

DESTRUCTIVE LEADERSHIP AND EMPLOYEE TURNOVER INTENTIONS: THE MODERATING ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN UNIVERSITIES

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ABSTRACT

In the current competitive business environment, leadership is a determining factor for organizational success as leaders can lead their organizations towards success, or alternatively, they may lead their organization towards failure. Majority of the literature is skewed towards studying the positive impact of leadership, while ignoring its damaging potential. This study focuses on the negative side of leadership, specifically the concept of Destructive Leadership (DL), which includes the abusive behaviour, arrogance, bullying, and the toxic, tyrannical, and narcissistic nature of leaders, which consequently contributes to their employees' turnover intentions (ETI). This research takes the heads of the departments of academia and the immediate supervisors of the administration staff of universities as leaders in order to study their destructive tendencies. ETI, DL, and organizational citizenship behaviour (OCB) have been widely studied in the academic literature. Different research studies show the relationship between DL and ETI while this research study explores the moderating effect of OCB on the relationship between DL and ETI in the education sector especially in the universities. Through survey design and regression analysis, this research provides empirical evidence of the relationship between the three concepts in university employees. Data is collected from the teaching faculty of universities (n=257). The findings indicate that DL behaviour has a significant positive relationship with ETI. The second indication of the finding is that OCB moderates the relationship between DL and ETI. Finally, the research provides some suggestions for future researchers to improve the understanding of OCB and the effects of DL on ETI.

Keywords: Destructive Leadership, Employee Turnover Intentions, Organizational Citizenship Behaviour, Moderating role, Universities.

INTRODUCTION

In the current active developing economy, it is recognized that employees are the profitable resources of an organization because of their aptitudes, capacities, and abilities. Long-term withholding of those employees contributes to the development of such organizations (Kryscynski, 2021). The most discussed issue of guidance in

every organization and business is leadership. Leadership is a complicated trend that affects a cluster of people to create activities and relationships to achieve the common goals of an organization (Banks et al., 2022). Traditionally, researchers have worked on positive forms of leadership, but recently, scholars have paid little

attention to the negative forms of leadership. The study by Simon et al. (2022) demonstrates that leaders can motivate their subordinates and achieve excellent outfit purposes, but on the contrary, it can also cause unusual and lasting losses to employees and/or organizations. The destructive and abusive attitude of a leader directly affects their employees' intentions, and eventually, the satisfaction level of employees reduces, so employees seek to leave their organization. Several reasons create employee turnover intentions (ETI), such as work performance, role description, repetition of work, overall job satisfaction, work satisfaction, and belief in the organization Mumtaz et al. (2022), but abusive leaders top the list.

Another concept that is inherently related to employee satisfaction, which is fostered through the nurturing behaviour of leaders as well as an organization and its overall environment, is organizational citizenship behaviour (OCB). It is the optional conduct of employees expected to help other individuals and show good faith and support towards their organization even when there is no official reward framework set up for such conduct (Wibowo, 2022). This produces positive relationships among employees by including them in various organizational proceedings and which has the potential to mitigate any negative influences, organizational or otherwise, on their motivation, satisfaction, and other such desirable outcomes.

Most of the researchers have studied the behaviours of negative leaders, their relationship with work outcomes, motives for turning into adverse leaders, and styles of leaders. Destructive leadership (DL) is a sort of hazard and it almost destroys the main assets of an association like financial sources and human resources. It additionally has damaging results on subordinates, the corporation, and any project's overall performance that could probably be averted. A meta-analysis of Laguda (2021) integrates different conceptualizations of destructive leadership and analyses the relationship between DL and outcome variables and they found counterproductive work behaviour and negative attitude of employees were the two main factors that arise in an organization when a leader's behaviour is negative. Distinct research has been performed on the defense force Fors Brandebo et al. (2016), sports activities Karagözoğlu et al. (2016), workplace attitudes in schools Laguda (2021), small and medium

enterprises Lehmann et al. (2021), and the government sector (Bellou & Dimou, 2022). However, to the best of our knowledge, till now the education sector has not been investigated in developing countries. The significance of education region cannot be understated for any society. This is especially true for a developing nation whose education sector needs marked quality improvements and where destructive leadership practices have larger potential for exerting unfavourable influences due to lack of structural oversight. The present study, therefore, aims to study DL in the universities of a developing country. Specifically, with a view of how it influences ETI in these universities. Further importance of this study stems from the fact that it seeks to test the relationship between DL and ETI with the added dimension of exploring the role of OCB as a moderator. As mentioned previously, the moderating effects of OCB has a potential for weakening this relationship. Since no existing research work has studied the same, especially in universities, therefore it holds potential contributions for the Destructive Leadership theory.

The findings from this research have the potential to inform the university boards of administrators for insight development, as well as for ensuring the continued employment of their faculty. Furthermore, such findings could help guide leaders to self-analyse their behaviour and its consequent effects on their followers and on their organizations. Such explorations are even more necessary for leaders and associations of education directors as they attempt to select, grasp, and produce professional representatives and volunteers.

I. BACKGROUND

DL and ETI are primarily described by two theories; one is social learning theory, while the other is social exchange theory (Rotter, 2021). The social learning theory expresses that employees copy the negative and destructive behaviour of their boss, either in the shape of opposition, lack of interest in their work, habitual absence, or employee harassment, which indicates a connection between dark leadership practices and their negative effects on employees in the organization. When the behaviour of the supervisor/leader is destructive, the employees in turn behave undesirably, their interest in work

becomes low and they withhold critical information concerning the organization's development. Furthermore, the theory of social exchange is likewise a vital concept for considering employee's behaviour at work (Tan et al., 2021). It indicates 'give-and-take' amongst the people. Additionally, it exemplifies that the exchange of behaviours takes place between both the boss and employees (Fan et al., 2021). Consequently, this exchange can produce positive and/or negative associations. Leaders who have negative behaviour do not permit their employees to partake in organizational activities, such as contributing to policy-making, and frequently frighten, hurt, rebuke, and harshly deal with them (Banks et al., 2022). Employees who worked under the negative forms of leadership, even if they did not respond instantly, they reciprocated by not actively engaging in work, thereby creating trouble for such leaders as well as for their organizations.

Destructive leadership

Academics of the field have different views about Destructive Leadership (DL). Some scholars are of the view that there is also another side of leadership known as the dark side of leadership (Mackey et al., 2021). The diverse flow of literature analysed the negative side of leadership, which includes petty tyranny, bullying, narcissistic leadership, bad leadership, abusive supervision, aversive leadership, and toxic leadership (Kayani et al., 2022). Such characteristics of leadership are collectively termed as DL. Researchers additionally say that DL is a type of leadership that is the outward manifestation of leaders' negative intentions, which is noticeable by their behaviours, and is recognized as harmful for organizations and/or employees (Thoroughgood, 2021).

DL behaviour intends to damage the company and/or personnel when their valid pursuits cannot be achieved. It is triggered when the individual goals of a leader cannot be accomplished, when there is a lack of communication between the higher and lower level of management, and when ignorance of leaders cause dangerous acts within the organization (Erickson et al., 2015). Karagözoğlu et al. (2016) analysed five factors of destructive behaviour in the coaches of sports teams: Planning and Change Management, Fear of

Failure Pressure, Emotional Ambivalence, Distrust, and Democratic behaviour. DL is strongly associated with the emotional debilitation of employees, and thus, increases their tendency to leave their organization, while good or constructive leadership is strongly connected with faith in the immediate supervisor and supportive work environment (Singh et al., 2020). Warren Bennis was known as the foremost author of leadership and described leadership as the ability to generate great ideas, and then these ideas were transferred into practical implementation (Likierman, 2020). The skills of a leader are not inborn qualities, but leaders try to seek them over time, and then retain them for a long time (Guzmán et al., 2020). Intelligence and hard work are the important drives required for the development of these skills but, the desire is compulsory. Furthermore, a negative supervisor shows fascinating behaviour and features consisting of a non-public idea, training talents, and an excessive grade of power. Similarly, a negative leader wants supremacy to attain, not associational dreams, but private improvement and advancement. Hoffman and Sergio (2020) argue that DL shows arrogance, dominance, egotism, privilege, and autonomous power rules. Employees also oppose the role of negative way of life which the leader chose for themselves, like childhood forces, as the image of a devastating world in the role of leader. In a global perspective, DL demonstrates the images of hatred and the defeat of opponents.

There is no value in destructive behaviour, which faces the additional problem of raising ethical issues when practiced. However, some behaviour appears more destructive than any other activity. Based on studies and theory, negative leaders are motivated via self-interest: it appears probable that self-enhancement values may be undoubtedly related to negative behaviour and self-transcendence values can be negatively associated with destructive behaviour. Leaders who make damaging choices argue that they trust their tactics of choice-making, which have been made within the spirit and mandate of the company, and that their selections have been made through organization's inspirations (Fors Brandebo, 2020). Destructive leaders hardly desire to tackle issues and make choices, and after they do, the evaluation manner is imprudent and illogical. DL can frequently bring about greater problems than

those that appeared first. The leadership of such kind also proceeds to cause ETI and problems related to the overall job of employees (Oh & Chhinzer, 2021). Whether or not the adverse leader is a narcissist, a perfectionist, an abuser, a bully, or shows different negative activities, the issues that are created by DL affect employees and/or the organization. Selecting an accurate leader is an important track that occupies the notice of a leader and a group.

This research incorporates unique traits of DL which include toxic leadership, abusive supervision, bad leadership, bullying, and narcissistic leadership. These traits demonstrate the negative side of leadership and are unanimously known as DL (Thoroughgood, 2021). However, the focus of this research is on a Narcissistic form of leadership which would primarily be supposed as effective leaders, but these positive perceptions may decline over time.

Employee turnover intentions

Employee Turnover Intentions (ETI) principally indicates if an employee wants to put an end to his/her employment with an organization they are working for (Xiong & Wen, 2020). There are two types of ETI i.e., voluntary ETI and involuntary ETI. The voluntary ETI refers to when an employee leaves or quits the relationship with the organization of his/her very own will; and involuntary ETI, refers to an employee being fired from the organization by the employer. Turnover of employees may be very dangerous for an organization. Some analysts argue that the main cause of an increase in ETI is the negative behaviour of leadership. When employees are subjected to the supervisor's abusive behaviour they are not satisfied with their job, and in turn, the ETI increases (Ahmad & Begum, 2020). ETI is a rational decision, usually among an individual's method with a focus on his/her job, whether to stay or resign from their work (Wójcik, 2020). ETI is the prompt association with turnover intentions. Turnover secondary cost consists of curtailment in morale among the ultimate workforce, overload of work, and lack of social capital. ETI includes voluntary and involuntary turnover. Voluntary ETI has been considered in this study, in which there is a choice for an employee to leave the organization of his or her own choice.

Furthermore, to escape bad experiences in the workplace to follow more positive satisfying opportunities, that are in terms of professional extension or financial support. Thus, it is broadly attributed that the effective way of reducing actual turnover is recognizing the antecedents of turnover intentions. The two factors that have been identified as major causes of increased ETI are leadership and work pressure (Ramlawati et al., 2021).

Relationship between DL and ETI

DL directly affects the ETI (Mackey et al., 2021). Leadership, work pressure, and managers influence ETI more than co-workers (Ramlawati et al., 2021). One of the most commonly known individual-level antecedents to an ETI is job dissatisfaction (Batra & Kaur, 2021). Constructive leaders can inspire their followers to achieve a task as superior and hold a maximum level of inspiration for workers. When employees observe the unreasonable behaviour of the supervisor, their performance throws down and transforms into turnover intentions (Rasool et al., 2021).

Although reasons for turnover are various, some scholars found that people leave their organizations just because of supervisors besides all the reasons. DL develops conflicts in the field due to which employees become unhappy, leading to stressful environments with an increase in ETI (Huang et al., 2021). DL negatively affects the relationship between supervisor and subordinates and produces intentions to leave the organization (Kim & Kim, 2021). Therefore, the following relationship is drawn:

H1: The relationship between DL and ETI is significant in such a way that when DL increases ETI will also increase and vice versa.

Organizational Citizenship Behaviour

In 1983 the concept of OCB appeared, it is described as the discretionary behaviour of employees that is above their prescribed position in the organization and also intended to help and support other employees in the organization (Tian et al., 2020). OCBs are actions among the employees, or among the groups that develop the efficiency of the organization for a long period. A base of OCB is that it isn't a requirement of restricted or contractual overall performance

(Kloutsiniotis & Mihail, 2020). Some researchers view OCB as behaviour that is discretionary and is performed by employees without being recognized by any official remuneration system, and that they contribute to the organization's efficacy (Kloutsiniotis & Mihail, 2020). Other studies show a significant relationship between OCB and the efficacy of organizations. It means that the higher the OCB is, the higher will be the organizational efficacy (Thevanes & Harikaran, 2020). It is also claimed that OCB is the favourable connection between employees and the activities of the organization. Ultimately the findings indicate that high OCB results in the rise of employees' interest in jobs, job satisfaction, support of supervisor, and procedural justice.

OCB is extra-role behaviour not in-role behaviour of employees, which enhances the organizational performance and provides a competitive edge to an organization. OCB acts beyond the policies, and it is an ideal behaviour. For an effective and reputable organization, an individual should act beyond the prescribed regulations and provide cooperation and support to the organization and for the continuation and growth of an organization employees need to act politely (Ridwan et al., 2020). The extra role behaviour of OCB is not a portion of the official job system, while it improves useful operations of organizations (Kloutsiniotis & Mihail, 2020). The individual-level behaviour of OCB is an indicator that is related to the performance of the organization (Sypniewska, 2020). It demonstrates that the efficiency of an organization can be enhanced by OCB.

Initially, OCB is defined as an optional extra-role behaviour, which is indirectly known to an organization's proper compensation system, that aggregate improves the organization's functions (Kloutsiniotis & Mihail, 2020). These traits were categorized into seven groups: loyalty, conscientiousness, civic virtue, altruism, courtesy, sportsmanship, and team building. However, the number of fields decreased later with the aid of the next scholars, because it turned into thinking that most of the domains entered parallel features, such as situations of loyalty and sportsmanship, civic virtue and altruism, and civic virtue and courtesy (Aboramadan et al., 2022). The researchers also recognized OCB as five groups, and some of them predicted four groups. This study holds the concept of five groups, which

include altruism, conscientiousness, courtesy, civic virtue, and sportsmanship as employed by Jafarpanah and Rezaei, (2020) studies. Conscientiousness indicates workers' character behaviour in jobs (obedience to the rules set up). Altruism means that employees aid others (helpfulness). Civic virtue indicates that personnel take part in the supporting continuation of the associations correctly. Courtesy assumes that the personnel deal with others to admire, and sportsmanship shows workers not to complain or show objectionable behaviours and attitudes closer to leaders and the organization they work for.

In-role behaviour is described according to the set-up practices of the organization, it is described in job descriptions, while an extra-role in nature is controlled behaviour (Jafarpanah & Rezaei, 2020). Extra-role behaviour is a pro-social trait that improves associated consequences, and it is also prohibited for those who create barriers to the achievement of an organizational task (Ridwan et al., 2020). A pro-social trait is an act that includes enacting quick pauses, skipping lunch, and dispersing exact information about an organization (Aboramadan et al., 2022). Consequently, OCB is involved in both the categories of extra-role behaviour and pro-social traits which substitute organizational assistance; however, it is not restricted to the proper reward system in an organization. The connection between OCB and ETI was studied by different scholars and of the view that employee job dissatisfaction is either intrinsically or extrinsically linked with ETI. Intrinsic satisfaction shows an extra function in ETI than extrinsic satisfaction and either type of satisfaction could be responsible for the satisfaction or dissatisfaction of employees (Ali & Anwar, 2021). When ETI is high means that employees are burdened on an organization and negatively influence the productivity of an organization. Most antecedents studied relied only on a survey of intentions to leave the organization can provide insight into employees' turnover intentions. However, in recent studies, OCB observes and monitors the employees' intentions and is considered the as best option available to managers and supervisors in predicting turnover. As social exchange theory suggests, employee behaviour at work reflects the give and take that occurs in people. It is an exchange of behaviour

between employees and managers and creates a positive or negative relationship. However, if employees have citizenship, it reduces the negative relationship between the boss and the subordinates. OCB is the discrete behaviour of employees to help other people and show conscientiousness to them in the organization. There is an established relationship between ETI and OCB, such that lower OCB has been linked to higher ETI, while higher OCB has been linked to lower ETI. The study also shows that subordinates who exhibit a low level of OCB are more likely to leave the organizations than those who exhibit a high level of OCB (Masood et al., 2020). Hence, the following hypothesis is posed:

H2: OCB moderates the relationship between DL and ETI such as when OCB is high the relationship will be weak and vice versa.

This research considers that, as far as the developing nation's higher educational institutions are concerned, it is necessary to analyse and improve their faculty's OCB. The

researcher also considers that employees' performance depends directly on the OCB. Literature has developed many OCB components therefore this research measures OCB via its five-factor model, which consists of Altruism, Courtesy, Conscientiousness, Civic Virtue, and Sportsmanship. Since OCB is the extra-role discretionary behaviours not known by the formal reward system of an organization, but collectively improves the normal functions of an organization (Jafarpanah & Rezaei, 2020), subordinates who exhibit a low level of OCB are more likely to leave the organizations than those who exhibit a high level of OCB, which means that if OCB is high then the intentions regarding turnover become low and employees can work with the affections and the organization becomes productive (Masood et al., 2020). The study of Abdulmuhsin et al. (2021) signified the moderating impact of OCB on exploitative leadership and knowledge management. Similarly, the increasing effect of personality, organizational commitment, and job satisfaction on performance in the organization has been affected by the moderating effect of OCB (Hakim & Fernandes, 2017).

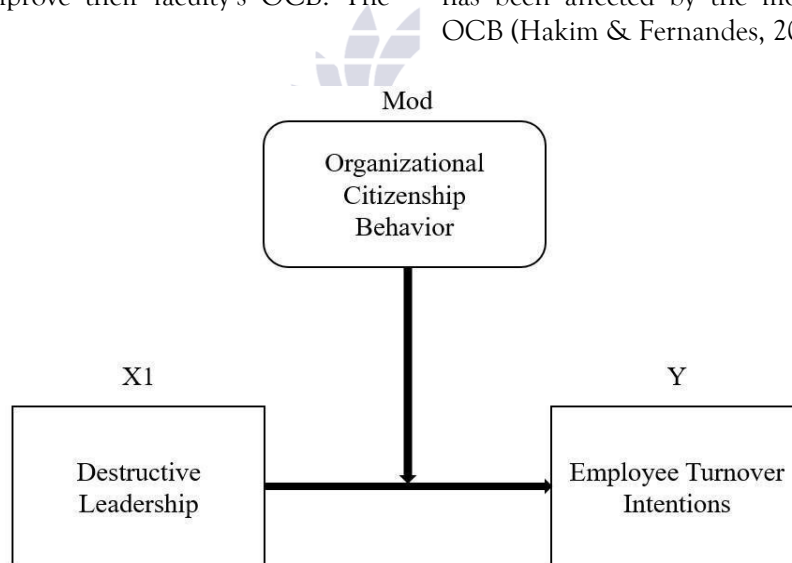


FIGURE 1: CONCEPTUAL MODEL

II. METHODOLOGY

Because of the causal nature of this study, this research used a quantitative technique. A cross-sectional time frame was used due to the shortage of time and expense. The hypothesis used in this study improves additional information concerning DL, ETI, and OCB. The level of the scholarly intervention turned moderated as the study observed the causal connection and demonstrated that employees having strong citizenship with an organization should have

greater affiliation as compared with the ones having low OCB. Thus, ETI decreases with an increase in OCB. The current study setting is non-contrive data was collected in normal surroundings and the goal was accomplished in the universities. The research used to be a field lookup as the non-contrived setting of work was done along with moderate intervention by scholars. A questionnaire is an efficient and effective instrument to collect first-hand data from the respondents in a convenient way hence

this study used a closed-ended questionnaire which included 49 questions related to DL, ETI, and OCB. The researcher used DLS and TIS to gauge the relations between DL and ETI, respectively Lehmann et al. (2021), while OCBS was used to measure the moderating role of OCB (Abdulmuhsin et al., 2021).

A. Operational Definitions

Operationalized definitions of the variables under study help to understand the variables and their meaning in practical situations. The operationalized definitions of the ETI, DL, and OCB are given below so that these concepts should be clear and not wrongly interpreted.

1) Destructive Leadership:

For the determinations of this study, DL can be described as a type of leadership that involves harmful actions, decisions, or attitudes towards individuals, teams, or organizations. As a result, DL can lead to detrimental effects such as high turnover, decreased productivity, increased conflict, and a toxic work culture (Kayani et al., 2022).

2) Employee Turnover Intentions:

ETI is the employee’s careful consideration of leaving the current organization due to ineffective leadership, job dissatisfaction and toxic work environment (De Clercq et al., 2020). It is the

final degree of a worker’s cognitive drawing procedure, which includes acting, thoughtfulness, and seeking intentions to leave the organization and search for substitute jobs (Iqbal et al., 2022). The best analyser for actual turnover is ETI (Ramlawati et al., 2021).

3)Organizational Citizenship Behaviour:

OCB encompasses the voluntary, discretionary, and extra-role actions of employees that exceed their formal job obligations and enhance the overall functioning and effectiveness of the organization. Evaluating OCB can be done through self-reported surveys or observations that gauge the frequency and magnitude of behaviours such as assisting colleagues, taking on additional tasks, providing suggestions for improvement, exhibiting courtesy and respect towards others, and displaying loyalty to the organization (Jafarpanah and Rezaei, 2020).

B. Research Methodology and Data Collection Procedure

The present research is quantitative and targeted on survey approach for the data collection method. The education sector was selected as the study organization and the data was collected through physically administrated questionnaires from the teaching faculty of selected four universities located in a developing nation.

Table I: Matching Research Questions, Research Objectives and Hypotheses

Terms	Description
Research Questions	1) To what extent does DL behaviour explain variation in ETI in the universities of a developing country? 2) To what extent does the OCB of employees moderate the relationship between DL and ETI in the universities of a developing country?/1
Research Objectives	1) To investigate the existence of DL in these universities. 2) To investigate the relationship of DL with ETI. 3) To investigate whether OCB moderates the relationship between DL behaviour and ETI.
Hypothesis	1) The relationship between DL and ETI is significant in such a way that when DL increases the ETI will also increase and vice versa. 2) OCB moderates the relationship between DL and ETI such as when OCB is high the relationship will be weak and vice versa.

The five-point Likert scale was used, which included option 1 for strongly disagree and five for

strongly agree. It was a closed-ended questionnaire. The validity and reliability of the instrument were

tested by Cronbach’s alpha Sürücü and Maslakci (2020) to check the reliability of the research data. For data collection, the present study used a non-probability convenience sampling technique, because of the suitable approach towards the respondents. It is the precise sample size method in terms of generalizability and feasible alternative because the researcher required reasonable as well as prompt data for the study to be accomplished in a specified period.

Universities of a developing country were taken as the population of the research. Respondents selected for the component of analysis include lecturers, Assistant professors, Associate Professors, and Professors. Population size was determined by gathering the data relevant to this study from the administration of these four universities. The features of respondents are gender, age, academic qualification, years of experience in faculties, and designation. The number of population used in this study was (N = 720).

The Yamane formula was used to calculate the sample size of this research because it was reliable, efficient, and economical and also it calculated an appropriate sample size by giving a known

population size with negligible error (Chaokromthong et al., 2021). A simplified formula was provided by Yamane (1967) to calculate sample sizes. The following formula was used to calculate the sample sizes. A 95% confidence level and P = 0.5 was assumed.

$$n = N / (1 + N \times e^2) / 1(1)$$

From the above equation; $n = 720 / (1 + 720 \times 0.05^2) \Rightarrow n = 257$, where, the sample size is shown by n, the population size is by N and the level of precision is e. The respondent was selected through a convenience sampling technique and the survey questionnaire was administered to them by the researcher to measure their responses and experiences about DL, ETI, and the moderating role of OCB.

The sample size was selected using the sample size formula of Yamane, where entering the total number population and confidence interval gives the accurate sample size and here in the current situation was calculated sample size as 257. Therefore, the sample size for the current study was taken as 257.

TABLE II: ACTUAL SAMPLE SIZE

S.No	University name	No. of Faculties
1	Abasin University	110
2	Iqra National University	70
3	Sarhad University of Science and Information Technology	400
4	Cecos University of Information Technology and Emerging Sciences	140
	Total No. of Teaching Faculty	720
	Sample size	257

C. Reliability

Cronbach’s Alpha was used to find the questionnaire’s reliability. The procedure which was suggested by Sürücü and Maslakci (2020) was used in this study to interpret alpha values, which is when $\alpha > .9$ is excellent; $\alpha > .8$ is good; $\alpha > .7$ is acceptable, $\alpha > .6$ is questionable; $\alpha > .5$ is poor and $\alpha < .5$ is unacceptable. The reliability value of the current study for DL ($\alpha = .935$), ETI ($\alpha = .747$), and OCB ($\alpha = .727$) shows the adequacy and reliability of an instrument.

D. Measurement

In the universities of developing nations, the medium of instruction and authentic language is English. And the teaching staff properly understood the English language. Beyond it, the past academic study is also in the English language in Pakistan and the questionnaire was not translated into Urdu (Rahman, 2020).

E. Independent Variable

The current study used DL as an independent variable. Lundmark et al. (2020) developed DLS

and 21 items were used to measure by a five-point Likert scale, which were: 1 for Strong Disagree and 5 for Strongly Agree.

F. Dependent Variable

The dependent variable used in the present study is ETI and it was measured by DLS with 6 items also the five-point Likert scale was used (Wang et al., 2020).

G. Moderating Variable

OCB has been taken as a moderating variable in the current study. 22 items were taken from OCBS originally developed by (Podsakoff et al., 2000; Lv & Yu, 2020). Five-point Likert scale was used in this measurement.

TABLE III: DEMOGRAPHIC ANALYSIS

Sample Characteristics	Frequency	Percent	Valid Percent	Cumulative percent
Gender				
Male	197	76.6	76.6	76.6
Female	60	23.3	23.3	100.0
Age				
20-25 years	21	8.0	8.0	8.0
26-30 years	118	46.0	46.0	54.0
31-35 years	82	32.0	32.0	86.0
36-40 years	23	9.0	9.0	95.0
41-above years	13	5.0	5.0	100.0
Qualification				
Master	103	40.0	40.0	40.0
M.Phil.	128	50.0	50.0	90.0
Ph.D.	26	10.0	10.0	100.0
Position				
Lecturer	72	27.9	27.9	27.9
Assistant Prof	111	43.1	43.1	71.0
Associate Prof	66	25.6	25.6	96.6
Professor	09	3.4	3.4	100.0
Experience				
Below 1 year	20	8.0	8.0	8.0
2-5 years	118	46.0	46.0	54.0
6-9 years	95	36.8	36.8	90.8
10-13 years	16	6.2	6.2	97.0
14 and above	08	3.0	3.0	100.0

TABLE IV: ALPHA RELIABILITY

/IS. No	Factors	No. of items	Cronbach value
1	DL	22	0.935
2	ETI	05	0.747
3	OCB	22	0.727

H. Demographic Variables

Demographic Data consisted of gender, age, qualification, experience, and tenure in the organization. Controlled variables were used during the analysis of data.

I. Statistical Tools

This research used statistical tools which consisted of reliability analysis, descriptive analysis, correlation analysis, regression analysis, and moderation. The reliability of an instrument was checked by Cronbach's Alpha value. The dependability demonstrates the degree of measuring instruments without the segregation of racial inclination. The instrument's reliability demonstrates that the measurements are free from errors and unbiased (Sürücü & Maslakci, 2020). The mean, median, standard deviation, minimum, and maximum were found by employing descriptive statistics. The average value of variables under study is shown by the use of Mean. The association among variables under study was found by the use of the Pearson correlation. The direction of variables is also shown by Correlation. There is a weak association of coefficient value when it ranges from -3 to +3 shows, while a moderate association of variables is shown between the value of 0.3 to 0.7 (Almusharraf & Khahro, 2020). There will be a positive relationship between the variables when the value of correlation is positive and vice versa. The change that occurs in the dependent variable due to the independent variable was found by regression analysis and it also analysed the direction of either positive, negative, or moderate strength of these variables. Regression analysis contains the R-value, the value of R square, the value of adjusted R square, the analysis of variance, and coefficient analysis. The value of R shows the association between variables, the variance in the model is explained by R-square and it is called the coefficient of determinants. The changes assumed in the dependent variable are indicated by the adjusted R square. The fitness

of the model is shown by ANOVA. The values which show the significance and fitness of the model are the f-test, and p-values.

To test the hypothesis of the study T-statistic was used at a 95 % confidence interval and its value must be more than 2. Variations occur in the dependent variable due to the independent variable is shown in the coefficient. Hayes and Rockwood (2017) developed a process plugin for moderation and mediation, this study tested OCB as a moderating variable by using this process plugin.

III. DATA ANALYSIS AND PRESENTATION

This section gives information about data analysis, interpretation, and presentation. The statistical tool carried out for data analysis includes descriptive information, Cronbach's alpha, analysis of Variance (ANOVA), Pearson correlation, and simple linear regression. Descriptive information was used to discover the mean, maximum and minimum, and standard deviation. To find out the mean, maximum minimum, and standard deviation descriptive statistics were used. The associations between variables were analysed by Pearson's Correlation. Alpha reliabilities had been calculated to locate the scale consistency. The outcomes obtained from the analysis were displayed in the table format, including demographic analysis, interpretation data, value of R, value of P, table of correlation, and table of regression analysis. By drawing the consequences, 0.5 will be taken as the significance level the presence of significance of variables under study can be shown, if any value gets a result less than 0.5. Editing was done before testing the misplaced values and incorrect data put into SPSS. The values of all the variables in a specified code were prepared in a codebook. The Likert scale extended from 1-5, the earlier was mentioned as strongly disagree while the latter was mentioned as strongly agree and was utilized for the measurement. The questionnaire, which

was distributed among the employees was completely inspected, and found no missing values during the collection of data. To find out the values of a specified range of code for ensuring the data accuracy frequencies were generated. In Table III, demographic analysis demonstrates that gender is divided into two categories i.e., male and female. The male gender originated as 76.6 % and the female gender was found as 23.3 %, age was categorized as 08 % was found from the 20-25 years age group, from 26-30 years age group 46.0 % was found, from 31-35 years of age group 32.0 % was found, 36-40 years of age group 9.0% was found and from 41-above years of age group was found 5 %. Qualifications of the respondents were measured into Master's, M.Phil or MS, and Ph.D. 40 % of the respondents were masters, 50 % of the respondents were of M.Phil or MS and 10 % of them were Ph.D. respondents. The respondents' experience is categorised into four sections i.e., a year or less than it, 2-5 years, 6-9 years, 10-13 years, and more than 14 years. 8 % of the respondents have less than one year of experience, 46 % of the respondents have 2-5 years of experience, 36.8 % have 6-9 years of experience, 6.2 % have more than 10-13 years of experience and 3 % were having more than 14 years of experience.

TABLE V: DESCRIPTIVE STATISTICS OF DL, ETI, AND OCB

	N	Minimum	Max	Mean	St. deviation
DL	257	1.32	3.95	2.6710	0.66106
ETI	257	1.00	4.60	2.5121	0.84920
OCB	257	2.55	4.45	3.6664	0.35955
Valid (list-wise)	N257				

Table V shows descriptive statistics of the study undertaken representing the number of respondents which in this case is 257, minimum and maximum values, mean values, and Values of standard deviation.

B. Correlation Coefficient

The relationship among the independent variable, dependent variable, and the moderating variable was analysed by Bivariate Pearson correlation. The hypothesis of the study demonstrates a positive significant relationship between DL and ETI, and

A. Reliability of Study Construct

The alpha coefficient of the study is respected as the standard to quantify the reliability of the questionnaire. Alpha essentially depicts almost the, by and large, continuity between things on a ponder scale. The mean and average correlation of each item in reaction to each item on the same scale is influenced by the value of the Alpha coefficient. In social sciences studies, Cronbach alpha is commonly utilized. The values of the alpha coefficient range from 1 and 0. Its value of .5 is respected as the central point. Its value below .5 is not satisfactory and upward the worthiness gets increment. Huang et al. (2021) suggested that, the alpha coefficient value of .70 is best concerning the reliability of the questionnaire. In Table IV, DL is analysed with 22 gadgets and its Cronbach alpha value is .935 which establishes the maximum consistency between variable DL. ETI is measured with 05 items and has Cronbach alpha .747 which is an adequate value for the internal consistency of a few ETI gadgets. OCB is measured with 22 items and has a .727 Cronbach alpha which indicates a terrific internal consistency of the various objects of OCB.

OCB plays its role as a moderator because it is negatively associated with this relationship and the correlation results in Table VI also show the positive significant relationship between DL, ETI, and OCB. Correlation analysis presumed statistical technique through which the quality and course of the variable and relationship of the factors with each other and relationship is signified by the Pearson relationship is known and the Pearson relationship utilizes the descriptive statistics of DL, ETI, and OCB.

Table VI: Correlation Statistics

	1	2	3	4	5	6	7
Gender	-						
Age	.072	-					
Qualification	-.159*	-.001	-				
Experience	-.303**	-.099	.243	-			
Department	-.236**	-.066	.064	.588**	-		
DL	.006	.769**	-.041	.038	.007	-	
ETI	.109	.921**	-.009	-.140*	-.071	.598**	-
OCB	.011	.285**	.095	-.127*	-.102	-.129*	.151*

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

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

Table demonstrates the variables which are used in the present study

Table V of this study categorized Descriptive statistics as N, Minimum, Maximum, Mean, and Standard Deviation. Here are two sorts of relationships one is a positive relationship and the other is a negative relationship. When one variable is raised, the other variable also rises it is called a significant relationship and vice versa. A few rules for (r) value are given below: $r = 0.10$ to 0.29 or $r = -0.10$ to -0.29 small, $r = 0.30$ to 0.49 or $r = -0.30$ to -0.49 medium and $r = 0.50$ to 1.0 or $r = -0.50$ to -1.0 large.

Table VI shows that in this study the relationship between DL and ETI is positive. The table also shows that there is a positive correlation between DL and ETI. The correlation value is $r = .598$. There is a negative correlation between DL and OCB. Their value is $r = -.129$. And there is also a positive relationship between OCB and ETI and its value is $r = .151$.

C. Data Analysis

This portion provides information about the analysis that is prepared for testing the developed hypothesis. The first part is a simple linear regression analysis for testing the relationship between DL and ETI. The second part is about the relationship between OCB and ETI. The last part is about the moderating effect of OCB on the relationship between DL and ETI.

D. Regression Analysis

Regression analysis was carried out to find the hypothesized relationship of the study. The model for the study is as under:

$$Y = \alpha + \beta_1(DL) + \epsilon$$

Where α is constant, and β is the regression coefficient showing a negative or positive impact on the dependent variable the dependent variable. The values were calculated by using SPSS.

E. Hypothesis Testing

The main aim of testing the hypothesis is to investigate the relationship between the dependent variable and the independent variable. Linear regression analysis was used to check the hypothesis. The dependent variable of this research was supposed to have a significant relationship with the independent variable. The two-determining factors, DL and ETI of the study, are positively related to each other. Regression analysis in SPSS 18th was used to analyse the hypothesis. It was determined from the data analysis that DL has a significant influence on ETI.

Hypothesis 1: The relationship between DL and ETI is significant in such a way that when DL increases the ETI will also increase and vice versa. Table VII shows how the independent variable DL affects the dependent variable ETI.

The value of R is $.598$, which indicates that IV is 59.8% correlated to ETI (DV). R^2 shows the variation explained by the model and here its value is $.357$ thus, the model explains that 35.7% of the variance in ETI is assumed for or anticipated by DL.

TABLE VII: MODEL SUMMARY

Model	R	R2	Adjusted R ²	Std. error of estimate
1	0.598 ^a	0.357	0.355	0.68209

predictors: (constant), DL

TABLE VIII: ANOVA^B

Model	Sum ²	of df	Mean ²	F	Sig.
1	Regression 65.973	1	65.973	141.802	0.000 ^a
	Residual 118.639	255	0.465		
	Total 184.613	256			

a. Predictors: (Constant), DL
b. Dependent Variable: ETI

In Table VIII, the ANOVA shows the model fitness. The value of P is .000 and the F value is 141.802 which depicts the model significance and demonstrates that a relationship between DL and ETI exists. Therefore, the model is appropriate and accurate for the explanation of this connection.

Table IX displays the standardized value of coefficients, where $\beta = .598$ and $P = .000$. It means that a 1-unit change in DL brings .598 units change in ETI and this association is significant and accepted.

F. Moderation

The suggested PROCESS Plug-in by Andrew F. Hayes was used to examine the moderating effect of OCB. After the analysis, the following results appeared.

Model = 1: When the independent variable has an effect on the dependent variable under the influence of a moderator then model 1 is used to explain that effect.

$Y = ETI$, $X = DL$, $M = OCB$, and Sample size = 257. This output begins with a list of our variables in the model which shows that our outcome variable (Y) is ETI, our predictor variable (X) is DL, and the moderator is OCB. The sample size for the analysis is 257. Product terms key: int1, DL, X, OCB.

Hypothesis 2: OCB moderates the relationship between DL and ETI in a way that decreases the

negative effect of DL on ETI. Overall Model: $F(32,53) = 63.50$, $P < .001$, $R^2 = .42$.

Predictor OCB $b = -.48$, $t(257) = 4.39$, $P < .05$ mean significant. It shows that for every one-unit increase in OCB, we will get a 48 % decrease in ETI.

DL $b = .74$, $t(257) = 13.47$, $p < .001$ means significant. Here for every one-unit increase in DL, we get a 74 % increase in ETI. Interaction $b = .58$, $t(253) = 3.31$, $P < .05$.

Fig. 2 shows the simple slope of a significant relationship between DL and ETI and also the moderating variable OCB. Conditional effect of X on Y at values of the moderator(s):

Values for quantitative moderators are the mean plus/minus one SD from the mean. Values for dichotomous moderators are the two values of the moderator.

$Y = \text{constant} + .48(DL) + .74(ETI) + .58(DL*OCB)$
 $Y = \text{constant} + 0 + (.74, ETI) + 0.$

For low OCB, DL $b = .52$, $t(257) = 5.88$, $P = .000$. it means that for low OCB, an increase in every unit of DL can cause a .52-unit increase in ETI.

For average OCB, DL $b = .73$, $t(257) = 13.47$, $P = .000$. it indicates that a one-unit increase in average OCB produces a .73-units decrease in ETI.

For high OCB, DL $b = .95$, $t(257) = 12.17$, $P = .000$. It shows that an increase in every unit of DL produces a .95 increase in ETI.

TABLE IX: COEFFICIENTS

Model		B	Std. error	Beta/1t	Sig.
1	Constant	0.461	0.177	2.598	0.010
	DL	0.768	0.064	0.598	11.908
				0.000	

a. Dependent Variable
B & Std. error are non-standardized variables Beta is a standardized variable

Table X: Model Summary

R	R2	MSE	F	df1	df2	P
.6554	.4296	.4163	63.5042	3.0000	253.0000	.0000

Model	coeff	Se	T	P	LLC1	ULC1
Constant	2.5300	.0414	61.1633	.0000	2.4486	2.6115
OCB	.4896	.1118	4.3801	.0000	.2695	.7098
DL	.7391	.0549	13.4712	.0000	.6311	.8472
int1	.5866	.1772	3.3109	.0011	.2377	.9355

Fig. 3 demonstrates the results of DL, ETI, and OCB. It indicates that there is a positive relation between DL and ETI and when DL increases the ETI will also increase hence the study's first hypothesis is supported. There is also an inverse relationship between OCB and ETI. For checking a moderating role in the study an interaction term was created by multiplying DL with OCB, and the results show this interaction term is negatively related to ETI.

IV. CONCLUSION, FINDINGS AND RECOMMENDATION

This section includes a discussion and presents some key recommendations, which must be adopted by universities strategists to increase their employees' performance. Limitations and recommendations for future research, practical implications, and conclusions drawn from the current study are also as follows:

A. Discussion

DL has a positive relationship with ETI and when DL behaviour is high in an organization, higher will be ETI which is also supported by the results of the study. Employees working under such leaders hide important information related to organizational growth and development. Because they fear leaders who they think will reprimand, intimidate, or punish them. Employees who work under destructive leaders do not participate in the development of the organization and reciprocate their leaders in the form of coercion in the

organization, no interest and habitual absence from work because, they think that their superiors do not welcome their ideas and suggestions and in turn punish them for speaking against the poor policies they have revised. Employees were not involved in the policy-making process of an organization by destructive leaders and suppressing employees against the strategies of such kind of leaders. The employees remain silent in such kinds of organizations and hide with them the necessary information they have regarding organizational improvement and success.

B. Theoretical Contributions

In the current study, DL behaviour is the only significant predictor of ETI. Numerous researchers previously confirmed a link between leadership styles and ETI (Iqbal et al., 2022). Further, many studies, such as Thoroughgood (2021) reported that immediate supervisors were highly influential on subordinates. This study confirmed the findings of several studies. The results of Thoroughgood (2021) research were similar and likewise found that DL behaviour positively predicted turnover intentions. This study helps confirm these findings by identifying the destructive form of leadership was a significant predictor of ETI although it did not imitate the measurement of constructive leadership.

TABLE XI: R-SQUARE INCREASE DUE TO INTERACTION(S)

	R2-chng	F	df1	df2	P
int1	.0190	8.4282	1.0000	253.0000	.0040

Table XII: Conditional effect of X on Y at values of the moderator(s)

OCB	Effect	Se	t	p	LLCI	ULCI
-.3595	.5282	.0897	5.8874	.0000	.3515	.7049
.0000	.7391	.0549	13.4712	.0000	.6311	.8472
.3595	.9500	.0780	12.1785	.0000	.7964	1.1037

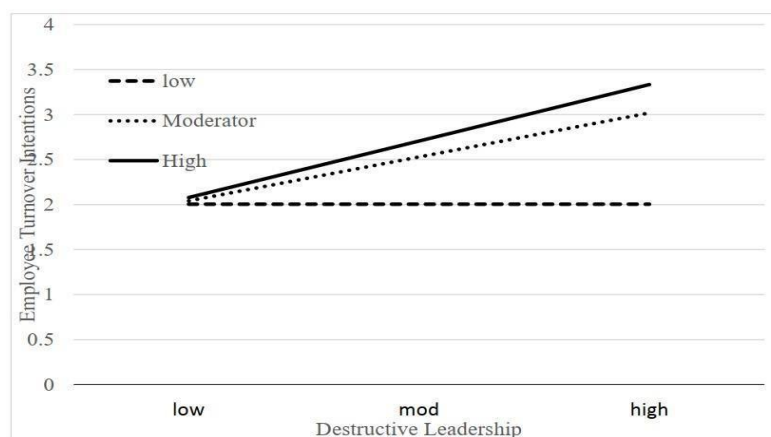


Figure 2: Slopes for DL predicting ETI at each level of OCB

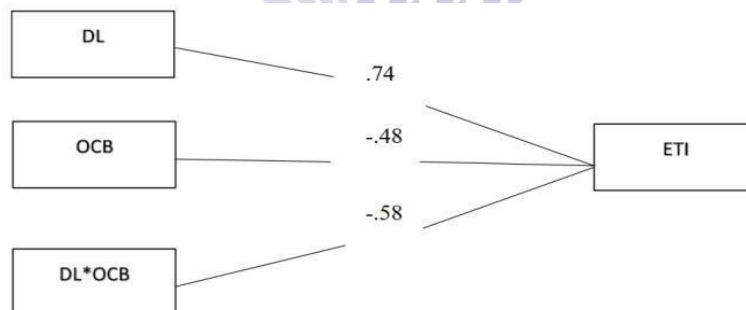


Figure 3: Statistical Model

This research contributes to the literature, as relatively few studies exist about the effects of DL compared to constructive leadership (Omer et al., 2022). Although the researchers employed different dependent variables, this study confirmed the finding that DL tended to be a better predictor of a phenomenon than other negative leadership styles. Lehmann et al. (2021) also studied the relationship between DL and ETI in small and medium enterprise (SME) business environments. The researchers did not find other studies that analyse DL in relationship with ETI in the universities of a developing nation. The analysis of this study shows that people with high-

level OCB moderate the relationship between DL and ETI by weakening this relation. Therefore, this study contributed to the extant literature and encouraged future research studies.

C. Limitations and Future Recommendations

Due to the short time frame and constrained resources, the study is known to be cross-sectional, and future investigations can take advantage of a longitudinal study. This is a natural environment study setting and moderate intervention of the scholar, future investigation can utilize contrived study settings with greater intervention of the scholar. The forthcoming

study can develop and analyse the impact that this study has analysed the positive relationship of DL and ETI but did not explain what these leaders gain and get because of their negative behaviour. This research study is conducted in a developing country while future studies can improve it to other areas to compare the findings.

D. Practical implications

This study holds various viable suggestions as the result has demonstrated the inconvenient impacts that DL has on ETI, an organization should be careful in the selection of leaders and choose the leader who does not possess such kind of behaviour in leaders, which is a threat to the

organizational growth. Organizations must provide opportunities for employee them give their opinions about the performance of their subordinates, and they must take feedback from them about their leader’s performance. Some of the employees do not confront their leaders because they think of losing their employment in the activity that they confront and speak up against the harsh behaviour of leaders. Employees need safety and the organization should provide it because in that way they speak against the negative policies, strategies, and issues related to subordinates.

TABLE XIII: SUMMARY OF HYPOTHESIS TESTING

S.No	Statement of Hypothesis	Result
1	DL has a positive relationship with ETI	Supported
2	OCB moderates the relationship between DL and ETI by weakening this relationship	Supported

Developing countries have unemployment problems, poverty, authority distance, and corruption, so folks in such a culture do not like to speak up voices next to subordinates because of a lack of decentralization. Employees have the fear that they may lose their job if they raise their voices against their leaders, they do not want to lose their jobs which is why they remain quiet and their behaviour of whistleblowing (raise their voice in contrast to the negative behaviour of their leader) may fire them and they become jobless in the social order where the rate of employment is very low. The most important reason for the organization’s decline in a developing nation is meanwhile workers do not ease whistle-blowing. Therefore, appropriate security would be given to them, in that way, the selection of bad leaders can be reduced.

E. Conclusion

The current research is about to investigate the relationship between DL and ETI and the moderating role of OCB. This study investigated the positive relationship that DL has on ETI described the significance of OCB, and contributes to the competitive advantage of an organization. An employee who works for all intents and purposes in the organization can give vital information concerning the issues in the organization since employees labouring in diverse

stages may discover issues that produce a few enormous issues in an organization. Destructive leaders do not include the workers in the policy-making strategy and restrict subordinates from talking in contrast to the rules and regulations they have drawn. Due to the fear of their supervisor, employees do not give suppositions to their leaders and raise their voices against them, concerning the issues happening in the organization and hide important information from the improvement of the organization. Hence, the negative conduct of the leader shows un-interest in the work environment and he/she indulges in bad leadership, bullying, truancy, turnover intentions, and activities which become reasons for organizational destruction. Thus, authority is one of the critical senses of disappointment in an organization, and negative authority leads their organizations towards disappointment which appeared in the outcomes and discoveries of the study.

257 teachers were selected from the universities of a developing country, and their perception of the relationship between DL, ETI, and OCB was examined. Two hypotheses were tried in this research. Hypothesis one of this research shows the positive relations between DL and ETI. The associations found between DL and ETI are positive and hence supported by hypothesis one. The second hypothesis of the research indicated

that OCB plays a moderating role in the relations of DL and ETI by weakening this relationship and was backed by the results of this study.

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