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Antecedents of Dark Leadership: Empirical Evidence from Khyber Pakhtunkhwa Police Department

ABSTRACT

This research aimed at investigating determinants of Dark Leadership Behavior phenomenon demonstrated during the leaders and followers relations. The research evolved around establishing relationship between narcissism, Machiavellianism, hubris, abusive style of supervision and unpredictability, with dark leadership behavior amongst the leader-and followers' interaction in Police department of Khyber Pakhtunkhwa. Survey was used for collection of data about the predictors and dependent variable through a self administered adopted instrument with 54 items, from the serving police officials (n-600) with 73% return rate. Reliability and validity checks were done Cronbatch Alpha, face/ construct validity followed by a pilot study. Exploratory Factor Analysis (EFA) operationalized the indicators of all constructs using SPSS 25.0. Principal Component Analysis (PCA) along with Varimax rotation were used to extract all latent constructs. The results show that all the determinants of dark leadership have higher than recommended value of 0.7 however, narcissism, hubris and abusive supervision, amongst the six determinants, are the most significant predictors followed by authoritarian style and unpredictability of the leader. Item-to-total correlation has found satisfactory results. PLS SEM was employed for analyses and all of the proposed hypotheses were found accepted.

Keywords: *Dark leadership, abusive supervision; narcissism, Machiavellianism, authoritarian unpredictability.*

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Introduction

The leaders are mainly perceived as heroic, charismatic and transformational 'visionaries' and linchpin in transforming organizational success or failure. It is an art of commanding some one's heart and mind to an extent that he/she does something that would have not been done otherwise. According to General Eisenhower, "In order to be a leader a man must have followers. And to have followers, a man must have their confidence" (Cavell, 2007). According to Cameron (2012); positive leadership is total sum function of: positive climate, positive communication, positive relationship and positive meanings. The Leadership is believed to be in its servant and inspiring for its followers; decisive and accountable for its deeds is known as positive or principles centered leadership (Covey, 1992). There is mountain of leadership theories and literature that focuses on its ideal characteristics and behaviors for effectiveness. Out of the four critical predictors of good leadership; "the craft of leadership, the leader, the relationship between leader and led and the leadership situation", the leadership between the leader and the led is the most decisive one as leaders rise and fall with the led. (Pinnow, 2011). The good and positive leadership persuades and energizes the followers by influencing their heart and mind (Higgs, 2009).

Followership differs from following in its essence. Following in an organization is reactive in its character as it denotes to the obedience or acceptance of a subordinate to organizational authority. Whereas, followership is a conscious or priori choice of an individual as it is a product of leader and led interactive behavior (Hotep, 2010). Therefore it is said that followership is the mirror image of the leader and destructive leadership experience trigger's distrust and discontent (Greyvenstein & Cilliers, 2012). A leadership that stimulates narcissism, self-admiration, megalomania, despotism or tyranny in leader's-lead relationship is defined as 'Dark or Toxic leadership' (Tourish, 2013).

Leadership comprises of key process that stimulates a group or individual to achieve a commonly shared goal and strive to achieve harmony between the potentially contradictory goals of the organization and the employees (Northouse, 2007). Therefore, researchers have mostly been exploring the positive side of leadership and its contribution in enhancing employee performance and improving organization productivity. However, in recent years researchers have attempted to investigate the negative side of leadership that undermines the value of their followers and organizations are seen more interested in understanding the phenomenon of negative leadership and its relationship with employees' workplace outcomes (Pelletier, 2012). It is conceded that employee's commitment and

performance are dependent upon motivation factors such as; empowerment, freedom, trust and esteem (Pinnow, 2011). Leaders who abuse their followers do not earn respect and followers despite their success but subordinates hate them. Murari and Gupta (2009) regard such leaders detrimental for the organizational growth as many knowledgeable employees leave the organization as they cannot bear the rude and abusive behavior of their leaders. Conger (1990) proponent of transformational leadership phenomenon concedes that alongside positive outcomes of leaders there also entail disastrous outcomes such as; coercive persuasion, inflated behavior, self-projection and personnel gains or self-serving instead of group serving. Many leaders value submissions and acquiescence more than dissent and instead of applaud the dissenters are likely to be fired.

Organization with stringent hierarchies (such as Police Department) is more pertinent to such outcomes. It has been identified that in such strict hierarchical structure, led are more likely to accept the negative behavior of supervisor such as abusiveness (Lian, Ferris & Douglas, 2012). Furthermore, in the light “Social Learning Theory” (Bandura, 1973), argues that led who tolerate resilient authority practiced by leader, consider senior as possessing high standing (Bochner & Hesketh, 1994). Consequently, they try to match with their supervisor regardless of assuming this style of leadership as destructive. It means organization needs to have proactive approach to identify the destructive leadership take required measures before it become part of organization’s culture

The dark dimensions of a leader’s attitude towards followers instill mix of discontentment or obliviousness and generate feelings of dissatisfaction with their workplace (Herzberg, 2005; Padilla, 2007). The consistency of such behavior destroys followers’ self-esteem, lowering their commitment and productivity, thereby steering the organization on a declining path. Therefore, it shall be the primary focus of the all tiers of the leadership in an organization to develop positive style of leadership, and shun all traits of negativity that lead to darkness. Such an approach calls pro-activeness amongst leaders and stay watchful in recognition of all such factors that shape leader’s behavior in to darkness.

The paper intends to identify determinants that prompt an individual leader to engage in dark leadership behavior when interacting followers at work place. Determinants that predispose toxicity in the leaders-follower relationship include; narcissism, and self-interest, self-projection, autocratic, abusiveness, unpredictability, and egoistic attitude.

Review of Literature & Theoretical Framework

The Dark side of leadership is defined as “an ongoing pattern of behavior exhibited by a leader that results in overall negative organizational outcomes based on the interactions between the leader, follower and the environment”. The phenomenon or dark leadership syndrome has been named differently in different studies such as;

- “Petty tyrants”. (Ashforth, 1994);
- “Toxic leadership”. (Benson & Hogan, 2008; Whicker, 1996);
- “Destructive leadership”. (Einarsen, Aasland, & Skogstad, 2007);
- “Bad leadership”. (Kellerman, 2005);
- “leadership derailment”. (Tepper, 2000)
- “Aversive leadership”. (Bligh et al., 2007)

Dark-side traits can be summarized into six personality traits: “argumentative, interpersonal insensitivity, narcissism, fear of failure, perfectionism, and impulsivity” (Redmond, 2014). Leader having these traits can be toxic and destructive. Robert Hogan and others have pointed to negative personality traits as predictors of leadership derailment (Hogan & Hogan, 2001; Kippenberger, 1997). There appear to be several personality traits that are related to leader failure yet the steady across all studies are narcissism, abusive supervision, and Machiavellianism, denoted to as the “Dark Triad” (Paulhus & Williams, 2002). Measures or traits that exhibit leader’s derailment to the darkside of the continuum include; narcissism, abusive supervision, explored as an outcome of the review of the leadership related literature are discussed in succeeding paragraphs. Judge et al., (2009) while reviewing leadership recognized narcissism, hubris, and Machiavellianism as fundamental dark traits of leadership.

Dark side of leadership is predicted by range of factors though definite causation is not empirically supported in the literature. The displacement of good or constructive leader to the derailed or destructive one on the continuum is mostly influenced by personality or the situational factors (Maccoby, 2004). However, some researchers contend that the dark side of leadership is outcome of personality disorders such as narcissism or associated to leader-follower relation such as; “bullying, harassment, decreased productivity, conflict, theft and unethical behavior” (Benson & Hogan, 2008; Goldman, 2006; Hogan & Hogan, 2001; Kets de Vries, 1997).

Narcissistic is considered to be a personality syndrome in which people tend to inflate or overstate their personal qualities and accomplishments and seek others attention. They self-serving interest involves biasness in their decisions which are mostly self-serving reputation oriented instead good for others. They are obsessed with self-esteem, power, authority and appearance therefore engage in impulsive behavior of superiority. They feel

disenchanted when felt ignored and not praised for their qualities. Narcissists tend to seek admiration for even small work, downplay others and react poorly if criticized. Narcissistic are mostly exposed or rejected by their peers because of their egotism and overbearingness (Paulhus, 1998). Research finds that leaders with adverse personality traits tend to fail and are mostly labeled as; arrogant, self-centered, and arduous (Hogan & Hogan, 2001). (Hogan & Hogan, 2001).

Self –Projection or Hubris: The phenomenon of hubris denotes to superfluous sense of self-worth and excessive pride on their self-claimed knowledge and competencies. They tend to be more positive contrary to their real position and feel dejected to criticism (Baumeister et al., 2003).

Machiavellianism is a term that denotes excessive desire to gain or snatch power and prestige. Machiavellianism labelled for those people who project to be shrewd, deceitful and go all out and to any extent of morality for control of political power (Machiavelli, 2011). Leaders with Machiavellian mindset don't hesitate to lie or coerce while perusing followers for their personal interest (Petrina, 2016). Without having due regards to ethics or moral values, Machiavellians use expression management (such as; role modeling, performance assessment, peer pressures) to influence others in maximizing personal power (Judge et al., 2009; Rauthmann, & Kolar, 2012). According to Kiazad, et.al. (2010) Machiavellianism is directly related to follower's perceptions of abusive supervision; and employees perceived authoritarian leadership behavior mediates the relationship between Machiavellianism and abusive supervision.

Abusive Supervision refers to the employee's perceived behavior that leaders engage in the continued antagonistic oral or non-oral behaviors with them and such a behavior negatively affect employees' well-beings. Abusive supervision is equal detrimental for organizational health as the abused employees retaliate in organizational deviance / low productivity, considering organizational as party to the injustice done by their leaders. Some of the obvious features of abusive supervision are:

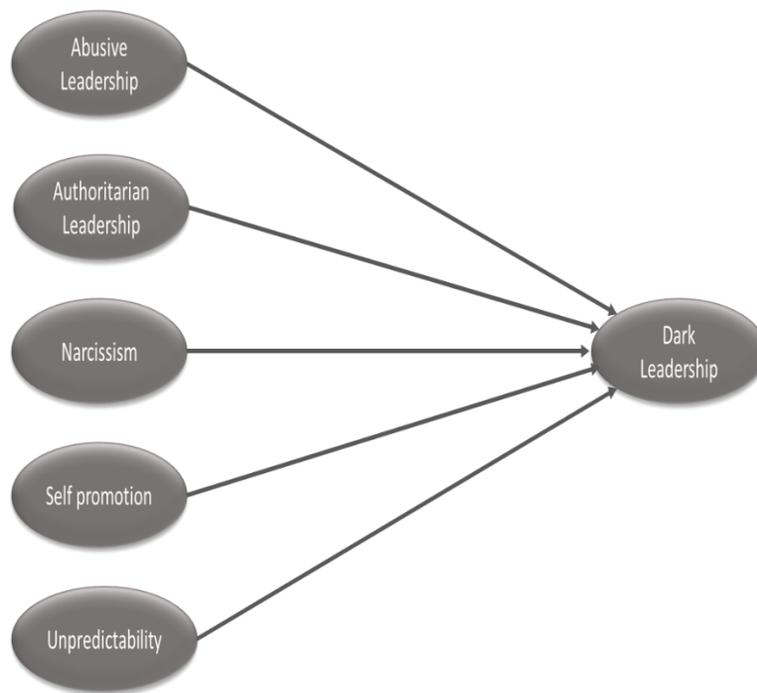
- Demands illicit favors from subordinates
- Manipulates and coerce subordinates for their undue submissions.
- Demand for absolute loyalty and illicit obedience
- Defame subordinates if they turn out of control
- Use subordinates as mean to fulfill personal agenda
- Self-focus for Self-gratification

Authoritarian leadership: The style decrees the direction, policies and processes without consulting the under command or subordinates,

controlling all activities least degree of freedom or autonomy for the subordinates. Subordinates' response to the orders given are either punished or rewarded under close supervision. Dark side of the authoritative or **autocratic leader** reflects; accumulation of power and authority; exercise full control as per own belief, and reserves the right of making decisions. According to Vroom & Mann (1960); Day & Hamblin (1964); Ley (1966) the authoritative or autocratic style of leadership is associated with negative outcomes as follow:

- Prolonged and consistent use grounds bitterness among subordinates.
- Lack of creativity and collective wisdom
- May lead to confusion
- Breeds turn over intentions
- Aggression and rebellion in the subordinate attitude

Theoretical Framework and Hypotheses



The set of Hypotheses derived from the theoretical framework developed as a result of reviewed literature are appended below.

H-1: Leaders abusive interaction is significantly related to dark leadership.

- H-2: Authoritarian leadership is significantly related to dark leadership.
- H-3: Narcissism in leaders is significantly related to dark leadership.
- H-4: Self-promotion tendency amongst leaders is significantly related to dark leadership.
- H-5: Leaders unpredictable behavior is significantly related to dark leadership.

Methodology

Survey instrument and Measures: For current research, a questionnaire survey approach was adopted in order to achieve the desired objectives. In this regards, a survey instrument was prepared which includes questions regarding different antecedents and dark leadership. Items in the questionnaire are measured with a 7-point Likert scale where 1 denotes “Strongly Disagree” and 7 denoted “Strongly Agree”. In the current study, all the constructs are reflective in nature. Six antecedents which are derived from extensive literature reviews were identified in the current study. These predictors or determinants are abusive leadership, Authoritarian leadership, Narcissism, Self-promotion, and unpredictability. All the measurement instruments for these antecedents were adapted from the work of Schmidt (2008). However, based on a qualitative study, necessary changes have been made to these items based on the context of the study. The measurement instrument for dependent construct (i.e. dark leadership) were also adapted from Schmidt (2008), however, considering the context of the current research different changes were made to capture the essence of dark leadership in police department.

As discussed earlier, this research is quantitative in its approach and used survey method to collect data from 600 police officials of Mardan Division. Out of the returned questionnaires (i.e. 457), 441 were found complete and useful generating a response rate of 73 %. The questionnaire was tested for its reliability on one hand and after face/ construct validity through veteran researchers, put through the test of pilot study as well.

Constructs Purification: In order to purify the min constructs of current research, Cronbach alpha values were calculated. The results show that all the antecedents of dark leadership have higher than recommended value of 0.7 (Hair et al., 2016). Furthermore, item-to-total correlation for every items of these constructs were run which also show satisfactory results as none of the item have less than 0.3 item-to-total correlation. Lastly, Exploratory Factor Analysis (EFA) was run to operationalized the indicators of all constructs using SPSS 25.0. Principal Component Analysis (PCA) along with Varimax rotation were used to extract all latent constructs. However, before running EFA, Kaiser-Meyer-Olkin (KMO) and Bartlett Test of Sphericity were run to find out the sample adequacy. The value of Bartlett

Test of Sphericity was significant at P value of less than 0.05 for all constructs of the research. Similarly, the values of KMO for all constructs were above than the recommended value of 0.5. A total of 59 items were extracted based on engine value greater than 1 into six factors which are abusive leadership, Authoritarian leadership, Narcissism, Self-promotion, unpredictability, and dark leadership. The extracted factor for determinants of dark leadership explain 75% of variance. The constructs which are extracted from EFA and their corresponding indicators are provided in table 1 below.

Table 1: Research constructs and their respective indicators

Construct	Code	Indicators
Abusive Supervision	Ab_Spv1	Ridicules under commands
	Ab_Spv2	Holds subordinates answerable for stuff outside their job description
	Ab_Spv3	Don't care about subordinates' responsibilities outside of work.
	Ab_Spv4	Speaks disrespectfully about under command to other people.
	Ab_Spv5	Belittles under command publicly
	Ab_Spv6	Keep subordinates reminding past mistakes
	Ab_Spv7	Makes subordinates feel incompetent
Authoritative Leadership	Ath_Ld1	Control how under command accomplishes assigned task
	Ath_Ld2	Interferes subordinates' privacy
	Ath_Ld3	Doesn't appreciate new ways of achieving goals
	Ath_Ld4	Reject ideas that differ from his own
	Ath_Ld5	Rigid on organizational policies in every circumstance
	Ath_Ld6	Takes all the decisions (important or not)
Narcissism	Nar1	Has a sense of self entitlement
	Nar2	Assumes to be most eligible for superior ranks in organization
	Nar3	Believes he is more competent than others
	Nar4	Consider himself as extraordinary man
	Nar5	Seeks for praises and personal compliments
Self-Promotion	Sel_Prm1	Changes his attitude in the presences of his supervisor
	Sel_Prm2	Don't take blame for the mistakes of his unit
	Sel_Prm3	Assist only those who can help him to get ahead
	Sel_Prm4	Take credit for others' success
	Sel_Prm5	Acts only to gain next promotion
Unpredictability	Un_Prd1	He is short-tempered
	Un_Prd2	Let his mood to affect the workplace environment
	Un_Prd3	Outburst at under command for unknown cause
	Un_Prd4	Compels under command to understand his mood
	Un_Prd5	His impation affects subordinate's emotions
Dark Leadership	DL1	Show as he/she is giving a favor
	DL2	Uses authority for personal gain
	DL3	Claims credit for good work done by others

DL4	Blames others for his / her mistakes
DL5	Exaggerates the size of subordinate's errors and weaknesses
DL6	Is not friendly and approachable
DL7	Looks out for the personal welfare of group members*
DL8	Ridicules subordinate in front of others
DL9	Breaks promises he/she makes
DL10	Shouts at subordinates for forced respect
DL11	Manipulates his goals by using feelings of charm, fear and trust
DL12	Focuses attention on irregularities, mistakes
DL13	Absent when needed and avoids getting involved when critical issues arise
DL14	Instills pride in me for being associated with him/her *
DL15	Considers the moral and ethical consequences of decisions
DL16	Accepts credit for successes that do not belong to him/her
DL17	Expresses anger at subordinates for unknown reasons
DL18	Makes subordinates feel afraid to approach him/her with problems
DL19	Keeps reminding subordinates of their past mistakes and failures
DL20	Sabotages creative /innovative ideas that contradict his/her policies
DL21	Seems threatened by other peoples' talents
DL22	Stands up to his/her superior for his/her subordinates*
DL23	Causes subordinates to try to "read" his/her unpredictable mood
DL24	Holds subordinates responsible for things outside their job descriptions
DL25	Incites conflict among his/her subordinates
DL26	Punishes the entire unit for mistakes made by one member
DL27	Allows subordinates to achieve a positive work/life balance *
DL28	Focuses only on unit productivity, to the exclusion of subordinate welfare
DL29	Amplifies constructive criticism into destructive
DL30	Does not listen to ideas or advice that contradicts his/her viewpoints
DL31	Shows off when the opportunity arises

Tests for potential bias: In order to evaluate threats of potential biases, several statistical tests were performed in the current research. Initial evaluation reports non-response bias by comparing early and late responses for 28 antecedents' items and 31 items of dark leadership. In the context of this research, early responses were defined as those which were received before reminder while late response are those which are received after sending reminders. To evaluate the same, mean values of early and late responses for all 28 antecedents' items and 31 items of dark leadership were

compared using t-test. The results of t-test show no statistical difference between early and late responses at p value less than 0.05 (Hair et al., 2016). Additionally, Common Method Variance issue was also tested using Harmon's single factor approach. According to Harmon's Single Factor test, all the items when subject to unrotated EFA should not explain more than 50% of the variance (34.5% in the current research), thus showing that common method variance is not an issue in the current research (Harman, 1967).

Data Analysis and Results: PLS SEM is one of the major methods in SEM, and as compared to CB-SEM it is based on variance (Hair et al., 2016). Rationale of using PLS-SEM in the current research is twofold: firstly, PLS-SEM works well with non-normal data and is not sensitive to sample size (Hair et al., 2016). Secondly, this technique is very useful in complex models where several model fit indices show poor results (Kemeny et al., 2016). Therefore, in current research, the proposed hypotheses were tested through PLS-SEM using Smart PLS 3 software.

Table 1: Results of measurement model

Construct	Item Code	Loading	Composite reliability (CR)	Average variance extracted (AVE)
Abusive Supervision	Ab_Spv1	0.86	0.91	0.66
	Ab_Spv2	0.96		
	Ab_Spv3	0.76		
	Ab_Spv4	0.76		
	Ab_Spv5	0.91		
	Ab_Spv6	0.87		
	Ab_Spv7	0.82		
Authoritarian Leadership	Ath_Ld1	0.74	0.85	0.75
	Ath_Ld2	0.87		
	Ath_Ld3	0.86		
	Ath_Ld4	0.72		
	Ath_Ld5	0.68		
	Ath_Ld6	0.80		
Narcissism	Nar1	0.72	0.85	0.53
	Nar2	0.72		
	Nar3	0.87		
	Nar4	0.74		
	Nar5	0.67		
Self-Promotion	Sel_Prm1	0.68	0.84	0.51
	Sel_Prm2	0.77		
	Sel_Prm3	0.71		
	Sel_Prm4	0.74		
	Sel_Prm5	0.63		
Unpredictability	Un_Prd1	0.72	.84	.62

	Un_Prd2	0.76		
	Un_Prd3	0.76		
	Un_Prd4	0.91		
	Un_Prd5	0.87		
	Nar1	0.82		
	Nar2	0.74		
Dark Leadership	DL1	0.81	0.83	0.56
	DL2	0.91		
	DL3	0.87		
	DL4	0.82		
	DL5	0.82		
	DL6	0.87		
	DL7	0.82		
	DL8	0.74		
	DL9	0.87		
	DL10	0.86		
	DL11	0.72		
	DL12	0.68		
	DL13	0.80		
	DL14	0.72		
	DL15	0.72		
	DL16	0.87		
	DL17	0.72		
	DL18	0.87		
	DL19	0.74		
	DL20	0.67		
	DL21	0.68		
	DL22	0.77		
	DL23	0.71		
	DL24	0.74		
	DL25	0.63		
	DL26	0.68		
	DL27	0.77		
	DL28	0.71		
	DL29	0.74		
	DL30	0.63		
	DL31	0.72		

Note: composite reliability (CR) = $\sum (\text{Factor loadings})^2 / \{\sum (\text{Factor loadings})^2 + \sum (\text{Error variances})^2\}$.

Average Variance Extracted (AVE) = $\sum (\text{Factor loadings})^2 / \{\sum (\text{factor loadings})^2 + \sum (\text{error variances})\}$

Assessment of the Inner model: For the assessment of the inner model, a two-step approach was applied as suggested by Anderson & Gerbing (1988). However, firstly Cronbach alpha values of all latent variables were calculated and found that all the constructs have more than the recommended value of 0.6 which further ensure the internal consistency (Hair et al., 2016). Confirmatory Factor Analysis (CFA) was used to assess validity and reliability of these constructs. Firstly, all constructs were put to the test of convergent

validity and composite reliability. According to Anderson and Gerbing (1988), there are three conditions for convergent validity. These are: factor loading must be greater than 0.5 (Hair et al., 2016); composite reliability of all constructs must be greater than 0.7 (Fornell & Larcker, 1981); lastly, Average Variance Extracted (AVE) must be greater than 0.5 (Bagozzi & Yi, 1988). Table 2 below shows the convergent validity of all constructs of the current research. In the second step, discriminant validity was evaluated using suggestion given by Anderson and Gerbing (1988) which stated that the square root of AVE of each construct must be greater than inter-correlation between all other constructs. Table 3 below shows that factor loading greater than 0.5 and AVE values greater than 0.5. all the constructs taken in this research satisfy the above mentioned criteria. Apart from this, Variance Inflation Factor (VIF) were also calculated for all constructs to justify that there is no multicollinearity. VIF values for all the constructs were less than 5 which suggests no multicollinearity.

Table 3: Discriminant validity of constructs

	AS	AL	Nar	Self	Unp	DL
Abusive Supervision	.89					
Authoritarian Leadership	.33	.78				
Narcissism	.16	.13	.79			
Self-Promotion	.18	.23	.02	.78		
Unpredictability	.17	.14	.12	.04	.78	
Dark Leadership	.14	.06	.07	.16	.11	.76

Note: Value on the diagonals represents the square root of AVE while the other entries represent the correlation values.

Assessment of the Outer model: The results of hypothesis testing are represented in table 4 and table 5. The results indicate that the 5 hypotheses developed were supported.

The first hypothesis was about the influence of abusive supervision on dark leadership. It was found to positively influence dark leadership ($\beta = 0.21$, $p < 0.05$). Thus, resulting in acceptance of H1.

The second hypothesis was about the impact of Authoritarian Leadership on Dark Leadership. Authoritarian Leadership was also found to positively influence Dark Leadership ($\beta = 0.223$, $p < 0.05$). Therefore, H2 was accepted.

Third hypothesis linked Narcissism to Dark Leadership was found to positively influence with ($\beta = 0.173$, $p < 0.05$). This resulted in the acceptance of H3.

The fourth hypothesis measured the influence of Self-Promotion on Dark Leadership, the results shows that Self-Promotion is positively related with dark leadership with ($\beta = 0.243, p < 0.05$). Hence H4 was accepted.

Lastly, H5 hypotheses unpredictability with dark leadership. The results show that Unpredictability is positively associated with dark leadership with ($\beta = 0.164, p < 0.05$). Thus, resulting in acceptance of H5.

Table 5 also displays the value of Q² and R² for endogenous constructs. Hair et al. (2017) recommended that both Q² and R² should be incorporated in predictive relevance of the model. The values of R² for the dark leadership is 0.23, this suggest that all the five antecedents explained 23% participation in dark leadership. Furthermore, the procedure of blindfolding was performed to obtain the values of Q². The calculated Q² values for dark leadership was .219, which were greater than zero (Hair et al., 2017). Consequently, the model attains predictive relevance.

Table 4: Path coefficients and hypothesis testing

Hypothesis	Relationship	Beta value	Standard error	t-value	Decision
H1	Abusive Supervision → Dark Leadership	.211	.075	2.39	Accepted
H2	Authoritarian Leadership → Dark Leadership	.223	.065	2.81	Accepted
H3	Narcissism → Dark Leadership	.173	.071	2.26	Accepted
H4	Self-Promotion → Dark Leadership	.243	.067	2.82	Accepted
H5	Unpredictability → Dark Leadership	.162	.077	2.26	Accepted

Table 5: Results of prediction values

	SSO	SSE	Q ² ($= 1 - \frac{SSE}{SSO}$)	R ²
Abusive Supervision	1431.00	1431.00		
Authoritarian Leadership	1521.00	1521.00		
Narcissism	1341.00	1341.00		
Self-Promotion	1620.00	1620.00		
Unpredictability	187600	1501.88		
Dark Leadership	1945.00	1518.66	0.219	0..23

Notes: Blindfolding procedure only conducted for reflective constructs.

Discussion

The aim of this research study was to determine determinants of dark leadership behavior and measure the impact of the associated factors on

dark behavior. Leadership behavior rationale outcome of the reciprocal relationship between leader and the follower which moves from good to bad or positive to dark behavior along leadership continuum. Burns (2003, as cited in Higgs, 2009) argues that leadership is essentially good.

Conclusions

There always exists a dire need of the organization to develop, practice and maintain positive / constructive approach of leadership to make work place productive and followers are psychologically charged positively. To ensure such leaders-led relationship at work place, the leadership at all level in the organizations have to shun or discourage demonstration of dark side of leadership and preempt to eradicate such tendencies or factors that affect in developing dark side of leadership. It is unfortunate, that there is no comprehensive research literature on factors affecting dark leadership and its consequential effect on the employees' outcomes at work place. Hence there is a need of study to identify, examine and critique literature surrounding the causes of dark leadership in the light of known theory, concepts and frameworks so as to eradicate them on one hand and structure to transform constructive style of leadership at workplace.

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