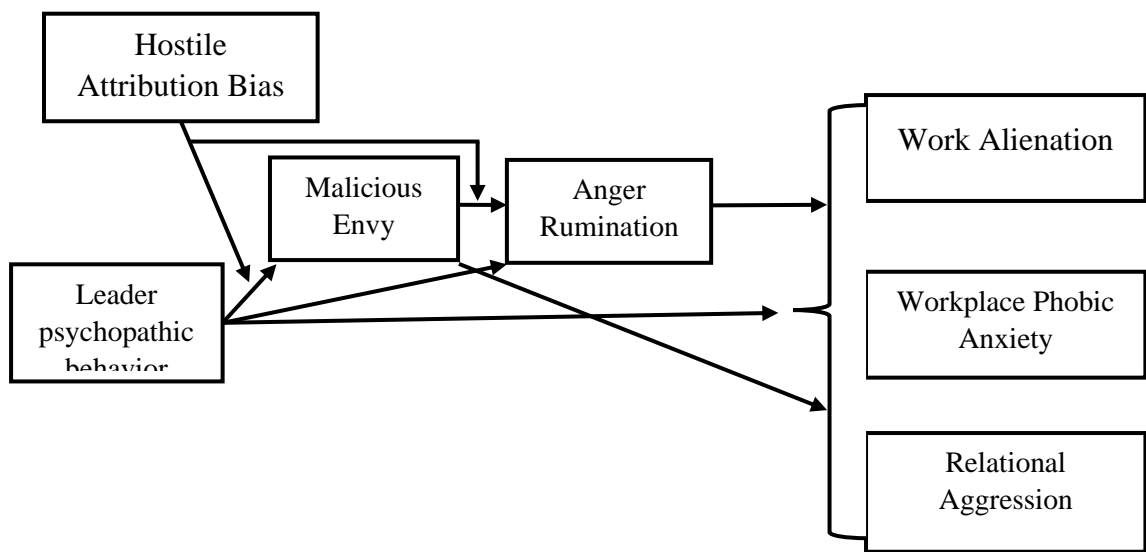
FIGURE 1 RESEARCH MODEL

Figure 1 depicts (a) *the direct effects of leader psychopathic behavior on employee outcomes (work alienation, relational aggression, workplace phobic anxiety)*; (b) *the serial/sequential mediating effects of malicious envy and anger rumination between leader psychopathic behavior & employee outcomes* and (c) *Hostile Attribution Bias as a dual moderator between Leader psychopathic behavior & Malicious Envy along with Malicious Envy and Anger Rumination.*

CHAPTER 3

RESEARCH METHODOLOGY

Chapter Overview

The current chapter focuses on the suitable interventions for realizing the research study's objectives and gives information on the research methods employed by the researcher for conducting the present thesis. It informs the reader about the research design, the sampling techniques used, the study measures, the procedure used to collect the data, the methods used to analyze the data, and the final results of confirmatory factor analysis (CFA) of the measured items used in the current study's constructs. This chapter also describes the population, sampling strategy, sample size, statistical techniques, statistical software incorporated.

3.1 Research Design

A research design is the set of methods and procedures used to collect and analyze measures of the variables specified in the research problem. It denotes the plan, structure, and investigation strategy conceived to answer research questions (Creswell, 2021).

This study involves hypotheses testing whereby Leader psychopathic behavior affects employee level outcome(s) through serial mediation and moderation approach, employing a time-lagged design. Furthermore, as it is a quantitative research study, it employs a survey method to quantify the responses. Thus, the postulated direct and indirect (mediation and moderation) relationships were investigated using quantitative data obtained by the survey approach in this study, which is based on hypotheses testing or quantitative research.

3.2 Time Horizon

As stated above, the current study is time-lagged; to address the common method bias, the responses are acquired at *three-time lags,* and one of the outcomes, i.e., *relational aggression,* was acquired from peers' responses. Consequently, *psychopathic leader behavior* and *hostile attribution bias* were measured at *time one (t1), malicious envy and anger rumination* at *time two (t2)* & all *outcome variables* (work alienation, workplace phobic anxiety, and relational aggression) were measured at *time three (t3)* with all-time lags *one and a half months* apart.

Variables	Time Lags	Survey Method
Leader psychopathic behavior & Hostile Attribution Bias (*IV & Moderator*)	**T1**	Self-reported
Malicious Envy (*Mediator 1*)	**T2**	Self-reported
Anger Rumination (*Mediator 2*)	**T2**	Self-reported
Work Alienation	**T3**	Self-reported
Relational Aggression	"	Peer-Reported
Workplace Phobic Anxiety (*DVs*)	"	Self-reported

Theoretically, the study requires a longitudinal design to examine the causal links proposed in the model. Still, due to the limitation of time and resources, the researcher

relied on a time-lag design that is supposed to be a better option than a cross-sectional design. Moreover, the time-lag design also helps to address common method bias.

3.3 Research Philosophy

Research philosophy is a set of beliefs about how data about a phenomenon should be collected, analyzed, and applied. The term epistemology (what is known to be true), as opposed to doxology (what is thought to be true), incorporates various research philosophies. The goal of science, then, is to turn what is believed into what is known: *doxa to episteme*. In the Western scientific tradition, two fundamental research ideologies have been identified: positivist (also known as scientific) and interpretivist (also known as antipositivist). Positivists prefer quantitative scientific procedures, whereas Interpretivists prefer humanistic qualitative approaches. Quantitative approaches, such as sociological surveys, structured questionnaires, and government statistics, are preferred by positivists because they are reliable and representative. On the other hand, interpretivist social research would be significantly more qualitative, relying on methods like unstructured interviews and participant observation. Because the current study is a time-lag design where responses are collected at three separate time lags via survey/questionnaire, therefore positivist research philosophy/approach is employed.

3.4 Population

The target population for this study is employees from the services sector of twin cities, i.e. (*Islamabad/Rawalpindi*) more specifically from the private and public organizations in the services sector (*banking, telecommunication*) reason being, as in the services sector, the leader and member work side by side most of the time and their association is more noticeable as compared to the manufacturing industry. The services sector is selected primarily based on two significant reasons; 1) *a large number of*

employees are engaged in these sectors contributing directly to the national exchequer
2) a *diversified sample will help generalize the findings effectively* (Ahmed & Ahsan, 2014).

3.4 Sample and Data Collection Procedures

The sampling strategy used to collect responses is convenience sampling. Due to several main/head offices of state and corporate services sector in twin cities, i.e. (*Islamabad/Rawalpindi*). The researchers propose a minimum sample size of 200 depending on the type of research design for moderate to complex research models; 400 sample size is suggested by the researchers (Burmeister & Aitken, 2012; Delice, 2010). As the time-lagged design was employed for the study and data was collected at three different time periods, a total sample size of 417 was attained for all three different time periods with self-peer dyads, which is considered a suitable sample size.

The data was collected using the survey (questionnaire) method from various *organizations* comprising public and private sector organizations. The questionnaire method is used widely and is believed to be a useful technique for collecting data. The questionnaire survey was administered personally by the researcher. Because English is used officially in public and private sector organizations working in Pakistan, the survey scales were all developed in the English language using adapted scales.

The respondents were informed about the research's scope and objectives and were ensured that the data would be used solely for research purposes. Participants were further informed that they might participate in the survey if they wanted to, i.e., voluntarily. During the first time lag, the questionnaires administered had Questionnaire ID, i.e., QID and employee name and date to reach the same respondents at times 2 and 3, respectively. The questionnaire administered at first-time lag also had demographic details section comprising age, gender, qualification, experience and time

spent with the immediate boss, which was essential for further data analysis. After a time gap of almost *one and a half months*, the questionnaires for time 2 and 3 were administered. The questionnaire at time-1 consisted of independent and moderator variable scales, i.e., Leader psychopathic behavior and Hostile Attribution Bias. Whereas malicious envy and anger rumination, the mediators of the extant study, were tapped at time 2. Lastly, the dependent variables, i.e., (Workplace Phobic Anxiety, Work Alienation, Relational Aggression) were measured at time 3. At Time-1, 650 questionnaires were distributed, out of which completely useable 575 questionnaires were received back, i.e., at 88% response rate. At Time-2, 575 questionnaires were distributed, out of which completely useable 500 questionnaires were received back, i.e., at 86% response rate. At Time-3, respondents' peers were also contacted. They were requested to fill the Time-3 questionnaire regarding the employee's relational aggression. A total of 500 questionnaires were distributed, of which completely useable 417 questionnaires were received back, i.e., at an 83% response rate.

The sample was drawn, as specified, from both public and private services sector organizations. The sample consisted of managers/executives and officials ranging from entry to middle and top management levels, and from different organizational departments, i.e., *finance, marketing, IT, management,* etc. 53% of the total respondents were from the public sector organizations and 47% of the total respondents were from the private sector organizations.

From the sample of 417 respondents, 76% were male, and 24% were female employees. The employees' qualification level varies from bachelor to Ph.D. level; 89% of the total respondents were masters, 10% were MPhil/MS, and 1% were Ph.D. degree holders. The respondents' age numbers illustrate that almost 65% of the respondents belong to the age group of 25-40 years age bracket and 28% of the respondents belong to the age

group of 41-50 years, and 7% were from the 50-59 years age bracket. The respondents' job experience demonstrates that 52% of the total respondents have a job tenure of almost 15 years, 38% have 20 years of experience, and 10% of the entire sample respondents have more than 25 years of experience. The sample was taken from *diverse* public and private sector organizations with a sample size of 417 literate respondents at responsible positions, making the sample fairly generalizable.

3.5 Statistical Techniques

The data was analyzed with the help of inferential statistical techniques. Confirmatory factor analysis was performed in AMOS to establish the validity of the measures adapted for this study. The serial Mediation & Moderation were analyzed using the SPSS process macro, using the "bootstrapping method" (Hayes, 2017).

3.6 Statistical Software

The software known as "Statistical Package for the Social Sciences (SPSS)" (version 25) was used to analyze the descriptive statistics using "*Process Technique*" by (Hayes, 2017). Confirmatory factor analyses were carried out in AMOS.

3.7 Measures

The scales were adapted from past studies. One of the main reasons why these scales from the previous studies are employed is that they have proven reliability since they have been used extensively in the past (see Table 1). For standardization purposes, all responses were taken on a 7-point Likert scale for all measures. The scales that were adapted for each variable used in this study are:

TABLE. 1: Measuring Tools for Data Collection

	Variables	Adapted from	No. of items	Reliability score
1.	**Psychopathic personality Traits Scale (PPTS)**	(Boduszek, & Willmott, 2018)	12 items	$\alpha = 0.95$
2.	**Hostile Attribution Bias**	Buss & Durkee (1957)	8 items	$\alpha = 0.95$
3.	**Malicious Envy Scale**	Lange, & Crusius. (2015)	5 items	$\alpha = 0.87$
4.	**Anger Rumination**	Cromwell (2001)	8 items	$\alpha = 0.87$
5.	**Work Alienation**	Mottaz, C. J. (1981)	9 items	$\alpha = 0.93$
6.	**Relational Aggression**	Crick & Grotpeter (1995)	5 items	$\alpha = 0.86$
7	**Workplace Phobic Anxiety**	(Muschalla 2008)	7 items	$\alpha = 0.91$

3.8 Data Screening for Model Evaluation & Testing

The software SPSS Statistics 25 was used for data screening for model testing and evaluation. The precondition for data analysis, primarily in the case screening phase outliers and missing values, was detected case-wise. Almost seven instances were found missing the data and the outliers were too observed in these cases.

Furthermore, in the *variable screening*, *missing data* for all the study variables were examined to ensure that data was complete in all aspects. *Finally, skewness* and *Kurtosis* tests were performed to ensure the data's normality during the variable screening phase (Table VIII, Appendix 1).

The Skewness and Kurtosis tests confirmed that data is distributed normally, as all Skewness and Kurtosis values fall within the permissible range of 2 as suggested by (Almquist, Ashir, & Brännström, 2014; Hair Jr, Sarstedt, Ringle, & Gudergan, 2017).

3.9 Measures Validity

Discriminant and convergent validities tests were employed to ensure the validity of the measures used in this study. To ensure convergent validity, conditions like *Reliability*', '*Average Variance Extracted (AVE)*' and '*Factor Loadings*' were compiled. In addition to that, for discriminant validity, as Schmitt, Coyle, and Saari (1977) suggested, *AVE* estimate tells about the latent variable ability to explain the observed variable's average variation to which it is related theoretically; this is known as *Factor Loading*. By squaring these regression weights, we can obtain the latent construct's variation amount in each observed variable (i.e., *shared variance*). Finally, by averaging this variance across all observed variables theoretically related to the latent construct, *AVE* is generated, convergent validity is attained upon meeting the convergent validity criteria, i.e., item factor loading ≥ 0.5; AVE ≥ 0.5; CR ≥ 0.7 (Fornell & Larcker, 1981; Hair, Anderson, Babin, & Black, 2010).

Discriminant validity maintains the degree to which a construct is different from other constructs by finding modification indices (Bagozzi, Yi, & Phillips, 1991). CFA (confirmatory factor analysis) was performed; to establish validity by focusing on the factor loadings and model fit statistics comparing multi-factor models versus single-factor models. Moreover, discriminant validity was further evaluated by comparing the AVE values with shared variances, i.e., (SVs) among factors. Discriminant validity is established once the AVE values are greater than the shared variance values, i.e., (AVE>SV) (Fornell & Larcker, 1981). Please find (Table 9, Appendix 1).

3.9.1 Psychopathy Scale

The 12-item psychopathy scale by Boduszek, Debowska, Sherretts, and Willmott (2018) was used in this study as one way to assess psychopathic attributes. This scale's reliability score is reported at ($\alpha = 0.95$) using a 7-point Likert scale. The sample items from the scale are: *My boss/supervisor, Doesn't feel concerned about what other people feel*; *Doesn't usually appreciate the other person's viewpoint,*" "*Doesn't get upset seeing other people cry*. etc.

The validity was ascertained through the CFA results i.e. ($X^2 = 116.870$, df $=53$, CFI=0.98, NFI $= 0.97$, GFI $= 0.95$, RMR=.05 and RMSEA $= 0.05$). Convergent validity was also established since all the items loaded in a range of 0.77 to 0.84 with AVE 0.62 lesser than the composite reliability (CR) i.e. 0.95 meeting the convergent validity criteria, i.e., item factor loading ≥ 0.5; AVE ≥ 0.5; CR ≥ 0.7 (Fornell & Larcker, 1981; Hair et al., 2010).

3.9.2 Malicious Envy

A 5-items scale of Lange and Crusius (2015) was used to measure malicious envy of the employee for the current study. This scale's reliability was reported at ($\alpha = 0.87$); an example of items from the scale is: "*I feel ill will towards people I envy.*" "*I wish that superior people lose their advantage.*"

The validity of this scale was affirmed through the confirmatory factor analysis results i.e. ($X^2 = 10.510$, df $=5$, CFI $=0.99$, NFI $= 0.98$, GFI $= 0.99$, RMR=0.04 and RMSEA $= 0.05$). The convergent validity was ensured as all item loadings ranged from 0.73 to 0.79 with AVE 0.57 and less than the composite reliability (CR) i.e. 0.87.

3.9.3 Anger Rumination

Anger rumination was measured using the 8-item scale by Sukhodolsky et al. (2001). The reliability of this scale is ($\alpha = 0.87$) on a seven-point Likert scale; an example of items from the scale is: "I keep thinking about events that angered me for a long time.". "I often find myself thinking over and over about things that have made me angry."

The validity of this scale was determined through the confirmatory factor analysis results i.e. (X^2 = 67.461, df =19, CFI =0.966, NFI = 0.94, GFI = 0.96, RMR=.05 and RMSEA = 0.07). The convergent validity was ensured as all item loadings ranged from 0.64 to 0.70 with AVE 0.56 and less than the composite reliability (CR) i.e. 0.87 meeting the convergent validity criteria, i.e., item factor loading ≥ 0.5; AVE ≥ 0.5; CR ≥ 0.7 (Fornell & Larcker, 1981; Hair et al., 2010).

3.9.4 Hostile Attribution Bias

Hostile attribution bias was measured with the 8-item scale developed by (Buss & Durkee, 1957). The 8-item scale measured *hostile attribution bias* on a frequency scale from 1 (Strongly Disagree) to 7 (Strongly Agree). Example items include, "*There are several people who seem to dislike me very much*." & "There *are several people who seem to be jealous of me*". The reliability score of this scale is reported at ($\alpha = 0.95$).

The CFA results ensured the validity i.e. (X^2 = 51.93, df =18, CFI =0.98, NFI = 0.98, GFI = 0.96, RMR=.03 and RMSEA = 0.06). Convergent validity was assured as all items loading ranged from 0.83 to 0.85 with AVE 0.70 and less than the composite reliability (CR) i.e. 0.95 meeting the convergent validity criteria, i.e., item factor loading ≥ 0.5; AVE ≥ 0.5; CR ≥ 0.7 (Fornell & Larcker, 1981; Hair et al., 2010).

3.9.5 Work Alienation

This measure indicates the degree to which an individual is disengaged from his work environment (Hirschfeld & Feild, 2000). Work alienation was measured using a 9-items scale developed by (Mottaz, 1981). Sample items are: "*I have a good deal of freedom in the performance of my daily task.*". "*Sometimes I am not sure I completely understand the purpose of what I'm doing.*" Responses were made on a seven-point Likert-type scale on a frequency scale from 1 (Strongly Disagree) to 7 (Strongly Agree). Cronbach's alpha for this measure was reported at 0.92.

Convergent validity was of this scale was confirmed as all items loading ranged from 0.69 to 0.82 with AVE 0.59 and less than the composite reliability (CR) i.e. 0.92 meeting the convergent validity criteria, i.e., item factor loading $\geq$ 0.5; AVE $\geq$ 0.5; CR $\geq$ 0.7 (Fornell & Larcker, 1981; Hair et al., 2010). The validity was also ascertained through the CFA results i.e. (X^2 = 77.732, df =24, CFI =0.97, NFI = 0.97, GFI = 0.96, RMR=0.05 and RMSEA = 0.07).

3.9.6 Relational Aggression

Relational aggression was measured using the 5-item subscale from the social behavior scale self-reported by (Crick & Grotpeter, 1995). Reliability of this scale in the current study was found to be (α = 0.86); an example of items from the scale is: "*My peer passes mean comments about boss ability*" "*Tries to get others to dislike his/her boss.*"

The convergent validity was of this scale was affirmed as all items loading ranged from 0.71 to 0.77 with AVE (0.55) and less than the composite reliability (CR), i.e. (0.86) (Fornell & Larcker, 1981; Hair et al., 2010) meeting the convergent validity criteria, i.e., item factor loading $\geq$ 0.5; AVE $\geq$ 0.5; CR $\geq$ 0.7. The validity was also ascertained

through the CFA results i.e. (X^2 = 9.987, df =5, CFI =0.99, NFI = 0.98, GFI = 0.99,

RMR=.03 and RMSEA = 0.05).

3.9.7 Workplace phobic anxiety

Workplace phobic anxiety level was measured using a 7-item scale, using the renowned

instrument (Muschalla et al., 2010). In the current study, the reliability of the scale was

found to be (α = 0.91); an example of an item from the scale is: "*When thinking about*

my workplace, everything in my body becomes tense." "*Whenever possible, I avoid*

approaching the site of my workplace, etc.

The convergent validity was of this scale was confirmed as all items loading ranged

from 0.74 to 0.81 with AVE 0.59 and less than the composite reliability (CR) i.e. 0.91

(Fornell & Larcker, 1981; Hair et al., 2010) meeting the convergent validity criteria,

i.e., item factor loading ≥ 0.5; AVE ≥ 0.5; CR ≥ 0.7. The validity was also ascertained

through the model fit results i.e. (X^2 = 21.607, df =13, CFI =0.99, NFI = 0.98, GFI =

0.98, RMR=0.03 and RMSEA = 0.04).

3.10 Confirmatory Factor Analysis (CFA)

Following the requirements of the proposed framework, Initially, CFA was executed on the individual variables. Later, CFA was conducted on the variables, which were measured at times 1,2 and 3.

Table 2: Confirmatory Factor Analysis (CFA) for Individual variables

	X2	Df	X2/df	CFI	NFI	GFI	RMR	RMSEA
Leader psychopathic behavior (*One Factor Model*)	116.870	53	2.20	.98	.97	.90	.09	.05
Malicious Envy (*One Factor Model*)	10.510	5	2.10	.99	.98	.99	.04	.05
Anger Rumination (*One Factor Model*)	67.461	19	3.55	.96	.94	.96	.05	.07
Hostile Attribution Bias (*One Factor Model*)	51.93	18	2.88	.98	.98	.96	.03	.06
Work Alienation (*One Factor Model*)	77.732	24	3.23	.97	.97	.96	.05	.07
Relational Aggression (*One Factor Model*)	9.987	5	1.99	.99	.98	.99	.03	.05
Work Phobic Anxiety (*One Factor Model*)	21.607	13	1.66	.99	.98	.98	.03	.04

3.11 Paired Confirmatory Analysis

3.11.1 CFA for Independent Variable (*Leader psychopathic behavior*) and Moderator (*Hostile Attribution Bias*)

Using the maximum likelihood method initially, CFA was conducted on both independent and moderating variables, i.e. (**Leader psychopathic behavior**) and Moderator **(Hostile Attribution Bias),** respectively. Furthermore, both these variables were also tapped at Time-1; consequently, it was pertinent to run CFA for the single

and two-factor models. When compared the results of two factor model (X^2 = 293.31, **df** =166 , **CFI** =.98., **NFI** = .96., **GFI** =.94 and **RMSEA** =.04) exhibited better model fit as compare to the results of single-factor model (X^2 = 2562.00, **df** =168 ,**CFI** =.64., **NFI** = .63., **GFI** =.54 ad **RMSEA** =.185) see (**Fig I, Appendix 2**).

All factor loadings of both constructs in the two-factor model exhibited significant values, i.e., factor loadings (>.30), as shown in detail in the methodology section. The results further reinforced the study's theory that both leader psychopathic behavior and HAB as constructs are discriminant from each other see (Appendix 2).

Table 3: Paired confirmatory analysis (CFA's for IV, Moderator LP-HAB)

	X2	Df	X2/df	CFI	NFI	GFI	RMR	RMSEA
CFAs for IV, Moderators (LS, HAB)								
One Factor IV-Moderator Model	2562.00	168	15.25	.64	.63	.54	.54	.185
Two Factors IV-Moderator Model (LP-HAB Fits)	293.31	166	1.7	.98	.96	.94	.06	.042

3.11.2 CFA for Mediators

The two mediators of this study, i.e. (Malicious Envy, Anger Rumination) *self-reported*, were measured at time two (T2). To establish these constructs' discriminant validity, CFA was conducted to assess one and two-factor models see (Fig I, Appendix 2). When compared the CFA results, *two factor model* (X^2 = 117.11, df = 63 , CFI =.97., NFI = .95., GFI =.96 and RMSEA =.045) exhibited better model fit as compare to the results of *single-factor model* (X^2 = 941.33, df =64 ,CFI =.60., NFI = .59., GFI =.65 and RMSEA =.182) see (Fig II, Appendix 2).

Table 4: Paired confirmatory analysis (CFAs for Mediators ME-AR)

	X2	Df	X2/df	CFI	NFI	GFI	RMR	RMSEA
CFAs for Mediators (ME,AR)								
One Factor Mediators Model	941.33	64	14.708	.60	.59	.65	.42	.182
Two Factors Mediators Model (ME-AR Fits)	117.11	63	1.85	.97	.95	.96	.071	.045

3.11.3 CFAs for DVs (RA, WPA, WA)

As stated above likewise, to ensure the discriminant validity of the dependent variables, CFA was conducted for the assessment of one and three factor model see (Fig I, Appendix 2). CFA results revealed that *three factor model* (X^2 = 250.923, df = 182 , CFI =.98., NFI = .95., GFI =.94 and RMSEA =.030) exhibited better model fit as compare to *single factor model i.e.* (X^2 = 2267.867, df =185 ,CFI =.60., NFI = .57., GFI =.54 and RMSEA = .165) see (Fig II, Appendix 2).

Table 5: Paired confirmatory analysis (CFAs for DVs, RA, WPA, WA)

	X2	Df	X2/df	CFI	NFI	GFI	RMR	RMSEA
CFAs for DVs (RA,WPA,WA)								
One Factor Mediators Model	2267.867	185	12.259	.60	.57	.54	.369	.165
Three Factors Mediators Model (RA,WPA,WA Fits)	250.923	182	1.379	.98	.95	.94	.056	.030

3.11.4 CFA's for Full Measurement Model

The confirmatory factor analysis was performed using the ML (Maximum Likelihood) procedure, including independent, moderator, mediator, and dependent variables (Fig V, Appendix 2). exhibiting the full measurement model of the study. In addition to ensure discriminant validity among all the variables of the study, the results of seven-

factor full measurement model i.e. (X^2 = 1634.502, df =1348 , CFI =.98., NFI = .89., GFI =.88 and RMSEA =.023) exhibited better model fit as compare to the results of single-factor model (X^2 = 9238.957, df =1374 ,CFI =.457., NFI = .419., GFI =.416 and RMSEA =.117) see (Fig V, Appendix 2).

Table 6: CFA's for Full Measurement Model

	X2	Df	X2/df	CFI	NFI	GFI	RMR	RMSEA
CFA's for Full Measurement Model (LP-HAB-ME-AR-WA-RA-WPA)								
One Factor full measurement model (LP-HAB-ME-AR-WA-RA-WPA)	9238.957	1374	6.724	.457	.419	.416	.345	.117
Seven factors full measurement model (LP-HAB-ME-AR-WA-RA-WPA)	1634.502	1348	1.213	.98	.89	.88	.071	.023

3.12 Convergent & Discriminant validity and Composite reliability of full measurement model

As suggested by Hair et al. (2010), the convergent validity of all the measures have been ensured using full measurement model. Composite Reliability (CR) of all the variables was found to be greater than the acceptable range of 0.70, besides CR for all variables was greater than the Average Variance Extracted, i.e. (AVE) moreover the AVE was > 0.5 for all the variables under study see (**Table IX, Appendix 1**).

The discriminant validity was ensured by employing the recommendations about set validity criteria by (Hair et al., 2010). In the light of these recommendations, the Maximum Shared Variance (MSV) of the study for all the variables is less than the Average Variance Extracted (AVE), i.e. (**MSV<AVE**). Furthermore, the Average Shared Variance (ASV) was also found to be less than the Average Variance Extracted (AVE) (**ASV<AVE**) see (**Table IX, Appendix 1**).

3.13 Full Measurement Model
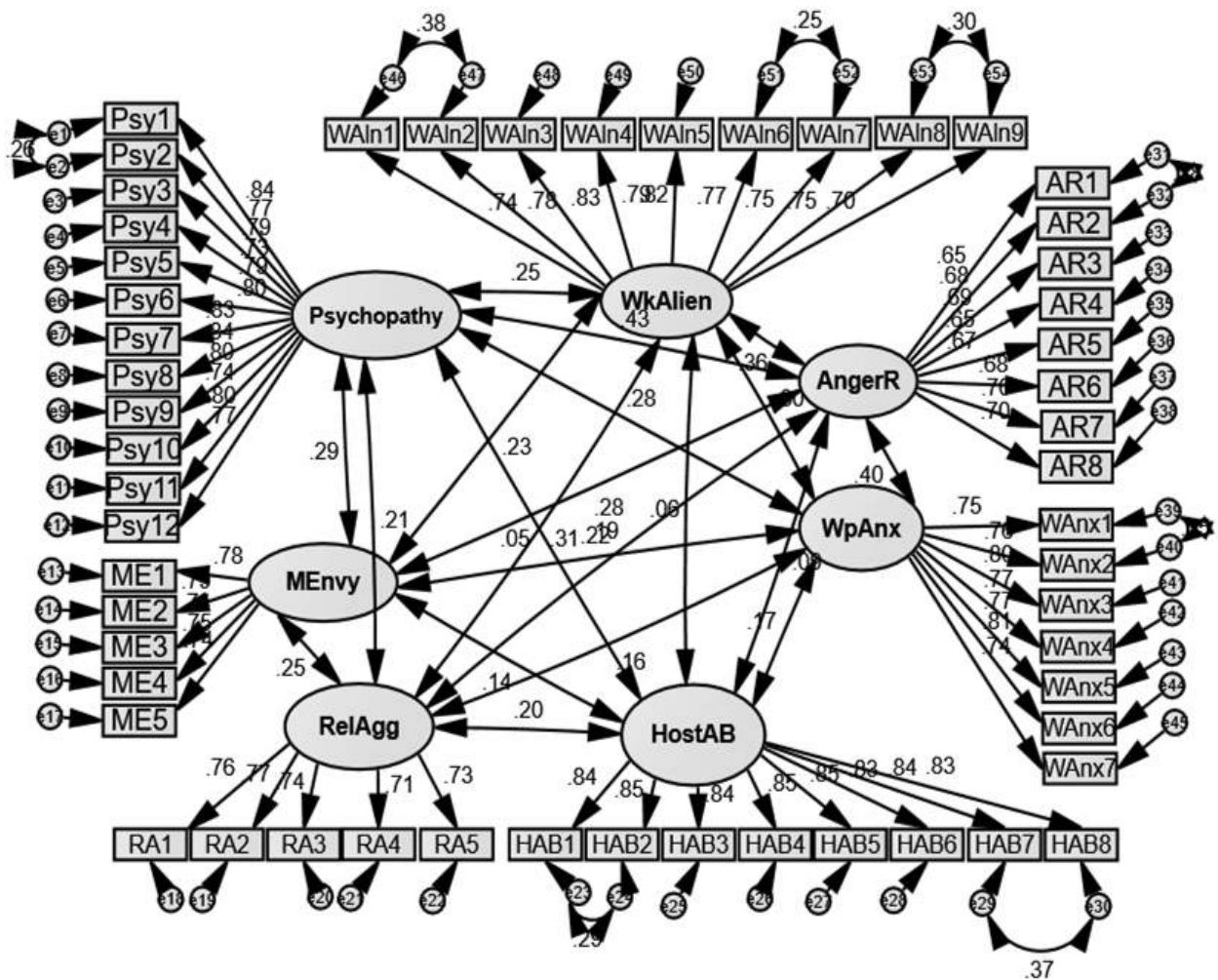
FIGURE 2 FULL MEASUREMENT MODEL

3.14 Control variables

Demographic variables/factors in the recent research studies have been significantly related to the dependent/outcomes variables in behavioral sciences (Alonazi, 2018; Harris, James, & Boonthanom, 2005). In this study, the demographic variables were part of the instruments used to collect data from the respondents at all three-time lags. Moreover, to find any association between the study's control and outcome variables, one-way ANoVA was conducted, and the results confirmed significant variance for 'gender' with work alienation; i.e., the study's dependent variable with ($F = 12.5, p <$

.001) and '*organizational type*' with relational aggression ($F = 7.2, p < .001$). Consequently, in the subsequent analysis of the study, gender and organization type was controlled for, in the light of the instructions provided by (Becker, 2005) where only significant variables were selected to be controlled.

3.15 Chapter Summary

The aforementioned chapter illustrates the statistical techniques and methods employed in the extant study. It entails information and details regarding the methodology used for testing hypotheses and the study's research design, population, sample, sampling techniques, information regarding data collected in different time waves alongside the procedures used for data collection breakup of variables measured and different time lags. The chapter also presents validity and reliability tests. Finally, the chapter also provides the CFA details, which were performed to establish discriminant validity; the CFA results provided excellent model fit statistics. Lastly, the techniques used for data analysis were also discussed in detail.

CHAPTER 4

4.1 RESULTS

4.1.1 Chapter Overview

The outcomes of the data collected using analytical techniques are explained and reported in four sections in this chapter. The descriptive statistics and correlation analysis (Pearson correlation) of the model variables are shown in the first part. The second section describes the regression analysis performed using the PROCESS approach and the bootstrapping technique, followed by details for testing direct effects and mediation using the regression approach with bootstrapping (Preacher & Hayes, 2017). The results of the proposed hypothesis of the regression analysis of the moderations are also presented in this section. Finally, the results of the hypotheses have been summarized in the third and final sections.

4.1.2 Descriptive Statistics and Correlation Analysis

Table-7, indicates the descriptive statistics; mean, standard deviations, bi-variate correlations including the reliabilities of all variables of the study on the diagonal with values ranging from (0.86 – 0.95). The mean for independent variable i.e. Leader psychopathic behavior (M =5.08, SD =1.19), Malicious Envy (M = 4.66, SD = 1.33), Anger Rumination (M = 5.04, SD = 0.90), Workplace Phobic Anxiety (M = 5.00, SD = 1.18), Work Alienation (M = 4.75, SD = 1.09). Relational Aggression (M =5.09, SD = 1.10), HAB (M =5.06, SD = 1.16).

A bivariate correlation analysis was performed to determine the correlations among all variables of the study. Leader psychopathic behavior was significantly and positively

associated with all variables except the moderator variable, i.e., with malicious envy (r =.26) at p <.05), anger rumination (r =.39) at p <.05), workplace phobic anxiety (r =.21) at p <.05), work alienation (r =.20) at p <.05), relational aggression (r =.18) at p <.05) and with HAB (r =.10)

The association of malicious envy was found positive and significant with almost all variables under study, i.e., anger rumination (r =.24) at p <.05), workplace phobic anxiety (r =.24) at p <.05), work alienation (r =.21) at p <.05), relational aggression (r =.20) at p <.05) except insignificant with HAB (r =.07).

Anger rumination was positively associate with workplace phobic anxiety (r =.31) at p <.05), work alienation (r =.31) at p <.05), relational aggression (r =.18) at p <.05).

Work phobic anxiety was also found to be positively associated with all the outcome variables work alienation (r =.28) at p <.05), relational aggression (r =.12) at p <.05). In addition, work alienation and relational aggression were significantly associated with each other, i.e. (r =.28) at p <.05).

As for the relationship of hostile attribution, bias is concerned it had significant positive associations with anger rumination (r =.12) and relational aggression (r =.16) except with malicious envy (r =.03), workplace phobic anxiety (r =.08), work alienation (r =.06).

Table 7: Mean, Standard Deviation, Correlations, Reliabilities

	Mean	SD	1	2	3	4	5	6	7
1. Leader psychopathic behavior	5.08	1.19	(.95)						
2. Malicious Envy	4.69	1.33	.255[**]	(.87)					
3. Anger Rumination	5.04	0.90	.394[**]	.244[**]	(.87)				
4. Workplace Phobic Anxiety	5.00	1.18	.212[**]	.242[**]	.312[**]	(.91)			
5. Work Alienation	4.75	1.09	.206[**]	.189[**]	.312[**]	.282[**]	(.93)		
6. Relational Aggression	5.09	1.10	.182[**]	.186[**]	.182[**]	.125[*]	.282[**]	(.86)	
7. Hostile Attribution Bias	4.98	1.31	-.030	.036	.129[**]	.089	.066	.167[**]	(.95)

**Correlation is significant at the 0.01 level (2-tailed). *Correlation is significant at the 0.05 level (2-tailed).

4.1.3 Hypotheses Testing

According to the preceding chapter, the proposed research model is based on a moderated sequential/serial mediation model, comprised of direct, mediation, and moderation links. To test the sequential/serial mediation model using PROCESS Hayes (2017) model 6, was run that produces three indirect effects employing the bootstrap confidence interval method. The first indirect effect is produced through mediator 1, between the independent variable and dependent variable. The second indirect effect is produced through mediator 2, between independent and dependent variables. The third indirect effect is the sequential/serial mediation effect through medioator 1 and 2 between independent and dependent variables. Before these indirect effects, model 6 provides direct effect results of all direct links in the model. Model 6 was run for all

three dependent variables, and direct and indirect effect results have been provided in the following section.

For dual moderation hypotheses, PROCESS model 58 was employed that justifies simultaneous moderation of the same moderator. Using the bootstrap confidence interval method, ΔR^2, interaction effects and slope test results have been drawn and presented in the following section.

4.2 Direct and Indirect Regression Results

The Hayes process bootstrapping method tested the mediation's significance with 5,000 resamples (Hayes, 2017). Hypotheses 1 to 5 describe the direct relationships whereas, hypotheses 6, 7 & 8 propose an indirect model whereby the relationship between leader psychopathic behavior and dependent variables (*workplace phobic anxiety, relational aggression and work alienation*) are operated fully through mediating variables, i.e. (*malicious envy and anger rumination*).

4.2.1 *Direct and indirect effects of leader psychopathic behavior on work alienation through malicious envy*

The results shown in Table 8, presents that leader psychopathic behavior showed a positive direct effect on work alienation ($\beta = 0.188$, p< .001), supporting *Hypothesis 1(a)*. Similarly, as proposed in *Hypothesis 2,* leader psychopathic behavior has a positive effect on ($\beta = 0.298$, p< .001) malicious envy, and malicious envy has a positive impact on work alienation ($\beta = 0.137$, p< .001), supporting *Hypothesis 3(a)*. Hypothesis 6(*a*) predicted the mediating role of malicious envy between leader psychopathic behavior and work alienation. The *indirect bootstrap effect* of leader psychopathic behavior on work alienation through *malicious envy* was significant as

the bootstrap confidence interval did not include a zero between the lower and upper limit bounds, .04, CI [.01, .08]. Consequently, *Hypothesis 6(a)* of the study is accepted.

TABLE 8: REGRESSION RESULTS: DIRECT AND INDIRECT EFFECTS

Mediation of malicious envy (ME) in leader psychopathic behavior and work alienation (WA) relationship

	Direct and Total Effects				
		β	**S.E**	**t**	**P**
H2	LP→ME	.298	.0527	5.641	.000
H3(a)	ME→WA	.137	.0403	3.401	.000
H1(a)	LP→WA	.188	.0438	4.290	.000

Bootstrap Results for Indirect Effect of LP on WA through ME
(Bias Corrected Confidence Intervals)

	Effect	**Boot S.E**	**LL 95% CI**	**UL 95% CI**	*P*
H6(a)	.04	.016	.01	.08	.000

Note I: N = 417. Unstandardized regression coefficients are reported. Bootstrap sample size = 5,000. LL = lower limit; CI = confidence interval; UL = upper limit.
LP (Leader psychopathic behavior), ME (Malicious Envy), WA (Work Alienation).

4.2.2 *Direct and indirect effects of leader psychopathic behavior on relational aggression through malicious envy*

Table 9, presents that leader psychopathic behavior showed a positive direct effect on relational aggression (β = 0.168, p< .001), supporting *Hypothesis 1(b)*. Similarly, as proposed in *Hypothesis 2,* leader psychopathic behavior has a positive effect on (β = 0.298, p< .001) malicious envy and malicious envy have a positive impact on relational aggression (β = 0.142, p< .001), supporting *Hypothesis 3(b). Hypothesis 6(b)* projected the intervening role of malicious envy between leader psychopathic behavior and relational aggression. The *bootstrap indirect effect* of leader psychopathic behavior on relational aggression through *malicious envy* was significant as the bootstrap

confidence interval did not include a zero between the lower limit and upper limit bounds, .04, CI [.01, .08]. Consequently, *Hypothesis 6(b)* of the study is accepted.

Table 9: REGRESSION RESULTS: DIRECT AND INDIRECT EFFECTS

Mediation of malicious envy (ME) in leader psychopathic behavior and relational aggression (RA) relationship

Direct and Total Effects		β	S.E	t	P
H2	LP→ME	.298	.0527	5.641	.000
H3(b)	ME→RA	.142	.0410	3.463	.000
H1(b)	LP→RA	.168	.0446	3.774	.000

Bootstrap Results for Indirect Effect of LP on RA through ME
(Bias Corrected Confidence Intervals)

Effect	Boot S. E	LL 95% CI	UL 95% CI	*P*
H6(b) .04	.017	.01	.08	.000

Note I: N = 417. Unstandardized regression coefficients are reported. Bootstrap sample size = 5,000. LL = lower limit; CI = confidence interval; UL = upper limit.
LP (Leader psychopathic behavior), ME (Malicious Envy), RA (Relational Aggression).

4.2.3 *Direct and indirect effects of leader psychopathic behavior on work phobic anxiety through malicious envy*

Table 10 presents that leader psychopathic behavior showed a positive direct effect on work phobic anxiety (β = 0.210, p< .001), supporting *Hypothesis 1(c)*. Similarly, as proposed in *Hypothesis 2,* leader psychopathic behavior has a positive effect on (β = 0.298, p< .001) malicious envy and malicious envy have a positive impact on work phobic anxiety (β = 0.184, p< .001), supporting *Hypothesis 3(c)*.

Hypothesis 6(c), projected the intervening role of malicious envy between leader psychopathic behavior and work phobic anxiety. The *bootstrap indirect effect* of leader psychopathic behavior on work phobic anxiety through *malicious envy* was significant

as the bootstrap confidence interval did not include a zero between the lower and upper limit bounds, .05, CI [.02, .09]. Consequently, *Hypothesis 6(c)* of the study is accepted.

TABLE 10: REGRESSION RESULTS: DIRECT AND INDIRECT EFFECTS

Mediation of malicious envy (ME) in leader psychopathic behavior and work phobic anxiety (WPA) relationship

	Direct and Total Effects				
		β	S.E	t	P
H2	LP→ME	.298	.0527	5.641	.000
H1(c)	ME→WPA	.184	.0435	4.233	.000
H3(c)	LP→WPA	.210	.0477	4.409	.000

Bootstrap Results for Indirect Effect of LP on WPA through ME
(Bias Corrected Confidence Intervals)

Effect		Boot S. E	LL 95% CI	UL 95% CI	*P*
H6(c)	.05	.018	.02	.09	.000

Note I: N = 417. Unstandardized regression coefficients are reported. Bootstrap sample size = 5,000. LL = lower limit; CI = confidence interval; UL = upper limit.
LP (Leader psychopathic behavior), ME (Malicious Envy), WPA (Work Phobic Anxiety).

4.2.4 *Direct and indirect effects of leader psychopathic behavior on work alienation through anger rumination*

The results shown in Table 11 presents that leader psychopathic behavior has a positive effect on work alienation (β = 0.188, p< .001), supporting *Hypothesis 1(a).* Moreover, as proposed in *Hypothesis 4*, leader psychopathic behavior has a positive direct impact on anger rumination (β = 0.296, p< .001), and anger rumination has a positive effect on work alienation (β = 0.332, p< .001), supporting *Hypothesis 5(a).*

Hypothesis 7(a), predicted the mediating role of anger rumination between leader psychopathic behavior and work alienation. The *bootstrap indirect effect* of leader psychopathic behavior on work alienation through *anger rumination* was significant as

the bootstrap confidence interval did not include a zero between the lower and upper

limit bounds, .09, CI [.05, .14]. Consequently, *Hypothesis 7(a)* of the study is accepted.

TABLE 11: REGRESSION RESULTS: DIRECT AND INDIRECT EFFECTS

Mediation of anger rumination (AR) in leader psychopathic behavior and work alienation (WA) relationship

	Direct and Total Effects	β	S.E	t	P
H4	LP→AR	.296	.0339	8.732	.000
H5(a)	AR→WA	.332	.0614	5.413	.000
H1(a)	LP→WA	.188	.0438	4.290	.000

Bootstrap Results for Indirect Effect of LP on WA through AR
(Bias Corrected Confidence Intervals)

Effect	**Boot S.E**	**LL 95% CI**	**UL 95% CI**	*P*
H7(a) .09	.023	.05	.14	.000

Note I: N = 417. Unstandardized regression coefficients are reported. Bootstrap sample size = 5,000. LL = lower limit; CI = confidence interval; UL = upper limit.
LP (Leader psychopathic behavior), AR (Anger Rumination), WA (Work Alienation).

4.2.5 *Direct and indirect effects of leader psychopathic behavior on relational aggression through anger rumination*

Table 12 presents that leader psychopathic behavior has a positive effect on relational

aggression ($\beta = 0.168$, p< .001), supporting *Hypothesis 1(b).* Moreover, as proposed in

Hypothesis 4, leader psychopathic behavior has a positive direct impact on anger

rumination ($\beta = 0.296$, p< .001), and anger rumination has a positive effect on relational

aggression ($\beta = 0.159$, p< .001) supporting *Hypothesis 5(b).*

Hypothesis 7(*b*) projected the intervening role of anger rumination between leader

psychopathic behavior and relational aggression. The *bootstrap indirect effect* of leader

psychopathic behavior on work alienation through *anger rumination* was significant as

the bootstrap confidence interval did not include a zero between the lower and upper

limit bounds, .10, CI [.06, .15]. Consequently, *Hypothesis 7(b)* of the study is accepted.

TABLE 12: REGRESSION RESULTS: DIRECT AND INDIRECT EFFECTS

Mediation of anger rumination (AR) in Leader Psychopathic Behavior and Relational Aggression (RA) relationship

		Direct and Total Effects			
		β	**S.E**	**t**	**P**
H4	LP→AR	.296	.0339	8.732	.000
H5(b)	AR→RA	.159	.0642	2.490	.000
H1(b)	LP→RA	.168	.0446	3.774	.000

Bootstrap Results for Indirect Effect of LP on RA through AR
(Bias Corrected Confidence Intervals)

Effect	**Boot S. E**	**LL 95% CI**	**UL 95% CI**	*P*
H7(b) .10	.024	.06	.15	.000

<u>Note I:</u> N = 417. Unstandardized regression coefficients are reported. Bootstrap sample size = 5,000. LL = lower limit; CI = confidence interval; UL = upper limit.
LP (Leader psychopathic behavior), AR (Anger Rumination), RA (Relational Aggression).

4.2.6 *Direct and indirect effects of leader psychopathic behavior on work phobic*

anxiety through anger rumination

Table 13 presents that leader psychopathic behavior has a positive effect on work

phobic anxiety (**β** = 0.210, **p**< .001), supporting **Hypothesis 1(c).** Moreover, as

proposed in **Hypothesis 4**, leader psychopathic behavior has a positive direct impact on

anger rumination (**β** = 0.296, **p**< .001), and anger rumination has a positive effect on

workplace phobic anxiety (**β** = 0.137, **p**< .001) supporting **Hypothesis 5(c)**.

Hypothesis 7(*c*) projected the intervening role of anger rumination between leader

psychopathic behavior and workplace phobic anxiety. The ***bootstrap indirect effect*** of

leader psychopathic behavior on work alienation through *anger rumination* was significant as the bootstrap confidence interval did not include a zero between the lower and upper limit bounds, .10, CI [.05, .16]. Consequently, **Hypothesis 7(c)** of the study is accepted.

TABLE 13: REGRESSION RESULTS: DIRECT AND INDIRECT EFFECTS

Mediation of anger rumination (AR) in Leader Psychopathic Behavior and Workplace Phobic Anxiety (WPA) relationship

	Direct and Total Effects	β	S.E	t	P
H4	LP↗AR	.296	.0339	8.732	.000
H5(c)	AR↗WPA	.357	.0668	5.358	.000
H1(c)	LP↗WPA	.210	.0477	4.409	.000

Bootstrap Results for Indirect Effect of LP on WPA through AR
(Bias Corrected Confidence Intervals)

Effect	**Boot S. E**	**LL 95% CI**	**UL 95% CI**	*P*
H7(c) .10	.027	.05	.16	.000

Note I: N = 417. Unstandardized regression coefficients are reported. Bootstrap sample size = 5,000. LL = lower limit; CI = confidence interval; UL = upper limit.
LP (Leader psychopathic behavior), AR (Anger Rumination), WPA (Work Phobic Anxiety).

4.3 Malicious Envy and Anger Rumination as sequential mediators between Leader Psychopathic Behavior and Employee Work Outcomes

I have structured my result according to the three triangles approach proposed by Hayes (2017), using **model 6** for sequential mediation of the 92 model templates, an appropriate method for sequential mediation. The first triangle talks about the relationship between the independent variable, the first mediator variable (malicious envy), and the multiple outcome variables, i.e., *(a)employee work alienation, (b)relational aggression & (c)workplace phobic anxiety.*

The second triangle talks about the relationship between the independent variable, the second mediator variable (anger rumination), and the multiple outcome variables, i.e., *(a)employee work alienation, (b)relational aggression & (c)workplace phobic anxiety.*

Hypothesis 8 proposes the intervening role of *malicious envy* and *anger rumination* as sequential mediators between *leader psychopathic behavior* and *employee work outcomes,* i.e. (*work alienation, relational aggression and work phobic anxiety*). Table 14 (a,b,c) presents that malicious envy and anger rumination ***did*** sequentially mediate the relationship between leader psychopathic behavior and each employee work outcomes, i.e., *(a) employee work alienation, (b)relational aggression & (c)workplace phobic anxiety* with a bootstrapped 95% CI around the indirect effect not containing zero (.0021, .0235) for work alienation, (.0001, .0114) for relational aggression and (.0018, .0238) for work phobic anxiety respectively.

Consequently, the sequential mediation of malicious envy and anger rumination was fully supported for each outcome. Accordingly, *Hypothesis 8* of the study is accepted for sequential mediation of malicious envy and anger rumination for all outcomes.

4.3.1 Sequential Mediation of Malicious Envy (ME) and Anger Rumination (AR) in Leader Psychopathic Behavior and Work Alienation (WA) relationship

Table 14(a), presents the results for sequential mediation of malicious envy (ME) and anger rumination (AR) between leader psychopathic behavior and work alienation, which is held true ($B = 0.65$, $t = 1.40$, $p < .05$). In addition, bootstrap results confirmed that the hypothesis holds true, with a bootstrapped 95% CI around the indirect impact having non-zero for work alienation (.0021, .0235).

TABLE 14 (a): REGRESSION RESULTS: DIRECT AND INDIRECT EFFECTS

a. Work Alienation

Variable	B	SE	t	p
Direct effect of LP on ME	.298	0527	5.641	.0000
Direct effect of LP on AR	.267	0348	7.6533	.0000
Direct effects of ME on AR	.100	0312	3.205	.0000
Direct effects of ME on WA	.106	0397	2.682	.0000
Direct effects of AR on WA	.306	.0617	4.970	.0000
Direct effect of LP on WA (*X on Y*)	.188	.0438	4.290	.0000

Bootstrap results for indirect effects				
	M	**SE**	**LL95% CI**	**UL 95% CI**
H8(a) ME and AR	.01	.01	.0021	.0235
AR	.09	.02	.0478	.1405
ME	.02	.01	.0006	.0626

4.3.2 Sequential Mediation of Malicious Envy (ME) and Anger Rumination (AR) in Leader psychopathic behavior and Relational Aggression (RA) relationship

Table 14(b), presents the results for sequential mediation of malicious envy (ME) and anger rumination (AR) between leader psychopathic behavior and work alienation, which is held true ($B = 0.91$, $t = 1.89$, $p < .05$). In addition, bootstrap results confirmed that the hypothesis holds true, with a bootstrapped 95% CI around the indirect impact having non-zero for work alienation (.0001, .0114).

TABLE 14 (b): REGRESSION RESULTS: DIRECT AND INDIRECT EFFECTS

b. Relational Aggression

Variable	B	SE	t	p
Direct effect of LP on ME	.298	.0527	5.641	.0000
Direct effect of LP on AR	.267		7.6533	.0000
Direct effects of ME on AR	.100	.0348	3.205	.0000
Direct effects of ME on RA	.129	.0312	3.122	.0000
Direct effects of AR on RA	.129		1.999	.0000
Direct effect of LP on RA (*X on Y*)	.169	.0414	3.774	.0000

Bootstrap results for indirect effects				
	M	SE	LL95% CI	UL 95% CI
H8(b) ME and AR	.01	.00	.0001	.0114
AR	.03	.01	.0021	.0771
ME	.03	.01	.0041	.0727

4.3.3 Sequential Mediation of Malicious Envy (ME) and Anger Rumination (AR) in Leader psychopathic behavior and Workplace Phobic Anxiety (WPA) relationship

Table 14(c), presents the results for sequential mediation of malicious envy (ME) and anger rumination (AR) between leader psychopathic behavior and work alienation, which is held true ($B = 0.69, t = 1.38, p > .05$). In addition, bootstrap results confirmed that the hypothesis holds true, with a bootstrapped 95% CI around the indirect impact having non-zero for work alienation (.0018, .0238).

TABLE 14 (c): REGRESSION RESULTS: DIRECT AND INDIRECT EFFECTS.

c. Workplace Phobic Anxiety

Variable	B	SE	t	p
1. Direct effect of LP on ME	.298	.0527	5.641	.0000
2. Direct effect of LP on AR	.267	.0348	7.6533	.0000
3. Direct effects of ME on AR	.100	.0312	3.205	.0000
4. Direct effects of ME on WPA	.152	.0429	3.543	.0004
5. Direct effects of AR on WPA	.321	.0667	4.815	.0000
6. Direct effect of LP on WPA (*X on Y*)	.210	.0477	4.409	.0000

Bootstrap results for indirect effects				
	M	SE	LL95% CI	UL 95% CI
H8(c) ME and AR	.01	.01	.0018	.0238
AR	.08	.02	.0428	.1353
ME	.04	.01	.0141	.0775

4.4 Regression Results for Moderation using Bootstrapping

4.4.1 Tests of Moderation

Hypothesis 9 (*a-b*) comprised of interactive effects of HAB between (*Leader psychopathic behavior-Malicious Envy*) and (*Malicious Envy-Anger Rumination*) to test the *moderation effects,* the process macro technique was employed devised by (Hayes, 2017). In the current study, **model 58** was used to test Hostile Attribution Bias' dual moderation between (*Leader psychopathic behavior-Malicious Envy*) and (*Malicious Envy-Anger Rumination*).

PROCESS technique is helpful in many ways. It allows the researcher to automatically create the interaction term/cross product and aids the researcher by centering the mean values of the variables by default. Tolerance statistic and Variance Inflation Factor (VIF) scores were utilized to determine multicollinearity among the predictors (Vörösmarty & Dobos, 2020). In analyses altogether, VIF scores were found to be less than two (**<2**) with tolerance (**>.7**), ruling out the multicollinearity issue for the moderation analyses.

For detailed analysis, confidence intervals were calculated at CI 95%; slope test was also performed at mean ± 1 SD; in addition to this, interaction plots were also constructed as proposed by (Aiken, West, & Reno, 1991. Hypotheses 9(a,b; Stone & Hollenbeck, 1989) Hypotheses 9(a,b) predicted the moderating role of HAB between leader psychopathic behavior and malicious envy and anger rumination, respectively.

4.4.2 The moderating role of Hostile Attribution Bias between leader psychopathic behavior and malicious envy

Hypothesis 9(a) proposes that HAB moderates the relationship between leader psychopathic behavior and malicious envy. i.e. $\beta = .18$, $p < .01$; $\Delta R^2 = .04$, $p < .01$ (Table 15). The results indicate that moderation exists as ΔR^2 is significant, i.e., there was a 3.8% incremental variance due to interaction term. Moreover, the simple slope test further affirmed the significance of the slope, i.e., the association between leader psychopathic behavior and malicious envy was stronger at the high value(s) of the moderator, i.e., HAB. The interaction term is also statistically significant, which indicates that moderation exists, and the relationship between leader psychopathic behavior and malicious envy is moderated by hostile attribution bias.

Resultantly, (H9a) is accepted. The aforesaid relationship's interaction plot further depicted that the relationship between leader psychopathic behavior and malicious envy will be stronger in the case of higher hostile attribution bias.

TABLE 15 (a): Moderation Analysis Results–HAB (Bootstrap 95% Confidence Interval)

		β	SE	p	LLCI	ULCI
	Malicious Envy (ME)					
	Constant	-.0025	.0617	.9676	-.1238	.1188
	LP	.3076	.0517	.0000	.2060	.4093
	HAB	.0552	.0531	.2996	-.0493	.1596
H9(a)	LP x HAB	.1783	.0424	.0000	.0950	.2616
	ΔR^2 due to Interaction	.0380		.0000		
	Slope Test					
Moderator: HAB						
-1.3188		.0992	.0698	.1560	-.0380	.2364
.0000		.3076	.0517	.0000	.2060	.4093
1.3188		.5161	.0707	.0000	.2932	.5712
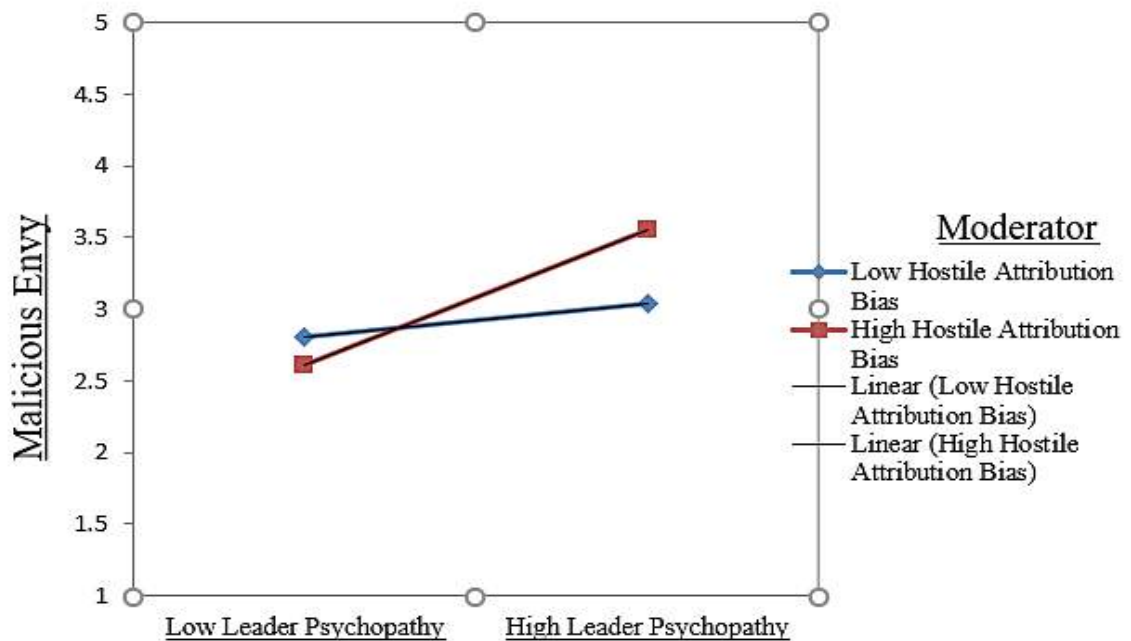
FIGURE 3 INTERACTION EFFECTS OF PSYCHOPATHIC LEADERSHIP & HAB ON MALICIOUS ENVY

4.4.3 The moderating role of Hostile Attribution Bias between malicious envy and anger rumination

Hypothesis 9(b) proposes that HAB moderates the relationship between malicious envy and anger rumination. i.e. $\beta = .05$, $p < .05$; $\Delta R^2 = .01$, $p < .01$ (Table 16). The results indicate that moderation exists as ΔR^2 is significant, i.e., there was a .92% incremental variance due to interaction term. Moreover, the simple slope test further affirmed the significance of the slope, i.e., the association between malicious envy and anger rumination was stronger at the high value(s) of the moderator, i.e., HAB. The interaction term is also statistically significant, indicating that moderation exists. The relationship between malicious envy and anger rumination is moderated by HAB in the proposed direction.

Resultantly, (H9a) is accepted. The aforesaid relationship's interaction plot further depicted that the relationship between malicious envy and anger rumination will be stronger in the case of higher hostile attribution bias.

TABLE 15 (b): Moderation Analysis Results – HAB (Bootstrap 95% Confidence Interval)

		β	SE	p	LLCI	ULCI
		Anger Rumination (AR)				
	Constant	5.0373	.0400	.0000	4.9586	5.1160
	ME	.2564	.0350	.0000	.1875	.3252
	HAB	.0227	.0343	.5085	-.0448	.0902
H9(b)	ME x HAB	.0481	.0223	.0316	.0043	.0920
	ΔR^2 due to Interaction	.0092		.0000		
		Slope Test				

Moderator: HAB

-1.3188	.0358	.0427	.4013	-.0480	.1197
.0000	.0921	.0313	.0035	.0305	.1537
1.3188	.1484	.0388	.0002	.0721	.2246
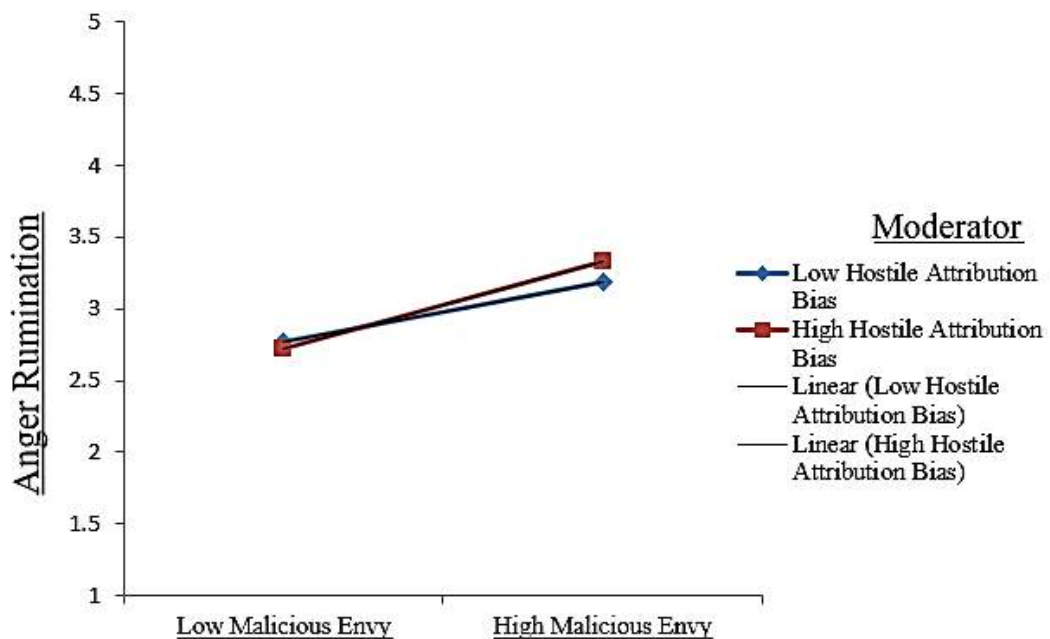
FIGURE 4 INTERACTION EFFECTS OF MALICIOUS ENVY & HAB ON ANGER RUMINATION

4.5 SUMMARY OF HYPOTHESES

The study's overall results reinforced, maintained, and supported the research model by providing good support for all the study hypotheses. Therefore all the study hypotheses are accepted/supported.

S. No	Hypothesis No.	Hypothesis	Supported/ Not supported
1	**H1**	*Leader psychopathic behavior is positively related to (a) employee work alienation, (b) relational aggression & (c) Workplace Phobic Anxiety.*	Supported
2	**H2**	*Leader psychopathic behavior is positively related to Malicious Envy*	Supported
3	**H3**	*Malicious Envy is positively related to (a) employee work alienation, (b) relational aggression & (c) workplace phobic anxiety.*	Supported
4	**H4**	*Leader psychopathic behavior is positively related to Anger Rumination*	Supported
5	**H5**	*Anger Rumination is positively related to (a) employee work alienation, (b) relational aggression & (c) workplace phobic anxiety.*	Supported
6	**H6**	*Malicious Envy mediates the relationship between Leader psychopathic behavior & Employee work outcomes (a) employee work alienation, (b) relational aggression & (c) workplace phobic anxiety.*	Supported
7	**H7**	*Anger Rumination mediates the relationship between Leader psychopathic behavior & Employee work outcomes (a) employee work alienation, (b) relational aggression & (c) workplace phobic anxiety.*	Supported
8	**H8**	*Malicious Envy and Anger Rumination sequentially mediate the relationship between leader psychopathic behavior and employee-level outcomes (a) employee work alienation, (b) relational aggression & (c) workplace phobic anxiety.*	Supported
9(a)	**H9(a)**	*Hostile attribution bias moderates the relationship between leader psychopathic*	Supported

		behavior and follower's malicious envy, such that, the positive relationship will be stronger in case of higher hostile attribution bias and vice versa.	
9(b)	**H9(b)**	*Hostile attribution bias moderates the relationship between follower's malicious envy and anger rumination, such that, the positive relationship will be stronger in case of higher hostile attribution bias and vice versa.*	Supported

4.6 Chapter Summary

This chapter demonstrated the results and data analysis techniques along with details about the descriptives and correlations analyses. The results provide full support for all the study hypotheses in the proposed directions. Furthermore, the chapter offers CFA results that further established that the study's scales were valid and reliable. The results obtained by employing the Hayes Process Macro provide full support for all the direct hypotheses. Therefore, all study hypotheses were confirmed in the proposed directions.

Regression analysis results from the independent variable's direct effect on the outcome variables (dependent variables); besides, the independent variable's direct impact on the mediating variable; and the mediating variable's direct effect on the outcome variables support all the hypotheses.

Moreover, the mediating effect of malicious envy and anger rumination between the relationship of leader psychopathic behavior and employee work outcomes (i.e., work alienation, relational aggression and workplace phobic anxiety) both individually and sequentially was supported. The moderation and slope test results further exhibited that the interaction term of leader psychopathic behavior, hostile attribution bias, and malicious envy and HAB was significant; in addition, the ΔR^2 is also significant. Moreover, the simple slope test further affirmed the significance of the slope, i.e., the

association between leader psychopathic behavior-malicious envy and malicious envy-anger rumination was stronger at the high value(s) of the moderator. The results, therefore, denote support for the moderation hypotheses.

CHAPTER 5

5.1 DISCUSSION

5.1.1 Major Findings Overview

The current chapter entails pertinent findings of the extant study. The chapter further includes the strengths and weaknesses of the study. Lastly, future theory extension and development findings of the present study are discussed in light of possible theoretical implications and managerial implications, particularly in the Pakistani context, accompanied by future directions for extending relevant research. In general, ample support was found for all hypotheses of the study. There were 22 hypotheses in the aggregate; results lend all the hypotheses full support.

5.1.2 Direct effects result via Process

5.1.2.1 Leader psychopathic behavior and Employee Level Outcomes

Leader psychopathic behavior was positively related to all the outcomes, i.e., Hyp:1 (a) employee work alienation, (b) relational aggression & (c) workplace phobic anxiety. For the said hypothesis, results from the process macro lend full support; findings from the Hayes process technique revealed that leader psychopathic behavior has a strong impact and is positively and significantly associated with all the study outcomes; which tends to disclose that working with/along a psychopath can exacerbate work alienation, relational aggression, and workplace phobic anxiety levels.

These results supported the findings of previous research studies (Muschalla & Linden, 2016; Muschalla et al., 2018; Thomas, 1991; Weiss & Cropanzano, 1996). In addition, leader psychopathic behavior exhibited a strong positive relationship with all the outcomes, i.e., (a) employee work alienation, (b) relational aggression & (c) workplace phobic anxiety.

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According to prior studies, employees who work directly under the supervision of psychopaths have reported being less satisfied and committed. In addition, such employees also have higher turnover intentions, causing a feeling of self-estrangement and subsequent negative impact on the overall individual commitment & organizational performance at large (Mathieu et al., 2014; Westerlaken et al., 2013).

In the same vein, employees working with psychopaths feel distressed, socially excluded, and disregarded, which will lead to a cold, hostile relationship (Coyne & Ostrov, 2018). As mentioned above, the leader or the front-runner is responsible for shaping and maintaining the overall organizational culture and environment. Likewise, while working with a psychopath, the fellow workers often go through dissatisfaction, trauma and pain, leading to anxiety (Muschalla, Rau, Willmund, & Knaevelsrud, 2018).

According to Rosen, Harris, and Kacmar (2009) AET, also enlightens an employee's affective response determines their attitude and subsequent behaviours. The theory elucidates that affective responses play an essential role in the development of work attitudes. While affect denotes emotions and moods, attitude, on the other hand, encompasses cognitive and evaluative judgment built on affect.

A leader's persistent callous treatment is perceived as an affective event by followers, leading to respective affective, attitudinal and behavioral outcomes in the form of work phobic anxiety, work alienation and relational aggression.

5.1.2.2 Leader psychopathic behavior and Malicious Envy

As suggested by Hypothesis H2, Leader psychopathic behavior is positively related to Malicious Envy. Analysis of pearson correlation (two-tailed) also revealed that and lend full support that leader psychopathic behavior is positively associated with malicious envy, i.e., employees while working along psychopathic leader become covetous, more

specifically they start experiencing malicious envy because they believe that psychopathic leader does not justify to be in power and feel that they are misfit for their employed position.

Such findings of the extant study are consistent with the prior studies (Lange, Blatz, et al., 2018; Rentzsch et al., 2015; Salovey & Rodin, 1984). Psychopathic leadership is expected to engage in immoral and perilous decision-making due to lower objective performance levels (Carre, Mueller, Schleicher, & Jones, 2018). Previous studies associated several psychopathy links with corporate misbehavior, counterproductive work behavior, white-collar crime, bullying, and abusive supervision. Psychopaths are less considerate towards their followers' issues and problems and are not concerned with the satisfaction and well-being of their followers. (Barelds et al., 2018; Fowles, 2018; Fowles & Dindo, 2009; Sellbom & Drislane, 2020). The bragging, callous, exploitive and manipulative nature of psychopaths cause envy among the followers. Since psychopaths are the leaders who are innately self-serving, self-centred and insincere, subsequently, they treat their followers like non-entities which becomes the root cause of why their followers undergo spite. Subsequently, it creates a negative sense of upward social comparison, which causes feelings of envy in the followers. According to AET, events in the organizational environment cause changes in the affective states of employees (Weiss & Cropanzano, 1996). Employees are affected by the leader's interpersonal treatment and unpleasant behavior; according to AET, working along with a psychopath leader is viewed as an affect-inducing event by the members, resulting in malicious envy, i.e., a toxic interpersonal emotion.

5.1.2.3 Malicious Envy and Employee Outcomes

Malicious Envy also demonstrated a positive and strong relationship with all the outcomes, i.e. (*work alienation, relational aggression and workplace phobic anxiety*),

which conforms with all the previous studies (Lange & Crusius, 2015; Roseman, 1996; Smith et al., 1994). Furthermore, results from Hayes Process also exhibited that malicious envy has a significant positive relationship with all the study outcomes and supports the hypotheses. Psychopaths who are blatantly selfish, greedy, and dishonest treat their followers as non-entities, which is the core cause of their followers' suffering.

According to recent research, psychopaths are more likely to be aggressive to their coworkers, and this split and strained leader-member relationship foster interpersonal belligerence among the enviers; such an organizational climate makes it difficult for employees to participate in decision-making successfully and maintain their point of view in the teams in which they work (Jones & Paulhus, 2017; Pearlman, 2016).

Furthermore, as stated in the AET, employees react emotionally to events in their respective workplaces (Weiss & Cropanzano, 1996). This emotional reaction harms their job performance and satisfaction. Since leaders' psychopathic behaviour is regarded as a negative-inducing event (i.e. hassle), it leads to negative emotion in the form of malicious envy, which manifests into long-term external affective reactions manifested through affective, attitudinal, and behavioural outcomes in the form of work phobic anxiety, work alienation, and relational aggression.

5.1.2.4 Anger Rumination and Employee Outcomes

Anger rumination refers to "*focus and dwell on angry moods and experiences, as well as their causes and consequences*". Anger Rumination also exhibited a significant positive relationship with all the outcomes, i.e. (work alienation, relational aggression and workplace phobic anxiety). Findings of the Process Macro also reaffirmed that anger rumination has a positive and significant association with all the study outcomes. These findings are consistent with the previous studies, and acumens of Affective events theory as to how employee's cognition, i.e., anger rumination, leads to affective,

attitudinal and behavioral responses (Anderson & Bushman, 2002; Baumeister et al., 2000; García-Sancho et al., 2016; Rusting & Nolen-Hoeksema, 1998; Verona, Hicks, & Patrick, 2005; White & Turner, 2014).

According to researchers, aggressive people on the higher end of trait anger are more likely to ruminate on their anger experiences, resulting in increased aggressiveness. In addition, aggressive people typically behave aggressively to particular stimuli, where their response might include physical and verbal abuse. Previous research has also found that rumination harms an individual's social attitude via "feeding the flame" cognition (Contreras et al., 2021; Kim & Byon, 2020; Quan et al., 2019).

Moreover, organizational disputes with coworkers, bullying and physical muggings by bosses, or an impediment to goal-directed behavior contribute to social insecurity and meaninglessness at work; subsequently, anger rumination condenses an individual's self-control which further results in overblown hostile behaviors (Offredi et al., 2016).

AET also assumes that ongoing recurrences of episodic emotions over time and their accumulative influences employee work outcomes. Consistent with these findings, all direct effects of leader psychopathic behavior regarding employee outcomes and the direct impact of anger rumination regarding employee-level outcomes are fully supported in the hypothesized direction.

5.1.3 Mediation Effects results (Simple and Sequential) using Process Hayes

Mediation analysis examines a hypothetical causal chain in which one variable X affects a second variable M, influencing a third variable Y. Mediators define the how or why of a (usually well-established) relationship between two other variables and are sometimes known as intermediary variables since they frequently reflect the mechanism by which an effect happens this is also known as an indirect effect.

A mediation model posits that the independent variable influences the (non-observable) mediator variable, affecting the dependent variable, instead of a direct causal relationship between the independent variable and the dependent variable. As a result, the mediator variable clarifies the relationship between the independent and dependent variables. Thus, mediation analyses are used to investigate the underlying mechanism or process by which one variable influences another variable via a mediator variable to comprehend an established relationship truly.

Mediation analysis helps us understand the link between independent and dependent variables when there is no evident direct relationship between these variables. Mediation can be applied to a single mediator variable or a group of mediator variables. In addition, a chain of mediator variables can be linked sequentially so that the direct impact of an independent variable on a dependent variable is mediated via a chain of mediator variables known as serial or sequential mediation. I have structured my result according to the three triangles approach proposed by Hayes (2017) as per **model 6** for sequential mediation of the 92 templates model, an appropriate method for sequential mediation. The first triangle talks about the relationship between the independent variable, the first mediator variable (malicious envy), and the multiple outcome variables, i.e., *(a)employee work alienation, (b)relational aggression & (c)workplace phobic anxiety.* The second triangle talks about the relationship between the independent variable, the second mediator variable (anger rumination), and the multiple outcome variables, i.e., *(a)employee work alienation, (b)relational aggression & (c)workplace phobic anxiety.*

Hypotheses 6, 7 & 8 represent that the relationship between leader psychopathic behavior and employee outcomes is individually and sequentially mediated by malicious envy and anger rumination. Hypothesis 6 contended that malicious envy

mediates the relationship between leader psychopathic behavior and employee outcomes, and Hypothesis 7 states that anger rumination mediates the relationship between leader psychopathic behavior and employee outcomes. Finally, Hypothesis 8 proposes that malicious envy and anger rumination sequentially mediate the relationship between leader psychopathic behavior and employee outcomes.

The devious, exploitive and arrogant nature of psychopathic leadership behaviorcauses envy and invidious reactions among fellow workers, i.e., malicious envy. The effects of envy, particularly malicious envy, are hazardous. It impairs organizational functioning and spoils interpersonal relations (Lange, Paulhus, & Crusius, 2018). Moreover, envy causes acute detrimental consequences for an organization and its employees, specifically in the form of social undermining, individual's moral disengagement, including high performing colleagues' victimization (Lange, Blatz, et al., 2018).

In addition, psychopathic leadership treats their followers inhumanely; they reprimand, threaten, and punish them for getting things done, leaving them with little choice but to accept and obey the commands, further deteriorating the leader-member interaction. As a result of psychopathic leaders putting their followers' relationships at risk, followers experience negative emotions that lead them to engage in adverse work outcomes, as well as feelings of low personal interest and shallow motivation, which is considered to be the central premise of meaninglessness and self-estrangement, both of which are essential aspects of work alienation; along with financial losses and economic failures, psychopaths' toxic behaviour devastates the organizational climate and leaves it in disarray; workers who work with psychopaths become infuriated (Kim & Byon, 2020; Wang et al., 2018; Zhu et al., 2020).

Findings and results from *Process* indicated that both malicious envy and anger rumination fully mediated the relationship between leader psychopathic behavior and outcomes, i.e., *(a) employee work alienation, (b) relational aggression & (c) workplace phobic anxiety* both separately and sequentially. Thus hypotheses 6, 7 & 8 were fully supported.

5.1.4 Moderating Effect of Hostile Attribution Bias in the relationship of Leader psychopathic behavior and Malicious Envy and Malicious Envy and Anger Ruminations

Hypotheses 9a & 9b, state that HAB moderates the relationship between Leader psychopathic behavior and Malicious Envy and Malicious Envy and Anger Ruminations, respectively. Hostile Attribution Bias' dual interactive effect between (leader psychopathic behavior-malicious envy) and (malicious envy-anger rumination) was examined through Hayes Process, and template *model 58* was run. The Hayes process Macro is helpful because it allows the researchers to enter the variables directly without creating the interaction term. Process Macro also mean centres the variables automatically.

Previous research studies have demonstrated that repressive leadership styles are associated with psychopathy, which harms employees' psychological well-being and causes them to experience disproportion between their felt and expressed emotions; various experiments in previous studies on induced hostility also resulted in intensified violent behaviour pointing to the provocateur (Clive Roland Boddy & Taplin, 2021; Landay et al., 2019; Offredi et al., 2016). When psychopathic leaders deal with such an attitude based on self-serving, self-gain, and aggressive approach, they are apathetic towards their followers' compulsions and restraints, leaving them in a disastrous

psychological state, specifically, aggressiveness, anxiety and frustration (Carre et al., 2018).

Keeping this order in view, it is noted that the behavior of an individual in a specific situation involves a set of several actions (i.e., encoding and interpretation of cues, goal clarification, response access and decision, last but not least, the behavioral enactment). Moreover, this sequence of events is supposed to be influenced by an individual's former experiences (Zhu et al., 2020). Individuals with HAB typically misinterpret any social circumstance. They assume that the other people they are dealing with have malicious intentions and that their actions are similarly malevolent. Previous studies have also found a strong connection between HAB and aggression (Kokkinos & Voulgaridou, 2018; Quan et al., 2019).

According to the contingency theory of leadership, the impact of leadership can never be fully understood unless it is assessed in the context in which it occurs. As a result, the amount to which leadership influences the attitudes and behaviors of its followers is highly influenced by the setting in which it exists. Subordinates' attribution patterns may be a contextual factor affecting the impact of psychopathic leadership. The term "hostile attribution bias" refers to a highly punitive mindset in which people are more ready to blame others (Yukl et al., 2009).

It has also been linked to increases in workplace misbehavior and violence. According to Burton et al. (2011), HAB significantly influences stressful situations and determines future behavioral reactions. The HAB has a substantial impact on stressful experiences and defines the behavioral responses; those with greater degrees of HAB attribute the worst causes to events and are more prone to see people as hostile, even when contextual indicators fail to reveal a clear intent (Hoobler & Brass, 2006).

According to AET theory, because coworkers perceive leader psychopathic behavior as an affective event that causes an emotional reaction, i.e., malicious envy directed at the leader, and because HAB is a negative dispositional factor, it will strengthen the underlying relationship between leader psychopathic behavior and malicious envy, as well as the relationship between malicious envy and anger rumination.

Results from Process Macro, revealed and supported the hypothesized relationship that HAB, as a dual moderator, moderates the relationship between leader psychopathic behavior and malicious envy and malicious envy and anger rumination. The results indicate that moderation exists as ΔR^2 is significant, and there was a 3.8% incremental variance due to interaction term in case of malicious envy. Moreover, the simple slope test further affirmed the significance of the slope, i.e., the association between leader psychopathic behavior and malicious envy was stronger at the high value(s) of the moderator, i.e., HAB. The interaction term is also statistically significant, which indicates that moderation exists, and the relationship between leader psychopathic behavior and malicious envy is moderated by HAB supporting Hypothesis H9(a).

The results further showed that moderation exists as ΔR^2 is significant in case of anger rumination, and there was a .92% incremental variance due to interaction term. Moreover, the simple slope test further affirmed the significance of the slope, i.e., the association between malicious envy and anger rumination was stronger at the high value(s) of the moderator, i.e., HAB. The interaction term is also statistically significant, which indicates that moderation exists, and the relationship between malicious envy and anger rumination is moderated by HAB supporting Hypothesis H9(b). Resultantly, both hypotheses 9(a) & (b) are accepted.

5.1.5 Theoretical Implications

Research on dark triad leadership has been in practice for the last 15 years, and it has been a mounting attraction among many modern age researchers. Researchers like Paulhus and Williams (2002), in their pioneer study on dark triad personality traits, have identified how these traits come into play in the life of organizations. In their meta-analysis, Furnham et al. (2013) discovered interesting facts about dark triad leaders that how these leaders and other personality traits, e.g. (intelligence, physical attractiveness) often help them secure top positions in the organizations in which they are employed.

Researchers like Furtner et al. (2017), have studied negative aspects of the dark triad leaders by focusing on dark triad leaders' high need for social dominance and power. Volmer et al. (2016) contrasted both the negative and positive sides of the dark triad leadership. Coladonato and Manning (2017) investigated how dark triad leaders affect followers' job satisfaction levels. Nevicka et al. (2018), have investigated the role of psychopathic leadership behavior on followers who have a low core self-evaluation level more recently.

Despite all-important aforementioned research studies, Landay et al. (2019), in their recent meta-analysis, have maintained that there is still a need to understand the concept of Dark Triad Leadership better; researchers like Belschak et al. (2018) have revealed how psychopathic leadership behavior can affect coworkers' self-evaluation.

Consequently, the main purpose of this study is to determine why/how psychopathic leadership affects subordinate emotions, attitudes, and behaviors. This research is unique as it examines the mediators between psychopathic leadership behavior and employee work outcomes and posits the presence of moderators in the relationships between psychopathic leadership behavior, malicious envy, and anger rumination simultaneously.

The current study adds to the body of knowledge on psychopathic leadership and provides unique contentions for theory development and extension in this domain. This study adds to the body of knowledge on psychopathic leadership behavior by proposing novel mechanisms through which psychopathic leadership behavior as an affective event has a significant negative impact on employee work outcomes.

This study gives new insights into how psychopathic leadership behavior left deleterious effects on employees' emotional, affective, and behavioral response patterns that eventually affect their work outcomes. The present study integrates an important serial mediation mechanism, i.e., malicious envy and anger rumination, providing a more in-depth underlying mechanism between leader psychopathic behavior and employee work outcomes under the umbrella of *affective events theory* (AET) along with the moderating effect of HAB simultaneously on the relationship of leader psychopathic behavior and malicious envy along with malicious envy and anger rumination. Thus, following in the footsteps of the recommendations made by the researchers (Barelds et al., 2018; Kokkinos & Voulgaridou, 2018; Landay et al., 2019; Quan et al., 2019).

Broadly speaking, AET maintains that affect inducing events and situations have significant implications concerning the employees' performance. Weiss & Cropanzano (1996), have attempted to explain the two distinct behaviors but did not categorize the employee work outcomes concerning judgment or affect.

Therefore, under the viewpoint mentioned earlier of *affective events theory*, the current study adds to the literature by proposing two important mediating mechanisms, i.e., malicious envy and anger rumination between the leader's psychopathic behavior and employee work outcome(s) relationships. In line with this theory, *first*, the current study asserts that a leader's psychopathic behavior as an affect inducing event will cause

disgruntlement eliciting malicious envy as an emotional reaction in the employee; *second*, by proposing another important mediator, i.e., anger rumination as a cognitive response and their serial mediation mechanism between the relationship of leader psychopathic behavior and counterproductive work outcomes.

As a result, by analyzing malicious envy and rage rumination individually and sequentially in direct and indirect interactions, this study addresses critical gaps in affective events theory-based research. Similarly, as grounded in theory, an employee's dispositional traits moderates the relationship between work environment, work features, and subsequent emotional reaction.

Consequently, this research adds to the body of literature as the study endeavored to examine "hostile attribution bias" an employee-centric dispositional factor as a dual moderator between leader psychopathic behavior; an affect inducing event and malicious envy as a destructive emotional response along with the interactive effect of "hostile attribution bias" on the relationship of malicious envy and anger rumination which is an employee's cognitive evaluation respectively as pointed out in earlier research studies therefore, the current study provides essential ground to understand the interaction of *affective events theory* (AET) in leadership and OB research (Kokkinos & Voulgaridou, 2018; Quan et al., 2019).

5.1.6 Methodological Implications

The current study employed a time-lagged design to avoid the issue of common method bias. Therefore, to address the common method bias, the responses were taken at three different *time-lags*. One of the outcomes, i.e., relational aggression, was taken from peers' responses with all time-lags having a gap of *one and a half months*. Moreover, as the sample was comprised of employees working in diversified organizations. Hence, the sample offers better generalizability of the research findings.

5.1.7 Managerial Implications

The current research is instrumental from the managerial and supervisory viewpoint. It offers important insights into how toxic leadership, especially psychopathic leadership, affects the employees' emotional, attitudinal, and behavioral response patterns, adversely affecting employee work outcomes.

The proposed model will be helpful for the HR managers/practitioners to exploit the true potential of their employees and produce synergetic work results by enunciating how employees perceive relationships with their immediate bosses/superiors. An important implication for the managers in this study is that if they treat their coworkers with uncaring and hard-hearted behavior and at their cost it will leave them in an emotionally shattered situation which will cause a deficit in the desired and actual levels of their work outcomes.

The study also attempts to elucidate how employees respond to the affective events, e.g., leader psychopathic behavior, which further leads towards the subjective evaluation of leaders by their coworkers and subsequently yields counterproductive work outcomes. In light of these guidelines, leaders/managers can keep their coworkers on track if they manage to mitigate the deleterious affect inducing events that cause deterrence in employees' desired work outcomes.

5.1.8 Strengths of the Study

The study possesses several strong points. First and foremost, the study relies on the time-lagged design that is supposed to be a better option as compared to cross-sectional design to conduct studies of causal nature, and it assists in addressing common method bias (CMB) in a more effective manner (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003; Siemsen, Roth, & Oliveira, 2010).

Secondly, the Affective Events Theory (AET) has been applied vastly in the past concerning studies focused primarily on workplace incivility, mindfulness, work-family conflicts and ambidextrous leadership predominantly in the western context (Howarth et al., 2020; Lua, 2020; Wu et al., 2020), therefore the current study takes the plunge to apply the Affective Events Theory (AET) in dark triad literature mainly psychopathic leadership.

Thirdly, this study is intended to realize psychopathic leadership and its toxic effects from an eastern viewpoint. Thus, contextually speaking, the study serves as a noteworthy contribution in showcasing the understanding and implications of psychopathic leadership from a region, i.e., Pakistan, that beholds completely diverse political, economic, social and cultural values.

5.1.9 Limitations and Future Research Directions

Apart from the aforementioned strengths, nevertheless, like other research studies, this study is also not free of limitations. First and foremost, the study's limitation is that responses were acquired from the respondents of two major cities of the country only, i.e. (Islamabad/Rawalpindi). Consequently, findings from the study cannot be generalized broad across the country.

Secondly, the study employs a time-lagged design where independent and moderating variables, i.e. (*psychopathic leader behavior* and *hostile attribution bias*) were measured at *time one (t1)*. Mediating variables, i.e. (*malicious envy*) and (*anger rumination*) at *time two (t2);* and all outcome variables, i.e. (*work alienation, workplace phobic anxiety and relational aggression*), were measured at *time three (t3)*. All these lags cannot be considered a full-time lag design. Accordingly, prospective researchers in the future are strongly encouraged to opt for a full-time lag design where they can tap all the variables of their research models at all time lags.

Thirdly, broadly speaking, as the sample was drawn from the private and public organizations in the services sector, i.e., (*banking, telecommunication*) situated in the twin cities, i.e. (Islamabad/Rawalpindi) in particular, therefore the findings of this research cannot be generalized in other sectors such as manufacturing concerns, because responses acquired from the respondents were mainly from the services sector, i.e., (*banking, telecommunication*) only. Moreover, the situational dynamics in the manufacturing industry are also distinct from the services sector as most managers and subordinates do not work side by side in this sector, and the frequency of interaction and proximity between the leader and subordinate are substantially varied from industry to industry hence making it all diverse from the services sector from the context point of view. Therefore, future researchers are encouraged to replicate this research model in diverse sectors/industries and organizational backgrounds.

The present study focuses largely on the noxious effects of psychopathic leadership on the behavioral, affective and attitudinal response patterns on the followers/coworkers by examining serial mediation mechanism of malicious envy and anger rumination between leader psychopathic behavior and employees' work-related outcomes using theoretical support from Affective Events Theory (AET) providing important insights for the readers and providing future researchers significant avenues to discover in the forthcoming times, e.g., as the extant focused mostly on the primary psychopathy, therefore, future studies might explore the secondary psychopathy in a *dual-process model* of psychopathy and its impact on employee outcomes.

Moreover, future researchers can also explore the gender differences in examining the psychopathic tendencies among male and female leaders/supervisors. Future Researchers are also encouraged to investigate employee-centric unexplored moderators at work, e.g., authoritarian subordinates. Finally, prospective researchers

are also encouraged to explore mindfulness-related interventions in the hypothesized model of the present study. As mindfulness is believed to mitigate self-focused schemas, it promotes interconnectedness and nonaggressive responses in the employee(s).

5.1.10 Conclusion

There is growing evidence that can be seen in the psychopathy literature that this concept is still in its infancy and needs to be better assessed in different dynamic circumstances to get a better understanding. Researchers have suggested several avenues to explore to add to the existing body of literature. Landay et al. (2019), in their recent *meta-analysis,* have pointed out that first and foremost, there exists a need for better understanding & assessment of the psychopathy construct in the organizational literature.

Therefore, the present study is a wide-ranging effort to address the most toxic and perilous dark triad trait, i.e., "Psychopathy," and its impact on employee work outcomes. Moreover, several researchers have studied the interactive effects of organizationally relevant moderators on the relationship between psychopathic tendencies and work outcomes. More recently, as recommended by Kokkinos and Voulgaridou (2018), this study endeavored to examine the effects of an employee-centric moderator, i.e., "*Hostile Attribution Bias*" on the relationship between leader psychopathic behavior and its subsequent impact on employees' malicious envy and anger rumination.

The extant study also endeavors to establish an association between leader psychopathic behavior and anger rumination as proposed by Affective Events Theory by examining leader psychopathic behavior as an affective antecedent of anger rumination by addressing the assertion of Quan et al. (2019), in a recent study in which they have

pointed out that there exists an important research gap that needs to be bridged by investigating the mediating role of *anger rumination* a cognitive retort among leader psychopathic behavior & followers job outcomes.

The study's overall results reinforced, maintained, and supported the research model by providing good support for all the study hypotheses. Therefore, managerial and theoretical contributions are also conscripted, and future recommendations are proposed correspondingly based on results.

APPENDIX 1

Table I: <u>CFA for Leader psychopathic behavior</u>

Table I	Factor Loadings, AVE and Reliabilities of Leader psychopathic behavior		
Items	Factor Loadings	AVE	Reliability
LP 1	.84		
LP 2	.77		
LP 3	.79		
LP 4	.73		
LP 5	.79		
LP 6	.80		
LP 7	.83		
LP 8	.84		
LP 9	.80		
LP 10	.74		
LP 11	.80		
LP 12 .953	.77	0.628	

AVE=Average Variance Extracted

Table II: <u>CFA for Malicious Envy</u>

Table II	Factor Loadings, AVE and Reliabilities of Malicious Envy		
Items	**Factor Loadings**	**AVE**	**Reliability**
ME 1	.78		
ME 2	.79		
ME 3	.74		
ME 4	.75		
ME 5 .872	.74	0.576	

AVE=Average Variance Extracted

Table III: <u>CFA for Anger Rumination</u>

Table III	Factor Loadings, AVE and Reliabilities of Anger Rumination	
Items	**Factor Loadings**	**AVE Reliability**
AR 1	.65	
AR 2	.68	
AR 3	.69	
AR 4	.65	
AR 5	.67	
AR 6	.68	
AR 7	.70	
AR 8	.70	.563
0.872		

AVE=Average Variance Extracted

Table IV: <u>CFA for Hostile Attribution Bias</u>

Table IV	Factor Loadings, AVE and Reliabilities of Hostile Attribution Bias		
Items	**Factor Loadings**	**AVE**	**Reliability**
HAB 1	.84		
HAB 2	.85		
HAB 3	.84		
HAB 4	.85		
HAB 5	.85		
HAB 6	.83		
HAB 7	.84		
HAB 8	.83		.705
0.950			

AVE=Average Variance Extracted

Table V: <u>CFA for Relational Aggression</u>

Table V	Factor Loadings, AVE and Reliabilities of Relational Aggression		
Items	**Factor Loadings**	**AVE**	**Reliability**
RA 1	.76		
RA 2	.77		
RA 3	.74		
RA 4	.71		
RA 5	.73	0.552	
.860			

AVE=Average Variance Extracted

Table VI: <u>CFA for Workplace Phobic Anxiety</u>

Table VI Factor Loadings, AVE and Reliabilities of Workplace Phobic Anxiety

Items	Factor Loadings	AVE	Reliability
W.Anx 1	.75		
W.Anx 2	.76		
W.Anx 3	.80		
W.Anx 4	.77		
W.Anx 5	.77		
W.Anx 6	.81		
W.Anx 7 0.912	.74		.596

AVE=Average Variance Extracted

Table VII: <u>CFA for Work Alienation</u>

Table VII	Factor Loadings, AVE and Reliabilities of Work Alienation		
Items	**Factor Loadings**	**AVE**	**Reliability**
W.Alien 1	.74		
W.Alien 2	.78		
W.Alien 3	.83		
W.Alien 4	.79		
W.Alien 5	.82		
W.Alien 6	.77		
W.Alien 7	.75		
W.Alien 8	.75		
W.Alien 9 0.929	.70		.593

AVE=Average Variance Extracted

Table VIII: Data Normality Tests

Table VIII			Skewness and Kurtosis Values	
Variable Name	**Skewness**	**Kurtosis**	**Skewness Standardized Range (-2,+2) (Yes*/No**)**	**Kurtosis Standardized Range(-2,+2) (Yes*/No**)**
Gender	1.223	-0.506	*	*
Age	0.837	0.191	*	*
Education	-0.635	-0.077	*	*
Type of Organization	0.111	-1.997	*	*
X_LP	-0.607	-0.139	*	*
M1_ME	-0.635	0.069	*	*
M2_AR	-0.659	0.966	*	*
DV1_WPAnx	-0.496	0.016	*	*
DV2_WAlien	-0.193	-0.474	*	*
DV3_RelAgg	-0.373	0.041	*	*
Modr_HAB	-0.512	0.247	*	*

Note: * The values of Skewness/Kurtosis fall within the acceptable range of (-2, +2).
** The values of Skewness/Kurtosis do not fall within the acceptable range of (-2,+2).

Table IX: **Composite Reliability, Average Variance Extracted, Maximum Shared Variance Table**

	CR	AVE	MSV
Work Alienation	0.929	0.593	0.128
Malicious Envy	0.872	0.576	0.085
Relational Aggression	0.860	0.552	0.096
Leader psychopathic behavior	0.953	0.628	0.187
Anger Rumination	0.872	0.563	0.187
Hostile Attribution Bias	0.950	0.705	0.039
Workplace Phobic Anxiety	0.912	0.596	0.159

APPENDIX 2

FIGURE I. <u>TWO FACTOR IV & MODERATOR MODEL</u>

IV(*LEADER PSYCHOPATHIC BEHAVIOR*) MODERATOR (*HOSTILE ATTRIBUTION BIAS)* MODEL
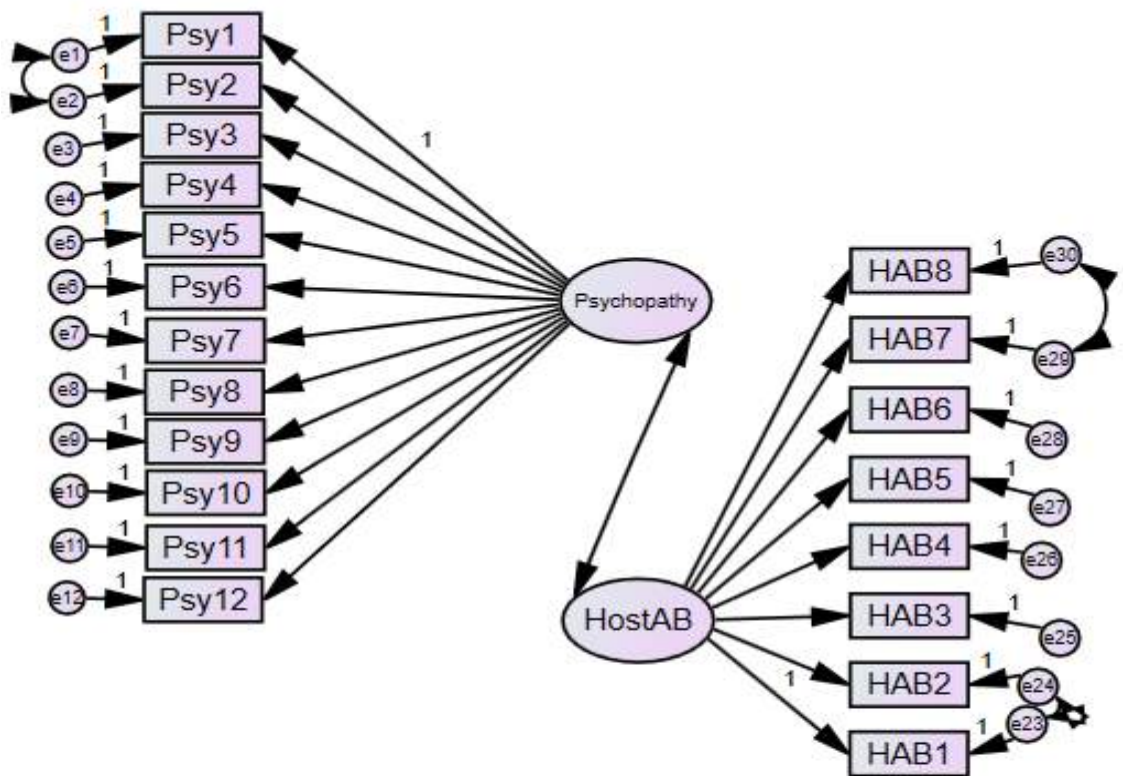
CMIN	293.311	
DF	166	
CMIN/DF	1.767	
CFI	0.981	>0.95
SRMR	0.036	<0.08
RMSEA	0.043	<0.06
PClose	0.926	>0.05

FIGURE II. TWO FACTOR MEDIATOR MODEL

I.E. (MALICIOUS ENVY), & (ANGER RUMINATION) MODEL
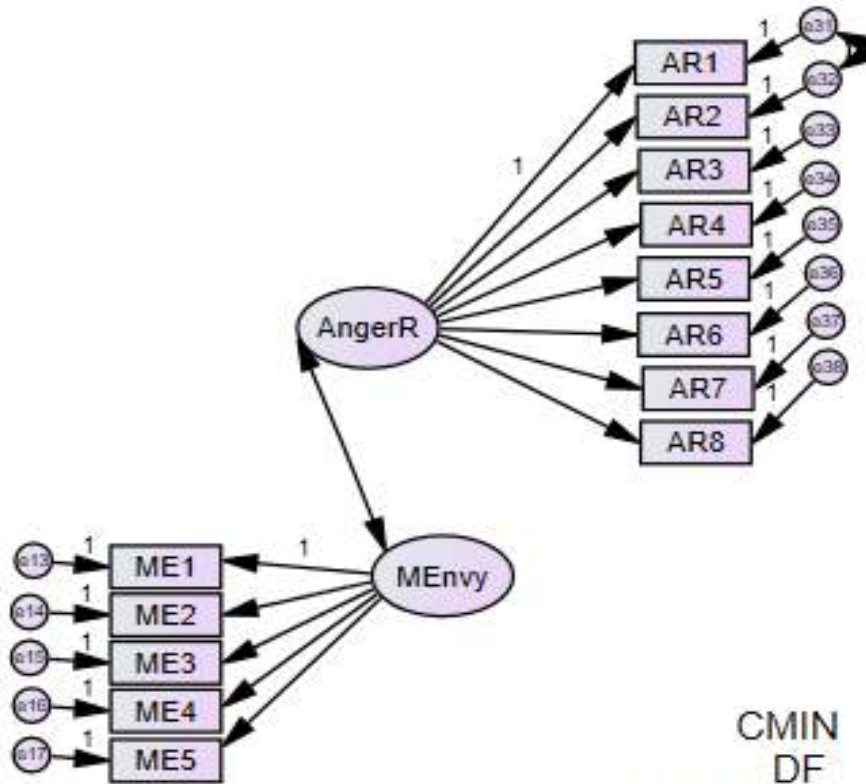
CMIN	117.11	
DF	63	
CMIN/DF	1.859	
CFI	0.976	>0.95
SRMR	0.036	<0.08
RMSEA	0.045	<0.06
PClose	0.708	>0.05

FIGURE III. THREE FACTOR DV MODEL

I.E. (MALICIOUS ENVY) & (ANGER RUMINATION) MODEL

CMIN	293.311	
DF	166	
CMIN/DF		1.767
CFI	0.981	>0.95
SRMR	0.029	<0.08
RMSEA	0.043	<0.06
PClose	0.926	>0.05
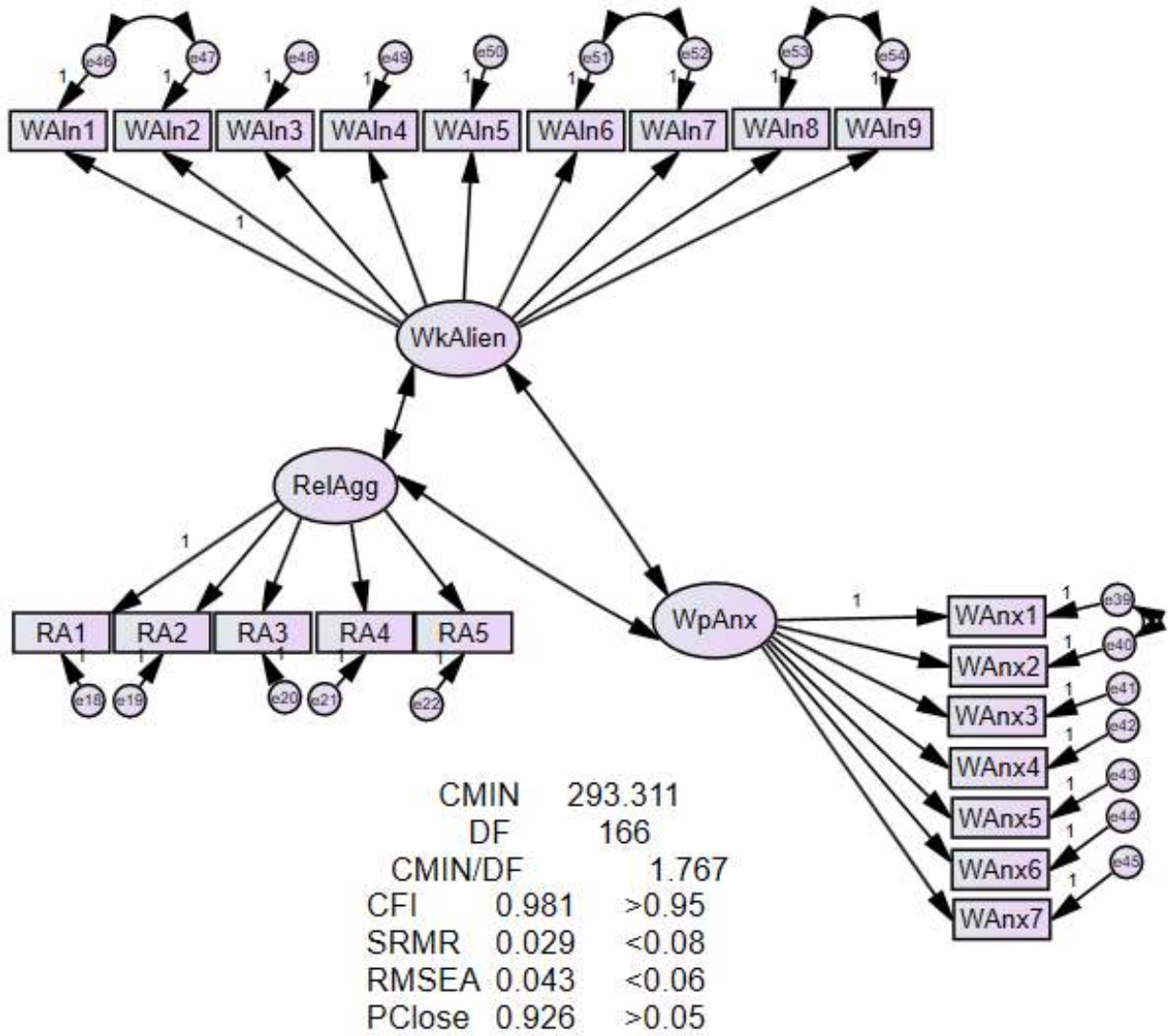
FIGURE IV.

FULL MEASUREMENT MODEL
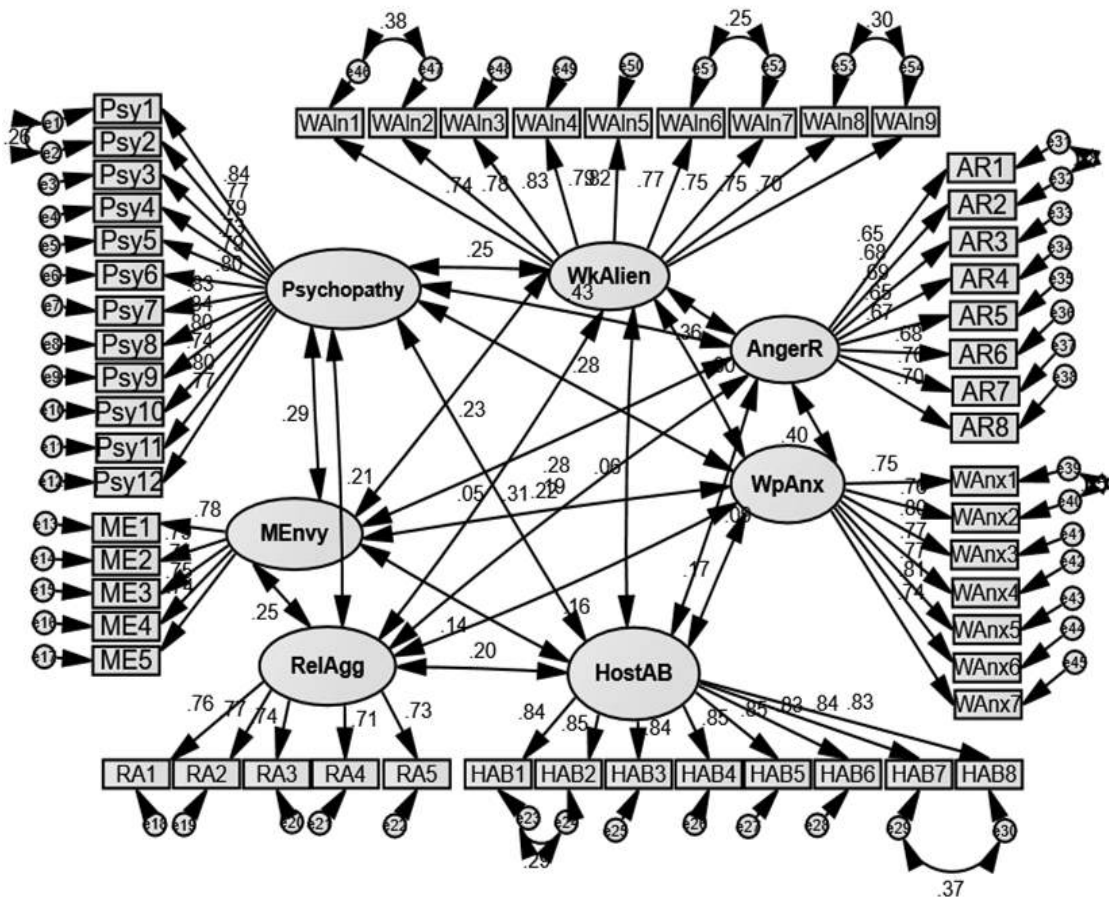
CMIN	1634.502	
DF	1348	
CMIN/DF	1.213	
CFI	0.98	**>0.95**
SRMR	0.036	**<0.08**
RMSEA	0.023	**<0.06**
PClose	0.986	**>0.05**

APPENDIX 3-SCALES

INTERNATIONAL ISLAMIC UNIVERSITY
Faculty of Management Sciences
Islamabad

TIME1

QID:_____ DATE_____

DEAR RESPONDENT,

You could help us by filling out this questionnaire. We assure you that any information obtained through your responses will remain highly confidential and only be used for research/academic purposes(s).

There are no ambiguous questions, neither are there any right or wrong answers. Therefore, kindly spare some time and answer **ALL** the questions as honestly and accurately as possible. Your help and coordination will be highly appreciated and will enable me to complete my research endeavor.

DEMOGRAPHIC QUESTIONS

1. Name: _____ 2. Gender: A. Male   B. Female

3. Marital Status: A. Single   B. Married

4. Age:

    A. Below 20   B. 21-25   C. 26-30   D. 31-35

    E. 36-40   F. 40-45   G. Above 45

5. Work Status:

    A. Full Time   B. Part Time

6. Position:

    A. Supervisor/Management B. Maintenance   C. Customer Service   D. Clerical

7. Total Job Experience

    A. 0-1-year   B. 1-2-years   C. 2-3-years   D. 3-4-years   E. Above 4 years

8. Date of Joining of current organization: _____

9. Time spent with Boss

    A. 0-6 Months   B. 7-12 Months   C. 13-24 Months   D. More than 2 Years

10. Type of Organization

       I. Govt   II. Private

11. Education

       I. Matric   II. Inter   III. Bachelor   IV. Master   V. MS/MPhil   VI. PhD

12. Department

       I. Finance & Accts   II. Marketing & Sales   III. Admin & HR

       IV. Customer Service   V. Production   VI. Information Technology (IT).

LEADER PSYCHOPATHIC BEHAVIOR

NO.	QUESTIONS *My Boss:*	DISAGREEMENT	GENERALLY DISAGREE	SLIGHTLY DISAGREE	NEITHER AGREE NOR DISAGREE	SLIGHTLY AGREE	GENERALLY, AGREE	TOTAL AGREEMENT
1	Doesn't care if he upset someone to get what he wants.	1	2	3	4	5	6	7
2	Knows how to make another person feel guilty.	1	2	3	4	5	6	7
3	Tend to focus on his thoughts and ideas rather than on what others might be thinking.	1	2	3	4	5	6	7
4	Feel doesn't concern about what other people feel.	1	2	3	4	5	6	7
5	Knows how to pay someone compliments to get something out of them.	1	2	3	4	5	6	7
6	Doesn't usually appreciate the other person's viewpoint	1	2	3	4	5	6	7
7	Doesn't really get upset seeing other people cry.	1	2	3	4	5	6	7
8	know how to simulate emotions like pain and hurt to make others feel sorry for him.	1	2	3	4	5	6	7
9	In general, only willing to help other people if doing so will benefit him as well	1	2	3	4	5	6	7
10	Sometimes provoke people on purpose to see their reaction.	1	2	3	4	5	6	7
11	Is motivated by self-interest.	1	2	3	4	5	6	7
12	Finds it difficult to understand what other people feel.	1	2	3	4	5	6	7

HOSTILE ATTRIBUTION BIAS

45	I know that people tend to talk about me behind my back.	1	2	3	4	5	6	7
46	I tend to be on my guard with people who are somewhat friendlier than I expected.	1	2	3	4	5	6	7
47	Several people seem to dislike me very much.	1	2	3	4	5	6	7

48	Several people seem to be jealous of me.	1	2	3	4	5	6	7
49	I sometimes have the feeling that others are laughing at me.	1	2	3	4	5	6	7
50	My motto is "Never trust strangers."	1	2	3	4	5	6	7
51	I commonly wonder what hidden reason another person may have for doing something nice for me.							
52	I used to think that most people told the truth but now I know otherwise.	1	2	3	4	5	6	7

NTERNATIONAL ISLAMIC UNIVERSITY
Faculty of Management Sciences
Islamabad
NAME_____

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Faculty of Management
Sciences

QID:_____ **TIME 2 DATE**_____

This questionnaire has to be filled 1.5 months after time-1 by the same respondent.

13	I wish that superior people lose their advantage.	1	2	3	4	5	6	7
14	If other people have something that I want for myself, I wish to take it away from them.	1	2	3	4	5	6	7
15	I feel ill will towards people I envy	1	2	3	4	5	6	7
16	Envious feelings cause me to dislike the other person.	1	2	3	4	5	6	7
17	Seeing other people's achievements makes me resent them	1	2	3	4	5	6	7

MALICIOUS ENVY

ANGER RUMINATION

17	I keep thinking about events that angered me for a long time.	1	2	3	4	5	6	7
18	I often find myself thinking over and over about things that have made me angry.	1	2	3	4	5	6	7
19	Sometimes I can't help thinking about times when someone made me mad.	1	2	3	4	5	6	7
20	Whenever I experience anger, I keep thinking about it for a while.	1	2	3	4	5	6	7
21	After an argument is over, I keep fighting with this person in my imagination.	1	2	3	4	5	6	7
22	I re-enact the anger episode in my mind after it has happened.	1	2	3	4	5	6	7
23	I think about certain events from a long time ago and they still make me angry.	1	2	3	4	5	6	7
24	When angry, I tend to focus on my thoughts and feelings for a long period of time.	1	2	3	4	5	6	7

NAME_____

QID:_____ TIME 3 DATE_____

This questionnaire has to be filled 1.5 months after time-2 by the same respondent.

WORK ALIENATION

25	I have a good deal of freedom in the performance of my daily task.	1	2	3	4	5	6	7
26	I have the opportunity to exercise my judgment on the job.	1	2	3	4	5	6	7
27	I have little control over how I carry out my daily tasks.	1	2	3	4	5	6	7
28	My work is a significant contribution to the successful operation of the organization.	1	2	3	4	5	6	7
29	Sometimes I am not sure I completely understand the purpose of what I'm doing.	1	2	3	4	5	6	7
30	My work is really important and worthwhile.	1	2	3	4	5	6	7
31	I do not feel a sense of accomplishment in the type of work I do.	1	2	3	4	5	6	7
32	My salary is the most rewarding aspect of my job.	1	2	3	4	5	6	7
33	My work provides me with a sense of personal fulfillment.							

RELATIONAL AGGRESSION (To be filled by the Peer)
(*My Colleague*)

34	Pass mean comments about the boss's ability.	1	2	3	4	5	6	7
35	Threatened or forced to do things I didn't want to do.	1	2	3	4	5	6	7
36	Left out of things on purpose, completely ignored.	1	2	3	4	5	6	7
37	Tries to get others to dislike the boss.	1	2	3	4	5	6	7
38	Often acts rudely with the boss at work.	1	2	3	4	5	6	7

WORKPLACE PHOBIC ANXIETY

39	When thinking about my workplace, everything in my body becomes tense	1	2	3	4	5	6	7
40	When imagining having to pass a complete working day at this workplace, I get feelings of panic	1	2	3	4	5	6	7
41	In extraordinary situations at the workplace, I am afraid of getting symptoms like trembling, blushing, sweating, heart beating	1	2	3	4	5	6	7
42	My sleep is worse before working days in contrast to non-working days	1	2	3	4	5	6	7
43	Whenever possible, I avoid approaching the site of my workplace	1	2	3	4	5	6	7
44	I had to go on sick leave once or several times because I could not stand any longer the problems at my workplace	1	2	3	4	5	6	7
45	After work, I hurry up more than others to get away from that place	1	2	3	4	5	6	7

(THE END)

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