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The Impact of Autocratic Leadership Style on Counterproductive Work Behavior: The Mediating role of Employee Commitment and Moderating role of Emotional Exhaustion

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ABSTRACT

The purpose of this research is to gain an insight about the effect of Autocratic Leadership Style on dependent variable Counterproductive work behavior of employees in the Banking Sector. Data has been collected from banking officers of different Commercial Banks and the data contains 282 respondents. Quantitative research method has been used and the questionnaire has 49-items including 5 items of demographical details of respondents. Counterproductive Work Behavior arises when the leadership style is Autocratic. Autocratic Leadership Style decreases the Employee Commitment which results in the Counterproductive Work Behavior of employees. Emotional Exhaustion plays its role as a moderator as it strengthens the negative relationship between EC and CWB. Emotional Exhaustion in relation to CWB and Employee Commitment has not been studied before and our findings imply that it has a significant impact on the behavior of employees. The focus of this research is on the Banking Sector in Pakistan and the derived relations in this research could not be applied in other different sectors as perception of employees is different in every sector. The practical implications of this research are that the managers can change their leadership styles and decrease the counterproductive work behavior of the employees.

Key Words: Counterproductive Work Behavior, Autocratic Leadership Style, Employee Commitment, Emotional Exhaustion.

Introduction

For quite a long-time exploration of employee behavior at Organization surroundings has stayed a necessary part of modern Psychology. The specialists in their undertaking to clarify distinct working environment proceedings have primarily concentrate about positive practices like organization citizenship behavior (Organ 1988, 1994; Organ and Ryan 1995; Podsakoff and MacKenzie 1997). Anyway, in current era adverse practices generally refer as Counterproductive Work Behaviors have supplementary got significant deliberation. Distinguish as purposeful employee practices those castrate organizational interests (Sackett 2002; Chang and Smithikrai 2010) and can even put authoritative dependability in question It appears in different compositions inside the organization. (Martinko et al. 2002)

Leadership style shape associations methodologies, their execution and viability by motivating workers to execute targets in the manner to accomplish authoritative expressed goals. In similar, poor style of leadership shape worker devotion to remain or leave the place of employment or even take part in Counterproductive Work Behavior. Results, for example, representative turnover aims and counterproductive work behavior coming about because of poor leadership style convey adverse undertones on the capacity of administration to rouse and hold representatives bringing about horrifying institution performance (Bruursema, 2004). Autocratic leadership distinguishes as not dealing with the socio-emotional elements of people. (Bass, 1990; Lewin, Lippit, and White, 1939; Vroom and Yetton, 1973; Yukl, 1999) Empirical study illustrate that Autocratic leadership style adversely impact people stability and adequacy.(Van Vugt, Jepson, Hart, & De Cremer, 2004),

Schwartz (1987) found a high accommodation among workforce in democracy based associations, however those in autocratic associations communicated disappointment and outrage. Hayers (2000) found that employee who fell under pressure revealed autocratic supevision with respect to their leaders. The leaders once in a while enabled them to take part in the basic leadership. It was likewise reported that employee who were under pressure ,also appeared to be under cruel supervision and control with respect to their leaders.

Counterproductive work conduct is common among employees in various associations, yet quite a bit of it obviously goes neglected, unacknowledged, or either both. (Bennett & Robinson, 2000). Counter productive work behavior can be conscious or inadvertent and can result from a wide scope of basic causes and sources. Counterproductive work behavior is the employees' conduct that contradicts with the aim of an association. All presentation of counterproductive work behavior damages the real interests of an association. (Marcus & Schuler, 2004). It comprises broad scope of exercises that mischief workers, customers or potentially the organization. These actions run from serious, precise, and damaging to less severe

and undetermined scenes of workplace (Fox & Spector, 2005).Observing incivility among representatives isn't typical, it isn't unusual either". Instances of counter productive work behavior are: purposefully working ineffectively, taking long gaps, damage of hardware, burglary of belonging, demonstrating bias, tattling, lewd behavior, accusing others, boisterous attack, physical maltreatment, getting influence, and being degenerate. (Porath, MacInnes, and Folkes ,2011, p. 12)

Analyst have indicated that counter productive work behavior of employees brings about enormous monitory and communal costs for the organization that can result into billion dollars. (Bennett and Robinson, 2000, Galperin and Burke, 2006).

As illustrated by Harris and Ogbonna (2006), human science has explored counter productive work behavior in various aspects and the examinations have been directed mostly in the departmental segments. The crucial disparity between the impacts of counter productive work behavior in administrative and non-administrative departments is the quickness. In the management area, the negative impact of counter productive work behavior is quick, and the activities are probably going to influence the clients' evaluations of the organization. The counter conduct of workers can make residents structure negative conclusions about the legislature in control and these may have serious consequences. Regardless of the vital pretended by. There is a lack of studies tending to counter productive work behavior in the Banking sector and specifically due to Autocratic leadership style. In this examination, we address the autocratic leadership style leads to lack of employee commitment which results in the form of counter productive work behavior. However emotional exhaustion strengthen this relationship.

In spite of the fact that leadership style and employee commitment have been widely explored, scarcely has leadership style been considered with emotional exhaustion and counterproductive work behavior together in the literature work looked into up until this point. To bridge the gap ,writing this paper targets giving a statistical assessment of these factors to find out their relationship.

The offering of this examination is in 3 steps. To start with, this paper has coordinated Autocratic leadership style into a solitary system to ponder its impacts on work behavior. We have likewise also looked at the relationship through employee commitment. We have evaluated the impact of Emotional Exhaustion on counter productive work behavior. Next, we have considered the effect of demographics (such as, sexual orientation, lifespan, salary, and education). Following, we have led this investigation in a developing nation, Pakistan. According to staffing agency Kelly Services' yearly overview covering 120,000 respondents, 48 percent of employee are dissatisfied in their present jobs. Along these lines, this examination is opportune, and we accept that this circumstance must be predominant in many other developing countries.

The basic purpose of this study is to explore the co-relation between autocratic leadership style, employee commitment, Emotional Exhaustion and Counterproductive work behavior in banking sector of Pakistan. Banking industry and productivity of its employees are particularly significant while contextualizing the leadership style of organization. The paper contains further divisions of literature review, theoretical framework of model and research methodology. After that, the analysis and results have been discussed. Study results are measured through statistical tests on SPSS and AMOS. In the last division, the conclusion and limitations of the research have been discussed.

Literature Review

Autocratic Leadership Style and Counter productive work behavior

Leadership can be explained through a vast number of theories and definitions (Odumeru & Ifeanyi, 2013) which is identity of its composite and shifty character. Divisions are more eminent than intersections (Odumeru & Ifeanyi, 2013). Impact of an individual on a group is named as leadership (Northouse, 2015). Leaders along their followers form the organizational leadership (Fisk & Friesen, 2012). Shared objectives are met by influencing one another which is an interlinking and composite process (Chaudhry & Javed, 2012). Task and relationship-oriented leaders are prime focus of researchers in the field of leadership (da Cruz, Nunes, & Pinheiro, 2011). Task behaviors are the efforts directive towards acquiring goals, on the contrary relationship behaviors emphasize on an individual's comfort level with himself and others (da Cruz et al., 2011; Northouse, 2015). Performance is significant rather than people in autocratic leadership style. Power and group interactions all lie with the leader. A leader takes decision regarding policies and practices along with work related tasks, rewards and punishments (Van Vugt et al., 2004). Moreover Likert's (1961) autocratic leadership style is distinguished as a top to bottom authoritative style implicating threats and punishments while lacking communication and team work according to four management system.

Schwartz (1987) Dissatisfied and provocative behavior has been associated with autocratic organizations. De Vries et al.20 Coerced employees face anxiety issues in task oriented leadership. Substantial theoretical evidence is present against impact of leadership consideration and structure on counterproductive work behavior of employees. CWB indulges in actions that are against the organization's norms and corruptive (Bennett & Robinson, 2000; Dalal, 2005; Gruys & Sackett, 2003; Robinson & Bennett, 1995, 1997). CWB is extensive referring to research (Aquino, Lewis, & Bradfield, 1999; Bennett & Robinson, 2000) also individuals and organizations both face its significant outcomes (for reviews, see O'Leary-Kelly, Griffin, & Glew, 1996; Robinson & Greenberg, 1999). In SLT (Bandura, 1973, 1977) domination of leadership behavior on CWB has been given with rooted theoretical framework

for better interpretation (e.g., Mayer et al., 2009; Neubert et al., 2008; Pearson & Porath, 2004). Puni et al.24 Autocratic leadership style has been found to have a direct relation with quitting intentions and CWB. Therefore, we develop the hypothesis:

Hypothesis 1: Autocratic Leadership Style and Counter productive work behavior have a direct and positive relation.

Autocratic Leadership Style and Employee Commitment

Swarup (2013) has defined that autocratic style is well précised and qualified leadership style. In this type of leadership, the one who is supervising every activity of organization is the most powerful figure and only has the authority to make decisions (Gordon, 2013). There is traditional culture that leaders are good managers who make decisions and control their people.

Rafiq Awan and Mehmood (2010) have found the connection between employee commitment and autocratic leadership style. They have found that leadership style specially autocratic leadership style did not have any significant influence on the employees commitment. Lok and Crawford (1999) demonstrated that employee commitment with organization will be low if the supervisor implements autocratic leadership style.

Hunt and Liesbscher (1973) have identified that these variables defines negative relationship between them. If the supervisor is working with his employee by applying democratic leadership style then employees will be more engaged in their work relative to autocratic style (Steyrer, Schiffinger and Lang, 2008)

Hypothesis 2: Autocratic leadership style has significantly negative effect on employee commitment.

Employee commitment and Counterproductive Work Behavior

Alishba et al (2012) Hierarchical responsibility has been conceptualized as "A mental express that ties the person to the association". It is likewise depicted as laborer's interest in the work environment as the time, work friendship, work related skill, furthermore, work exertion. Felfe et al (2012) have discovered that profoundly dedicated people display elevated level of hierarchical citizenship conduct to continue their present business status that low hierarchical responsibility prompts turnover, aim to leave looking for options outside of associations. It might likewise lessen authoritative citizenship conduct, higher non-appearance and lateness, expanded turnover rate and turnover goal; mediocre execution that negatively affects adequacy and hierarchical proficiency. Employee Commitment is made out of three variables; emotional, regulating and duration responsibilities.

Alishba et al (2012) Counterproductive work conduct is characterized as "any demonstration by an individual from an association that is probably going to do hurt yet no advantage to different individuals from the association or the association in general". Workers display counterproductive conduct through various ways, i.e., inaction, dormancy, taking long breaks than really they are permitted to take, burglary, harm, malingering, and other impeding acts. Counterproductive conduct is seen as connected with various nature of expenses ,for example, monetary expenses; individual expenses and hierarchical expenses

Mougbo (2013) Worker inspiration is the center issue of an examination that illustrated a positive relation between representative inspiration and authoritative practices. Matched with profitability, there are a few benefits connected to inspired green workforce, for example, better nature of work, diminished non-attendance, lower turnover rate, higher responsibility, more fulfillment and positive self-efficacy, low feelings of anxiety and less counter-beneficial work conduct (Gutowski et al 2005).

Hypothesis 3: Employee commitment has a negative relationship with Counterproductive Work Behavior.

Emotional Exhaustion, Employee commitment and Counterproductive Work Behavior

Emotional exhaustion is characterized as "sentiments of being genuinely drained of one'spassionate sentimental assets, (Maslach, 1993, pp. 20–21) .Commitment is defined as "a optimistic, satisfying, proffesional perspective that is portrayed by force, devotion and assimilation" (Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002, p. 74). CPWB is described by a negligence for cultural and authoritative principles and values. (Martinko, Gundlach, & Douglas 2002, p. 37)

Burnout is considered to involve three measurements—emotional depletion, negativity, and incapability—and has likewise been related with lower efficiency and execution. (Maslach, Schaufeli, & Leiter, 2001). Research recommends that commitment becomes disintegrated when burnout is showed, which thoughtfully puts burnout and reduce the commitment.(Maslach and Leiter ,1997) .Committed workforce are more probable to be eager and put vitality into their employments, which thusly may prompt more significant levels of execution. (Christian, Garza, & Slaughter, 2011)

Emotional exhaustion lead to inward as well as outward attributions and these thus lead to CWB of representatives. The inner attribution results in a self-annihilation type of CWB, for example, medicate misuse, liquor use, non-appearance, aloofness, wretchedness, disappointment, and lower execution. The outside attribution brings about a retaliatory type of CWB, for

example, animosity, viciousness, misuse, sabotage,terrorism,fraud, provocation, and being degenerate. (Martinko et al.2002).Emotional exhaustion alludes to sentiments of being depleted by undertakings and obligations at working environments. Emotionally depleted representatives in view of mental exhaustion may consume less exertion at work and might be reluctant to help other people. (Mulki, Jaramillo, & Locander 2006)..Emotional exhaustion impact CWB . They utilize the stressor-feeling model which guarantee that sincerely depleted representatives have lower levels of responsibility, which builds the likelihood of displaying CWB.(Banks, Whelpley, Oh, and Shin ,2012) .Emotional exhaustion can be a significant factor in viable adapting of worry at the working environment. At the point when the adapting methodology gets counterproductive, it results in CWB. (Ito and Brotheridge ,2003).CWB results from a emotional reaction with the goal to assault the circumstance or potentially to "inactively and in a roundabout way adapt to the circumstance. (Spector & Fox, 2003, p. 274). Emotional Exhaustion prompts depersonalization and hierarchical dis-ID and these outcomes in CWB of workers. (Bolton, Harvey, Grawitch, and Berber ,2012). In light of the above contentions, we set the accompanying hypothesis:

Hypothesis 4: Emotional exhaustion strengthen the negative relationship between Employee commitment and counterproductive work behavior.

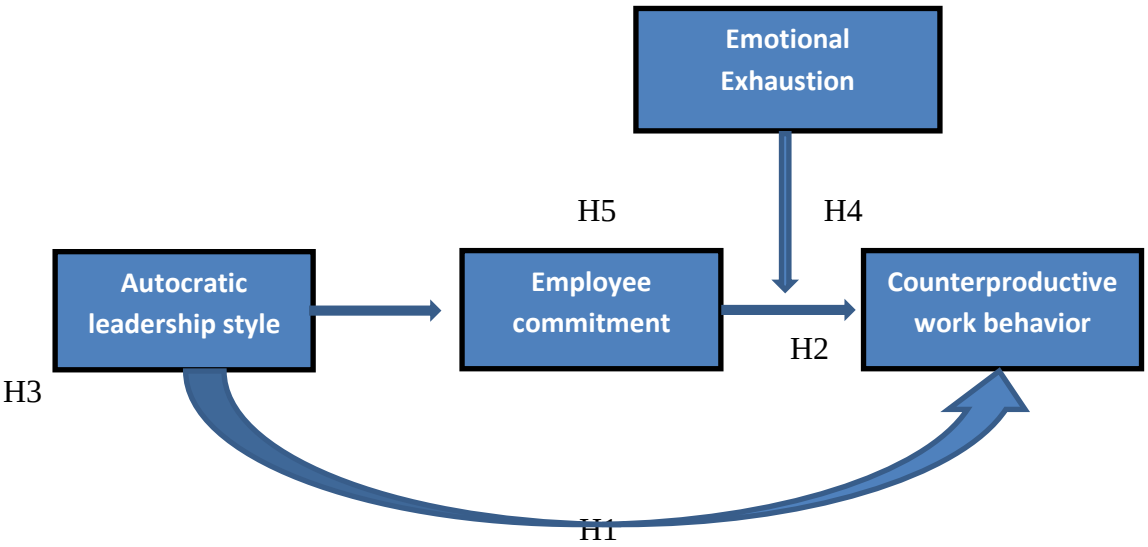
Autocratic Leadership Style, Employee Commitment and Counterproductive Work Behavior

Autocratic Leaders can damage their organization as they create a very narrow environment in the Organization. Autocratic leadership can eliminate the employee commitment. Michael (2010) postulates that autocratic leadership style develop the behavior of employees in which their commitment decreases and they wait for inevitable failure and removal of their leader. Employees become least committed to organization and intend to leave organization when leaders don't give authority to them in decision making (Callier and Mbah and Ikemefuna, 2011). Employee Commitment improves with the increase in the employee empowerment (Wayne SJ, Shore LM, Liden RC, 1997).

There is a negative relation between Employee Commitment and Counterproductive work behavior (Dalal, 2005). Employees are more emotionally attached with their organization when there is high employee commitment, hence, employees don't indulge in Counterproductive Work Behavior when they are committed with their organization and they work for its success (Meyer and Allen,1997). Therefore, the employee commitment takes the effect of Autocratic Leadership Style to the Counterproductive Work Behavior. There is negative relation between ALS and Employee Commitment and also negative relation between Employee Commitment and CWB.

Hypothesis 5: Employee Commitment is mediating the positive relationship between ALS and CWB.

Theoretical Framework



The figure above shows relationship linking different variables and shows the hypothesis of this study.

H1: The first hypothesis is the direct relation between autocratic leadership style and counterproductive work behavior. This hypothesis explains that autocratic leadership style has positive relation with counterproductive work behavior.

H2: The second relation is between autocratic leadership style and employee commitment. Basically, in this hypothesis autocratic leadership has significantly negative relation with employee commitment.

H3: The next relation is between employee commitment and counterproductive work behavior which shows that employee commitment has a negative relation with counterproductive work behavior.

H4: This relation is between emotional exhaustion, employee commitment and counterproductive work behavior. In this emotional exhaustion is moderating variable and strengthens the negative relationship connecting employee commitment and counterproductive work behavior.

H5: Employee commitment is mediates the positive relationship between autocratic leadership style and counterproductive work behavior.

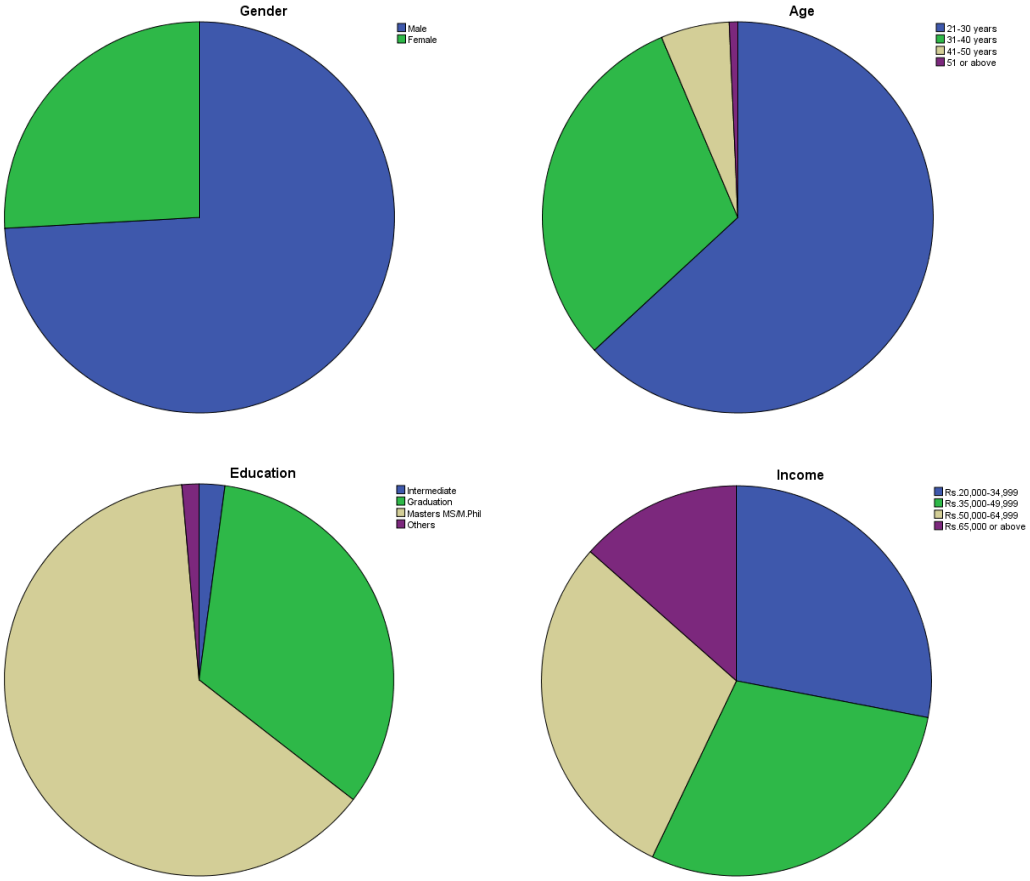
Methodology

The quantitative method of research has been used in this paper. Our exploration was cross sectional because the information from the reviews was being collected in a specific timeframe. A purposive sample of 282 respondents from banks of Multan was selected for the study. Members were drawn closer after taking earlier authorization. They were likewise informed about the investigation, objectives and moral affairs. The instrument hold two portions. First part contains demographical information. Second part is based on the study of variables. The sample constituted of 74.1 percent males and 25.9 females. Majority of respondents were from the age group of 18-35 years. All items were scaled on five focuses, using Likert's scale, specifically from SD strongly disagree =1 To SA strongly agree =5. The variables contains different number of items. Autocratic Leadership style has 4 –items in the questionnaire. Employee Commitment contain nine-items in the questionnaire which was adapted from Mowday Et Al, 1979 and used to measure perception regarding employees commitment. Perception of Counter productive work behavior was studied by a scale adapted from Spector and Fox, 2005. Emotional exhaustion contains 8-items to study this variable. Data was collected through primary sources by conducting surveys of banks. Statistical tests have been performed including T-Test, ANOVA and Regression.

Analysis and Results

Statistics were gathered from bank officers and number of responses are 282. The proportion of males is 74.1 percent and proportion of females is 25.9 percent. The sample was comprised of 63.1 percent of the 21-30 years of age and 30.5 percent of 31-40 years of age and 5.1 percent of 41-50 years of age and 0.7 percent of 51 or above age group. The 2.1 percent responses are Intermediate and 33.3 percent responses are Graduates and 63.1 percent responses are Masters MS/M Phil. and 1.4 percent responses have other degrees. The 53.5 percent of the total respondents are single, and 46.5 percent are married. The Rs. 20,000 - 34,999 Income group

is 28 percent and Rs.35,000-49,999 is 29.1 percent and Rs.50,000-64,999 is 29.4 percent and Rs.65,000 or above is 13.5 percent. The personal information of the sample is shown in the Pie Charts below:



KMO value is 0.934 which specify that the number of respondents is highly adequate as shown in Table 5.1. Items of variables in the Pattern Matrix are lying in separate column of each variables shown in Table 5.2. Reliability analysis was performed, and Cronbach's Alpha is 0.921 (shown in Table 5.3) and it is significantly higher than 0.65 degree and it indicates that items are highly in line. The value of NFI is 0.908 and value of IFI 0.913 and value of CFI is 0.912 as shown in Table 5.18.

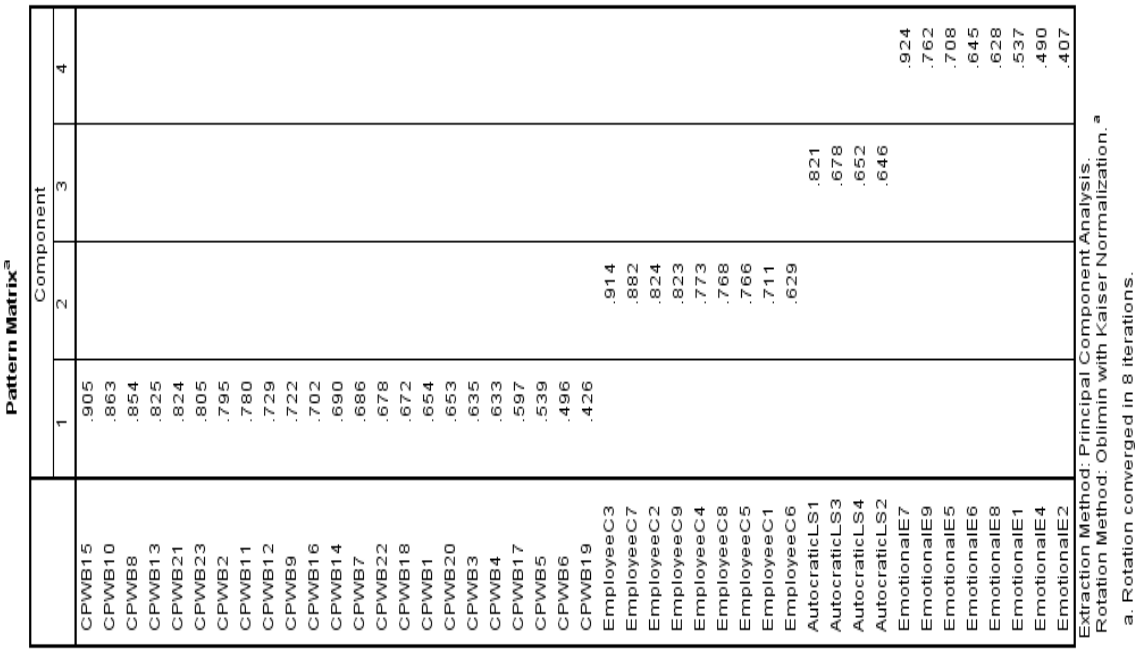
Table 5.1

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.934

Bartlett's Test of Sphericity	Approx. Chi-Square	13177.509
	df	990
	Sig.	.000

Table 5.2



Pattern Matrix[a]

	Component 1	2	3	4
CPWB15	.905			
CPWB10	.863			
CPWB8	.854			
CPWB13	.825			
CPWB21	.824			
CPWB23	.805			
CPWB2	.795			
CPWB11	.780			
CPWB12	.729			
CPWB9	.722			
CPWB16	.702			
CPWB14	.690			
CPWB7	.686			
CPWB22	.678			
CPWB18	.672			
CPWB1	.654			
CPWB20	.653			
CPWB3	.635			
CPWB4	.633			
CPWB17	.597			
CPWB5	.539			
CPWB6	.496			
CPWB19	.426			
EmployeeC3		.914		
EmployeeC7		.882		
EmployeeC2		.824		
EmployeeC9		.823		
EmployeeC4		.773		
EmployeeC8		.768		
EmployeeC5		.766		
EmployeeC1		.711		
EmployeeC6		.629		
AutocraticLS1			.821	
AutocraticLS3			.678	
AutocraticLS4			.652	
AutocraticLS2			.646	
EmotionalE7				.924
EmotionalE9				.762
EmotionalE5				.708
EmotionalE6				.645
EmotionalE8				.628
EmotionalE1				.537
EmotionalE4				.490
EmotionalE2				.407

Extraction Method: Principal Component Analysis.
Rotation Method: Oblimin with Kaiser Normalization.[a]
a. Rotation converged in 8 iterations.

Table 5.3 Reliability Statistics

Cronbach's Alpha	N of Items
.921	44

T-Test

Gender:

Hypothesis: There are notable differences between males and females towards CWB.

Interpretation: Results are congruent with assumed hypothesis as P value is 0.001 and it is drastically less than degree of 0.05. This indicates differences between males and females towards CWB. The mean value for male is 1.61 and for female group it is 1.34 as 1 indicates

strongly disagree SD and 5 represent strongly agree SA in our data, this tells us that males have more perception of CWB as compared to females. (Table 5.4)

Hypothesis: There are notable differences between males and females towards ALS.

Interpretation: Results are not congruent with assumed hypothesis as P value is 0.066 and it is more than degree of 0.05. This indicates that no notable differences between males and females towards ALS. The mean value for male is 2.22 and for female group it is 2.04 as 1 indicates strongly disagree SD and 5 represent strongly agree SA in our data, this tells us that both males and females have neutral approach towards ALS. (Table 5.4)

Hypothesis: There are notable differences between males and females towards EC.

Interpretation: Results are congruent with assumed hypothesis as P value is 0.001 and it is drastically less than degree of 0.05. This indicates differences between males and females towards EC. The mean value for male is 2.73 and for female group it is 3.03 as 1 indicates strongly disagree and 5 represent strongly agree in our data, this tells us that females have more perception of EC as compared to males. (Table 5.4)
Hypothesis: There are notable differences between males and females towards EE.

Interpretation: Results are not congruent with assumed hypothesis P value is 0.310 which is drastically more than degree of 0.05. This indicates that no significant differences between males and females towards ALS. The mean value for male is 1.87 and for female group it is 1.78 as 1 indicates strongly disagree and 5 represent strongly agree in our data, this tells us that both males and females have neutral approach towards EE. (Table 5.4)

Table 5.4 T-Test (Gender)

Group Statistics

	Gender	N	Mean	Std. Deviation
CWB	Male	209	1.6136	.67833
	Female	73	1.3347	.54222
EC	Male	209	2.7312	.82278
	Female	73	3.0313	.54217
ALS	Male	209	2.2153	.62131
	Female	73	2.0396	.72177
EE	Male	209	1.8704	.60416
	Female	73	1.7870	.59977

Independent Samples Test

		Levene's Test for Equality of Variances				
		F	Sig.	t	df	Sig. (2-tailed)
CWB	Equal variances assumed	14.213	.000	3.176	280	.002
	Equal variances not assumed			3.534	156.086	.001
EC	Equal variances assumed	15.790	.000	-2.902	280	.004
	Equal variances not assumed			-3.520	191.524	.001
ALS	Equal variances assumed	2.262	.134	1.993	280	.047
	Equal variances not assumed			1.854	111.507	.066
EE	Equal variances assumed	.002	.961	1.016	280	.310
	Equal variances not assumed			1.020	126.575	.310

ANOVA Test:

Age:

Hypothesis: There are notable differences between different age groups towards CWB.
Interpretation**:** Results are congruent with assumed hypothesis as P value is 0.000 and it is drastically less than degree of 0.05. This indicates differences between different age groups towards CWB. (Table 5.5)

Hypothesis: There are notable differences between different age groups towards ALS.
Interpretation: Results are congruent with assumed hypothesis as P value is 0.03 and it is remarkably less than degree of 0.05. This indicates differences between different age groups towards ALS. (Table 5.5)

Hypothesis: There are notable differences between different age groups towards EC.
Interpretation: Results are congruent with assumed hypothesis as P value is 0.003 and it is remarkably less than degree of 0.05. This indicates differences between different age groups towards EC. (Table 5.5)

Hypothesis: There are notable differences between different age groups towards EE.
Interpretation: Results are congruent with assumed hypothesis as P value is 0.000 and it is drastically less than degree of 0.05. This indicates differences between different age groups towards EE. (Table 5.5)

Table 5.5 ANOVA Test (Age)

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
EC	Between Groups	8.090	3	2.697	4.722	.003
	Within Groups	158.756	278	.571		
	Total	166.845	281			
CWB	Between Groups	12.313	3	4.104	10.490	.000
	Within Groups	108.772	278	.391		
	Total	121.085	281			
ALS	Between Groups	3.774	3	1.258	3.023	.030
	Within Groups	115.698	278	.416		
	Total	119.472	281			
EE	Between Groups	10.062	3	3.354	10.120	.000
	Within Groups	92.136	278	.331		
	Total	102.198	281			

Education:

Hypothesis: There are notable differences between employees having different education towards CWB.
Interpretation**:** Results are not congruent with assumed hypothesis as P value is 0.421 and it is drastically more than degree of 0.05. This indicates no significant differences between employees having different education towards CWB. (Table 5.6)

Hypothesis: There are notable differences between employees having different education towards ALS.
Interpretation: Results are congruent with assumed hypothesis as P value is 0.000 and it is drastically less than degree of 0.05. This indicates differences between employees having different education towards ALS. (Table 5.6)
Hypothesis: There are notable differences between employees having different education towards EC.
Interpretation: Results are congruent with assumed hypothesis as P value is 0.02 and it is remarkably less than degree of 0.05. This indicates differences between employees having different education towards EC. (Table 5.6)

Hypothesis: There are notable differences between employees having different education towards EE.
Interpretation: Results are congruent with assumed hypothesis as P value is 0.047 and it is less than degree of 0.05. This indicates differences between employees having different education towards EE. (Table 5.6)

Table 5.6 ANOVA Test (Education)

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
EC	Between Groups	5.771	3	1.924	3.320	.020
	Within Groups	161.075	278	.579		
	Total	166.845	281			
CWB	Between Groups	1.219	3	.406	.942	.421
	Within Groups	119.867	278	.431		
	Total	121.085	281			

ALS	Between Groups	7.664	3	2.555	6.352	.000
	Within Groups	111.808	278	.402		
	Total	119.472	281			
EE	Between Groups	2.877	3	.959	2.684	.047
	Within Groups	99.321	278	.357		
	Total	102.198	281			

Marital Status:

Hypothesis: There are notable differences between single and married employees towards CWB. Interpretation: Results are congruent with assumed hypothesis as P value is 0.000 and it is drastically less than degree of 0.05. This indicates differences between single and married employees towards CWB. (Table 5.7)

Hypothesis: There are notable differences between single and married employees towards ALS. Interpretation: Results are congruent with assumed hypothesis as P value is 0.000 and it is drastically less than degree of 0.05. This indicates differences between single and married employees towards ALS. (Table 5.7)

Hypothesis: There are notable differences between single and married employees towards EC. Interpretation: Results are congruent with assumed hypothesis as P value is 0.001 and it is notably less than degree of 0.05. This indicates differences between single and married employees towards EC. (Table 5.7)

Hypothesis: There are notable differences between single and married employees towards EE. Interpretation: Results are congruent with assumed hypothesis as P value is 0.000 and it is remarkably less than degree of 0.05. This indicates differences between single and married employees towards EE. (Table 5.7)

Table 5.7 ANOVA Test (Marital Status)

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
EC	Between Groups	7.689	2	3.844	6.739	.001
	Within Groups	159.157	279	.570		

	Total	166.845	281			
CWB	Between Groups	12.057	2	6.028	15.426	.000
	Within Groups	109.029	279	.391		
	Total	121.085	281			
ALS	Between Groups	6.521	2	3.261	8.054	.000
	Within Groups	112.950	279	.405		
	Total	119.472	281			
EE	Between Groups	16.202	2	8.101	26.283	.000
	Within Groups	85.996	279	.308		
	Total	102.198	281			

Income

Hypothesis: There are notable differences between different income groups towards CWB.
Interpretation: Results are congruent with assumed hypothesis as P value is 0.000 and it is drastically less than degree of 0.05. This indicates differences between different income groups towards CWB. (Table 5.8)

Hypothesis: There are notable differences between different income groups towards ALS.
Interpretation: Results are congruent with assumed hypothesis as P value is 0.000 and it is notably less than degree of 0.05. This indicates differences between different income groups towards ALS. (Table 5.8)

Hypothesis: There are notable differences between different income groups towards EC.
Interpretation: Results are congruent with assumed hypothesis as P value is 0.000 and it is drastically less than degree of 0.05. This indicates differences between different income groups towards EC. (Table 5.8)

Hypothesis: There are notable differences between different income groups towards EE.
Interpretation: Results are congruent with assumed hypothesis as P value is 0.000 and it is drastically less than degree of 0.05. This indicates differences between different income groups towards EE. (Table 5.8)

Table 5.8 ANOVA Test (Income)

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
EC	Between Groups	40.840	3	13.613	30.034	.000
	Within Groups	126.005	278	.453		
	Total	166.845	281			
CWB	Between Groups	24.200	3	8.067	23.146	.000
	Within Groups	96.886	278	.349		
	Total	121.085	281			
ALS	Between Groups	9.084	3	3.028	7.626	.000
	Within Groups	110.388	278	.397		
	Total	119.472	281			
EE	Between Groups	12.339	3	4.113	12.725	.000
	Within Groups	89.859	278	.323		
	Total	102.198	281			

Regression Test

Hypothesis 1: ALS has a positive and direct relationship with CWB.

Interpretation: Results are congruent with assumed hypothesis as P Value is 0.00 and it is remarkably less than the degree of 0.05. Standardized Beta coefficient is 0.356 (Table 5.10). This indicates that rise in one unit of independent variable ALS results in a rise of 0.356 units of dependent variable CWB. The value of R is 0.356 (Table 5.9) which tells us that overall 35.6 percent change in dependent variable CWB is induced by Independent variable ALS. 64.4 percent change in CWB is still unexplained. Overall the result shows that ALS has a notable and positive relationship with CWB.

Table 5.9

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.356[a]	.127	.124	.61443

a. Predictors: (Constant), ALS

Table 5.10

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.763	.127		5.991	.000
	ALS	.359	.056	.356	6.382	.000

a.Dependent Variable: CWB

Hypothesis 2: ALS has a negative relationship with Employee Commitment.

Interpretation: Results are congruent with assumed hypothesis as P Value is 0.00 and it is remarkably less than the degree of 0.05. Standardized Beta coefficient is -0.290 (Table 5.12). This indicates that rise in one unit of independent variable ALS results in a decrease of 0.290 units of dependent variable EC. The value of R Square is 0.084 (Table 5.11) which tells us that overall 8.4% change in dependent variable EC is induced by Independent variable ALS. 91.6% change in EC is still unexplained. Overall the result shows that ALS has a notable and negative relationship with EC.

Table 5.11

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.290[a]	.084	.081	.73883

a. Predictors: (Constant), ALS

Table 5.12

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.552	.153		23.195	.000
	ALS	-.342	.068	-.290	-5.065	.000

a. Dependent Variable: EC

Hypothesis 3: Employee Commitment has a negative relationship with CWB.

Interpretation: Results are congruent with assumed hypothesis as P Value is 0.00 and it is remarkably less than the degree of 0.05. Standardized Beta coefficient is -0.616 (Table 5.14). This indicates that rise in one unit of independent variable EC results in a decrease of 0.616 units of dependent variable CWB. The value of R Square is 0.379 (Table 5.13) which tells us that overall 37.9% change in dependent variable CWB is induced by Independent variable EC. 62.1% change in CWB is still unexplained. Overall the result shows that EC has a notable and negative relationship with CWB.

Table 5.13

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616[a]	.379	.377	.51811

a. Predictors: (Constant), EC

Table 5.14

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.015	.117		25.810	.000
	EC	-.525	.040	-.616	-13.079	.000

a. Dependent Variable: CWB

Hypothesis 4: Emotional Exhaustion strengthens the negative relationship between EC and CWB.

Table 5.15

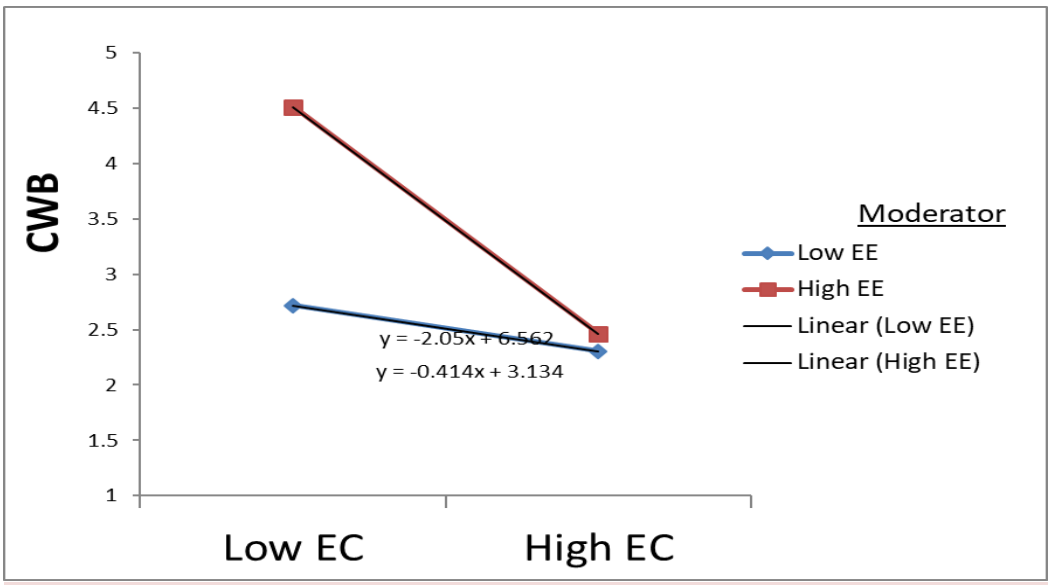
	1	2	3
R^2	0.379	0.534	0.547
Adj. R^2	0.377	0.531	0.542
EC	-0.616***		
EC		-0.330***	
EE		0.487***	
EC			0.091
EE			0.930***
(EC x EE)			-0.409***

Note: ***p < 0.01

Interpretation: Results are congruent with assumed hypothesis as P Value of Interaction term is significant at 0.01 degree. Moreover, the coefficient of beta of Independent Variable EC is -0.616 at 0.01 degree. This indicates that increase in one unit of EC leads to a decrease in 0.616 units of dependent variable CWB. When Interaction term comes into play at third step, its beta

coefficient is -0.409 notable at 0.01 degree which means that rise in 1 unit of interaction term leads to a decline of 0.409 units of dependent variable CWB. When we take into consideration the difference in beta coefficient, it is evident that there is an increase in beta coefficient after moderating variable is incorporated. Hence, we can conclude that our moderating variable EE strengthens the negative relationship between EC and CWB. Value of R^2 has increased from 0.379 to 0.534 meaning that explanatory power of model has improved after induction of moderating variable. (Table 5.15)

Figure 1.



Emotional Exhaustion strengthens the negative relationship between Employee Commitment and CWB.

Hypothesis 5: Employee Commitment mediates the relationship between ALS and CWB.

Interpretation: Results are congruent with assumed hypothesis as indirect effect between ALS and CWB is present through EC. The result states that indirect effect (B-Coefficient = 0.18) which means mediator is taking forward 18% effect (Table 5.16) of ALS towards CWB. The level of Two Tailed Significance is 0.009 (Table 5.17) which is significantly lower than threshold of 0.05. This implies that indirect effects are statistically significant and hence, there is mediation effect.

Indirect Effects (Group number 1 - Default model)

Table 5.16

	ALS	EC
EC	.000	.000
CWB	.180	.000

Indirect Effects - Two Tailed Significance (BC) (Group number 1 - Default model)

Table 5.17

	ALS	EC
EC	...	...
CWB	.009	...

Table 5.18 Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.908	.724	.913	.736	.912
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Conclusion

This article affirms that counterproductive work behavior is exhibited by employees lead by an authoritative leader with an autocratic leadership style. Puni et al.24 found that counterproductive work behavior directly relates with autocratic leadership style. Also, members inside organizations tend to perform counterproductive acts at a higher level due to verbal assertions from supervisors Marrs (2000). Our findings include that an autocratic leader is more task oriented and reduces the level of employee commitment in an organization. Lok and Crawford (1999) demonstrated that ALS implemented by supervisors' results in lower employee commitment towards organization. Hunt and Liesbscher (1973) have identified the negative relationship between these variables. Thereof lower commitment induces the negative work behaviors within employees known as counterproductive work behaviors. Employee Commitment and Counterproductive work behavior have negative relation (Dalal, 2005). Employees having high commitment are more emotionally attached to the organization and work for its success hence not indulging in counterproductive work behaviors (Meyer and Allen,1997).

Thus, employee commitment mediates the relation between ALS and CWB. Emotional exhaustion impacts CWB.

According to stressor-feeling model drained employees have lower responsibility and there is likelihood of exhibiting CWB. (Banks, Whelpley, Oh, and Shin ,2012) Emotional exhaustion is indicator of habitual worrying at work environment. There is a point when habituation gets counterproductive and outcome is CWB. (Ito and Brotheridge ,2003). Second degree moderation was found between EC and CWB through emotional exhaustion. We came to know that emotionally exhausted employees tend to practice more CWBs showing lesser commitment to the organization. We also found significant differences between males and females regarding CWB and EC. Statistics revealed that males have more perception of the CWB concept while females understand EC more persistently. Both showed neutral approach towards ALS and EE. Significant differences were observed between different age groups relating to these concepts. With respect to CWB no significant differences were found between employees of distinct education levels. Marital status and income level also showed significant differences within employees with respect to ALS, CWB, EE and EC. The moderating role of emotional exhaustion has been discussed for the first time in relation to employee commitment and CWB. It has been proven statistically that employee commitment is a significant factor mediating between ALS and CWB. Our research mainly focused on the banking sector where ALS resulted in CWB. For organizations like banks this form of leadership style is less preferred as employees are not motivated to work in a productive manner and are emotionally drained. Research implies the use of a more decentralized approach of leadership where employees are considered an equivalent member of the team. It would prove to be a beneficial instrument for maturing organizations as their key driver.

Limitations and Further Research

The sample size for this study is 282 and quantitative research method has been used. The focus of this research is on the Banking Sector in Pakistan and the derived relations in this research could not be applied in other different sectors as perception of employees is different in every sector. Further research should focus on the generalizability to study these variables in different sectors. The researchers should include the sample from different Corporations and Multi-National Firms because the findings from this research are limited to the Banking Sector. Further research should be conducted in other countries to compare the findings with Pakistan which will help us to understand the impact of demographics on this study.

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