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“Exploitative Leadership as a Determinant of Subordinates Circadian Rhythm Affect, Sentimental Exhaustion and Innovativeness: Banking Sector of Pakistan”



By:

Sawera Ishaq

01-321221-025

Supervisor:
Dr. Harris Laeeque

Department of Business Studies

Bahria University Islamabad

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Names of Student(s):

Enroll #

Sawera Ishaq

01-321221-011

Class: MBA/HRM

Approved by:

Dr. Harris Laeeque

Supervisor

Examiner-I

Examiner-II

Dr. Syed Haider Ali Shah

Research Coordinator

Dr. Khalil Ullah Mohammad

Head of Department

Business Studies

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ABSTRACT

In the present study, we examine the process through which exploitative leadership impacts employee Innovativeness. Specifically, we test whether exploitative leadership is associated with lower levels of employee innovativeness and if this effect is mediated by employee Cardiac rhythm and sentimental exhaustion. Results showed that exploitative leadership had an indirect negative relationship with employee innovativeness via its impact on employee cardiac rhythm and sentimental exhaustion. These findings contribute to a better understanding of the negative effects of exploitative leadership on employee innovativeness and the processes by which they occur.

CHAPTER 1: INTRODUCTION

1.1 Overview of the introduction

1.1.1 General Overview:

This chapter establishes the overarching background and goal of the research, serving as the thesis's cornerstone. It starts by giving a general overview of the issue being studied, then formulates a research question and lists its objectives. Additionally, it discusses the study's impact and relevance, underscoring its significance within the area.

1.1.2 Problem Overview:

Let's start by exploring the issue at hand. We hope to shed some light on this thesis's specific problem or challenge that needs serious analysis. By identifying the issue, we may gain a deeper understanding of the topic and use our research to solve it.

1.1.3 Research Question:

It's critical to develop a precise research question in order to address the issue. This query will direct our investigation and aid in the collection of required data and insights. We can narrow our focus and make significant contributions to the body of knowledge on the topic by raising a focused question.

1.1.4 Objectives:

In order to address the research issue, we have developed a number of goals that will act as checkpoints along the course of the investigation. These goals serve as a road map for our research, ensuring that we stay on course and achieve the intended results. We can tackle the subject methodically and generate useful results by segmenting the study process into manageable tasks.

1.1.5 Importance:

It is impossible to exaggerate the importance of this study. We want to fill a gap in the state of the art and progress the field by carrying out this research. Our research will offer insightful information that decision-makers, practitioners, and researchers may all use. Additionally, this study may have consequences for practical applications, providing advantages in real-world settings and enhancing knowledge of the topic. This chapter establishes the foundation for the succeeding chapters, which will go into further detail about the study topic, methods, analysis, and conclusions by defining the framework for this thesis. We hope to add significant new knowledge to the body of existing knowledge and progress the discipline through a thorough and rigorous examination.

1.2 Background

Despite the nation's continued economic issues, an increasing percentage of Americans are quitting their employment in search of better prospects(Sorenson, 2013). This result should come as no surprise, given that a sizeable proportion of employees—

between 65% and 75%—(Hogan & Robert B, 2005). These high estimations show that poor management can do more than just be an ineffective leader; it can also actively affect employees' productivity and well-being (Krasikova et al., 2013).

According to earlier studies, damaging leadership practices have an adverse influence on employee outcomes that is at least as great as their beneficial impacts. Exploitative leadership, a particular type of destructive leadership (Tepper, 2000), has been connected to a number of unfavorable outcomes in companies. Reduced job satisfaction, performance, and organizational commitment are among these effects (Mackey et al., 2015; Martinko et al., 2013; Tepper, 2007; Zhang and Bednall, 2015). They also include higher employee stress and disruptive conduct in the workplace. According to Martinko et al. (2013), there is currently a lack of knowledge about the mechanisms by which perceptions of exploitative leadership actually affect behavioral and sentimental results.

The goal of the current study is to add to the body of knowledge by analyzing the effects of exploitative leadership on the creative performance of employees, which is a generally unexplored employee outcome. Additionally, this study will look into how circadian rhythm and sentimental exhaustion are two potential mediators of the link between exploitative leadership and innovative performance. We aim to shed insight on how exploitative leadership affects employees' capacity for innovative idea generation and the mechanisms underlying this relationship by investigating these characteristics.

In order to better understand the effects of exploitative leadership monitoring in the workplace, we are undertaking this study. Insights from the research may help businesses and leaders address and lessen the negative consequences of exploitative leadership, resulting in healthier work environments and better performance and well-being among employees.

Developing fresh, practical ideas is what it means to be innovative. Being innovative at work can take many different forms, from making minor changes to larger-scale problem-solving or inventions. Organizations need to foster innovation in order to thrive in the rapidly changing world of today. Making a comfortable environment for staff members to experiment and take chances with their ideas is one

method to achieve this. In fact, a recent survey indicated that CEOs believe creativity to be the most crucial leadership trait in the modern, complicated economy.

However, the majority of leadership studies have concentrated on the ways in which effective leadership philosophies, such as transformational leadership, can foster innovativeness. Despite a few exceptions, little research has been done on the ways in which detrimental leadership philosophies might actually reduce employee innovativeness. Additionally, although little research has been done on the variables that potentially mitigate the association between exploitative leadership (when a manager mistreats their staff) and employee outcomes, little focus has been placed on understanding the psychological mechanisms behind this association.

We looked at ideas that describe how our resources and emotions can impact our conduct at work to fill in these gaps. We suggest that the link between abusive supervision and creativity can be explained or mediated by emotional stress and sleep deprivation. We contend that the constant stress brought on by a controlling employer might deplete our social and psychological reserves, which in turn constricts our capacity for original thought.

In conclusion, this study advances our understanding of abusive supervision by examining the effects of such monitoring on creativity. Additionally, it looks at how emotional stress and sleep deprivation, when combined with abusive supervision, affect work output. Finally, it makes use of a theory known as conservation of resources to assist explain why undesirable results occur when workers are subjected to exploitative leadership.

Leaders have a tremendous impact on employees and their work in Pakistan's banking industry. Exploitative leadership, in which managers put their personal needs above those of their workers and exercise excessive influence over them, is a problem. Employees' emotions and capacity for innovation may be negatively impacted.

Employees' emotions are impacted by the circadian rhythm effect, which occurs when their biological clock and the demands of their jobs are out of sync. Work-life balance, excessive control, and long hours are just a few examples of exploitative leadership techniques that throw off employees' biological cycles and make them feel bad. This may result in a decrease in job satisfaction, a rise in the urge to quit, and a general decline in well-being.

For banks to remain competitive and fulfill client expectations, innovation is essential. It refers to an employee's propensity for and capacity for developing and implementing novel ideas. Employers' capacity for innovation, willingness to take calculated risks, and innovative thinking can all be hampered by exploitative leadership. This may hamper both their capacity for innovation and the company's capacity to generate fresh, inventive ideas.

Not much research has been done on how exploitative leadership influences employees' circadian cycles and innovativeness, notably in the context of Pakistan's banking industry, despite the significance of the banking sector and the need for innovation. This thesis investigates the link between exploitative leadership and these results in an effort to close that research gap.

This research intends to offer useful insights into the detrimental impacts of exploitative leadership by examining the presence and features of exploitative leadership in the banking sector of Pakistan as well as how it affects workers' circadian rhythm and innovativeness. It also highlights the significance of effective leadership that prioritizes worker well-being and promotes an innovative culture.

This study's conclusions will advance both theory and practice. Theoretically, it will improve our comprehension of how exploitative leadership, in the particular context of Pakistan's banking sector, adversely affects employee well-being and inventiveness. It will expose the processes and impressions connected to exploitative leadership, which affect circadian rhythm and stifle innovation.

Practically speaking, the findings will assist banking businesses in realizing the significance of supporting good leadership practices that place a premium on worker wellbeing and promote innovation. The negative effects of exploitative leadership can be reduced and a better and more productive work environment can be created by banks by identifying these repercussions and developing targeted interventions and leadership development programs.

In conclusion, the purpose of this thesis is to investigate how exploitative leadership impacts employees' circadian rhythms and innovativeness in Pakistan's banking industry. By filling in this knowledge vacuum, the study hopes to advance better leadership techniques, enhance employee well-being, and boost organizational performance in the banking industry.

1.3 Problem Statement:

Many of the bosses in the banking industry in Pakistan are exploitative leaders. They don't care about the well-being of their employees, care more about themselves, and exercise excessive control over them. Employees may suffer as a result of this leadership style, especially in terms of how they feel and their capacity for innovation. However, little study has been done to determine precisely how exploitative leadership impacts these factors in Pakistan's banking industry.

This thesis addresses the issue that little is known about how exploitative leadership affects workers' perceptions of themselves and their capacity to generate original ideas in Pakistan's banking industry. Exploitative leadership is detrimental to both the organization as a whole and its personnel, as past studies have shown. But because it's crucial to the nation's economy, to meet customer wants, and to keep up with new technology, we need to research it more in the banking sector.

The exploitative leadership issue and how it impacts employees' sentimental and biological clocks in Pakistan's banking industry are the main topics of this thesis. Exploitative managers over-control their staff, make them put in long hours, and prevent them from striking a healthy balance between work and personal life. The natural bodily cycles of the workers are upset, and they experience negative sentimental effects. It may result in decreased job satisfaction, a desire to leave their professions, and a general decline in well-being.

It's critical to comprehend how exploitative leadership affects employees' capacity to generate original ideas in Pakistan's banking industry. For banks to remain competitive and fulfill client expectations, innovation is essential. Employers may not be encouraged to think creatively, take chances, or wish to come up with new ideas by exploitative bosses, nevertheless. This may reduce an individual's and an organization's capacity for creativity.

Therefore, the purpose of this thesis is to investigate the connection between exploitative leadership, employees' biological clock perceptions, and their capacity for innovation in Pakistan's banking industry. By doing this study, we seek to gain a better understanding of the negative consequences of exploitative leadership and highlight the significance of having leaders that value employee well-being and promote innovativeness. In the end, we want to support the development of superior leadership

techniques in banking that result in contented workers and enhanced productivity for the business.

1.4 Research Objective:

The main goal of this thesis is to examine the connections between exploitative leadership and two significant outcomes, namely the circadian rhythm effects and innovativeness of subordinates, in Pakistan's banking industry. The research specifically attempts to achieve the following goals:

- 1) To evaluate the presence and distinguishing features of exploitative leadership practices in Pakistan's banking industry.
- 2) To investigate how exploitative leadership affects workers' sentimental health and circadian rhythm as a result of the discrepancy between their biological clocks and work demands.
- 3) To examine how exploitative leadership affects employees' ability to come up with original and innovative solutions for work-related problems.
- 4) To advance our knowledge of how exploitative leadership negatively impacts workers' well-being and their capacity to inspire innovation, adding to the body of theoretical knowledge in this particular field.

This new version adheres to scholarly writing rules while maintaining its clarity and succinctness by following an academic formal style.

1.5 Research Questions:

- 1) How can exploitative leadership damage workers' emotional health and circadian rhythm because of the incongruity between their biological clocks and the demands of the job?
- 2) How might research on the detrimental effects of exploitative leadership on the creativity and well-being of employees advance our theoretical knowledge of leadership?
- 3) How does exploitative leadership impact employees' propensity for and capacity for original thought, which is a sign of innovation?

- 4) How does exploitative leadership affect employees' circadian rhythms and their capacity to come up with novel ideas? What are the causes and experiences?

1.6 The Theoretical framework Of the Study:

A number of fundamental ideas and theories form the foundation of the theoretical framework for the research of the connections between exploitative leadership, the circadian rhythm effect of subordinates, and innovativeness in Pakistan's banking industry.

Exploitative Leadership: The term "exploitative leadership" refers to a leadership approach in which managers abuse and misuse their authority over employees. This type of leadership entails imposing authority, using deceptive tactics, and ignoring the welfare of subordinates. The basic assumption is that exploitative leadership has a negative impact on workers' attitudes, actions, and output.

The circadian rhythm, which controls our sleep-wake cycle, hormone release, and other physiological functions, is the body's internal biological clock. The term "circadian rhythm affects" describes the emotional states and mood swings brought on by the daily fluctuations in our circadian rhythm. According to research, circadian rhythm disturbances may have a negative impact on a person's behavior, cognition, and overall well-being.

Innovativeness is the capacity and propensity to develop and apply novel concepts, procedures, goods, or services. It includes the capacity for innovation, problem-solving abilities, and risk-taking. To adapt to shifting surroundings, maintain competitiveness, and achieve sustainable growth, companies must be innovative.

According to the theoretical paradigm, exploitative leadership has a negative effect on subordinates' circadian cycle and, as a result, their level of inventiveness. Employees' circadian rhythms can be disturbed by the negative effects of being subjected to exploitative leadership, such as psychological anguish, lower job satisfaction, and increased stress. Employees may find it more difficult to think creatively, come up with novel ideas, and take aggressive actions as a result of this disturbance, which can result in lower positive affect and increased negative effect.

1.7 Structure of the Thesis:

Chapter 1: We give a summary of the entire study in this chapter of the thesis, which is the Introduction. The foundation for the remainder of the argument is laid in this chapter. We begin by outlining the context of the study and briefly outlining the issue we are looking at. We also outline the goals of the study, the queries we hope to address, and the theoretical framework we'll be relying on. We also stress the importance of the study and its contribution to the body of knowledge. Finally, we go over the approach we used for this study.

Chapter 2: The Literature Review of the thesis examines earlier studies that are relevant to the key ideas of our investigation. We begin by reviewing the research on knowledge and talking about its importance. The idea of knowledge management and sharing is then explored, focusing on how businesses might efficiently manage and exchange knowledge. We also go into great detail about organizational culture and all of its different facets, emphasizing how crucial it is in influencing behaviour inside an organization. We then look at potential relationships between organizational culture and information sharing, specifically how organizational culture can affect knowledge-sharing practices.

Chapter 3: This is the Theoretical Framework chapter of the thesis, where we present the research model that directs our investigation. In this chapter, we present an explanation for the validity of our study hypotheses and explain the rationale behind them. We lay out the connections and interconnections among the various variables and ideas in our study, constructing a logical framework that aids in the comprehension and analysis of the data we gather.

Chapter 4: The methodology section of this chapter of the thesis provides an explanation and justification of the research approach utilized to evaluate the theoretical model created in Chapter 3. We examine the study's goal and research paradigm in this chapter, which clarifies the motivation behind the study's design and methodology. We also detail the target population and the sampling strategy we utilized to choose participants for our research, as well as the unit of analysis, which is the particular emphasis of our study. Additionally, we describe the methods we used to gather the data, such as surveys or interviews, and how we statistically processed the information to come to significant findings. Finally, we discuss the study's ethical issues to make

sure that the participant's rights and well-being were respected throughout the research process.

Chapter 5: The Data Analysis section of the thesis is where we review and interpret the data we gathered for our investigation. The analysis of the descriptive statistics, which gives a summary of the traits of the respondents and the key variables we looked at, opens this chapter. We consider participant characteristics like age, gender, and other pertinent data.

The outcomes of several statistical analyses we performed on the data are then reported. To make sure the measurements we utilized are accurate and consistent, we run a scale reliability test. In order to determine whether there are any links or relationships between the various variables, we also look at their correlations. Additionally, we do multiple regression analysis to find any important predictors or elements that might have an impact on the outcome under consideration. We go into great length in this chapter to explain how the outcomes of our data analysis came about. We explain the results in light of our research hypotheses and take into account any implications for future research. By the end of the chapter, each of the hypotheses that we put up in earlier chapters has been extensively examined, discussed, and conclusions have been drawn based on the data that has been analyzed.

Overall, this chapter is quite important in revealing trends and insights from the gathered data, assisting us in better comprehending the interactions between variables and producing insightful research results.

Chapter 6: We conclude our investigation in the Conclusions and Implications portion of this chapter of the thesis. We give an overview of the main conclusions and revelations from our investigation in this chapter. We emphasize the key findings and deductions we made from the data analysis, emphasizing their importance and applicability to the area of study we are investigating. We take this chance to consider how our work has added to the corpus of existing knowledge. We talk about how our research has filled in any gaps in knowledge, added new insights, or expanded our comprehension of the subject. By doing this, we show how valuable and crucial our work is to the development of the area.

This chapter also provides implications for further research. We pinpoint areas where additional study can expand on our results and go more deeply into unresolved issues or

understudied facets of the subject. We might make new research recommendations, methodology, or variables to take into account. We invite other academics to carry out more research and build upon the foundations we have established by offering these implications.

The fact that this chapter acts as a reflection and wrap-up to our research journey must be noted. It enables us to highlight the significance of our findings, highlight the importance of our research, and encourage additional research in the future.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction:

Leadership matters in organizations because it has an impact on how workers behave, feel, and perform, such as banks in Pakistan. Exploitative leadership is one style of leadership that disturbs specialists. Exploitative bosses don't care about their workers' welfare, prioritize their own interests, and exercise excessive control over them. This analysis examines the body of literature on how exploitative leadership impacts employees' body clock feelings and levels of innovation in Pakistani banks.

When managers or leaders prioritize their own interests over the development and well-being of their staff, they exhibit exploitative leadership. They abuse their authority and don't think about what their workers deserve or need.

Exploitative bosses prefer to have total authority over their staff. They may closely monitor and supervise their work, ensuring that they adhere to precise guidelines without granting them any discretion or authority over the process. The majority of decisions are made by these executives, and they rarely consult their staff on crucial ones.

These managers prioritize their own objectives, even if it means putting their subordinates' needs last. They prioritize personal gain, power, or recognition over fostering the growth and success of their colleagues. Employee growth and job satisfaction are hampered by the absence of support and direction.

Unfair treatment of staff members is another aspect of exploitative leadership. When managers don't give their staff the recognition or benefits, they deserve, they may claim credit for their efforts. They might even favor some workers over others, which foster a toxic workplace where workers become irritated and lose faith in their managers.

Numerous harmful effects result from exploitative leadership. Employees experience increased stress, worry, and burnout as a result, which lowers their job satisfaction and engagement. They may become less driven and productive as a result. Employees may quit the company in order to work somewhere where they are respected and supported.

Effect of Circadian Rhythm Circadian rhythm effect is the emotional state and mood swings people go through when their internal body clock doesn't coincide with their work or daily schedule.

Our bodies contain a biological clock that regulates vital functions like when we sleep, when hormones are produced, and how our metabolism operates. This clock runs on a 24-hour cycle that is affected by daylight and nighttime. Negative emotions might result from a misalignment between our body clock and our routine or lifestyle. Negative emotions including stress, anxiety, impatience, and fatigue may surface in the setting of the circadian rhythm effect. We may experience this if we work night shifts, have erratic sleeping patterns, put in a lot of time at the office, or spend too much time in artificial light. Our body's internal clock may be thrown off by these interruptions, which may also have an emotional impact.

These detrimental emotional states brought on by circadian rhythm disturbance can significantly affect our general well-being, productivity at work, and general quality of life. They may cause us to feel less satisfied with our work, be more prone to burnout, wish to quit, and have an impact on our ability to think clearly. They may also have an impact on our mental health and interpersonal connections.

Understanding how circadian rhythm affects our bodies is crucial because it serves as a reminder of how crucial it is to match our work schedules and surroundings with our bodies' natural rhythms. Organizations and people can find strategies to improve sleep patterns, foster more supportive work environments, and strike a better balance between work and personal life by becoming aware of and addressing the impacts of circadian rhythm disturbance on our emotions.

2.2 Innovativeness:

Being innovative is having the capacity and desire to develop novel and original concepts, methods, or new goods, services, or procedures. It entails using creativity, taking chances, and making adjustments that result in advancement or improvement.

Being innovative as a person entail being receptive to discovering novel possibilities, challenging conventional wisdom, and exercising original thought. It entails having an open mind, adaptability, and willingness to try new things. People that are very innovative are capable of coming up with novel ideas and finding creative solutions to issues.

Innovativeness in an organizational setting refers to how effectively a business or institution promotes a culture that supports and encourages innovation. This entails fostering an atmosphere that values and rewards creativity. It entails offering resources for research and development, encouraging employee collaboration, and dispersing knowledge. New goods, services, business models, or methods of operation that set the company apart from rivals and support its long-term success are examples of organizational innovation.

Being inventive is crucial in today's hectic and cutthroat corporate environment. It aids businesses in adjusting to shifting consumer needs, seizing new opportunities, and staying one step ahead of the competition. Innovations can boost productivity, increase customer satisfaction, boost revenue, and promote long-term growth. Being inventive is even more essential for surviving and staying ahead in businesses where technologies are developing quickly or where client tastes are shifting.

Organizations frequently employ tactics like fostering a culture that promotes creativity and permits experimentation to foster innovation. For research and development, they offer resources and assistance. They promote collaboration and the contribution of different viewpoints among staff members from various departments. They also set up procedures for coming up with and assessing ideas. For the purpose of developing and preserving innovation, it's also critical to continually study, manage knowledge effectively, and stay current with new developments and market trends.

2.3 Effects of Exploitative Leadership on Circadian Rhythm Effect:

People experience the circadian rhythm effect when their body clock and job schedules are out of sync. Employees' body clocks can be disrupted, and they may experience bad feelings as a result of exploitative leadership, which involves employers controlling too much, making workers work long hours, and not having a proper work-life balance. According to studies, unpleasant emotions like stress, anxiety, and exhaustion can make workers dissatisfied with their occupations, wish to quit, and have an adverse effect on their general health. Exploitative leadership has a negative effect on how employees feel, according to research done in a variety of settings. It's critical to understand how this directly impacts workers in Pakistan's banking sector.

2.4 Effects of Exploitative Leadership on Innovativeness:

Innovation is really important for banks to compete and meet customer needs. But exploitative leadership can hold back employees from being innovative, which means they might not come up with new and exciting ideas or put them into action. Research shows that exploitative leadership can stop employees from thinking creatively, taking risks, and feeling motivated to innovate. This can lead to less innovation happening, employees not being as engaged, and the bank not being able to adapt well to changes. Because innovation is so important in the banking sector of Pakistan, it's crucial to understand how exploitative leadership affects employees' ability to be innovative and figure out why this happens.

2.5 Effects of Exploitative Leadership on Sentimental Exhaustion:

It has been discovered that exploitative leadership, which is characterized by harsh and self-serving behaviors towards subordinates, has considerable detrimental consequences on emotional health, particularly emotional weariness. This style of management generates a toxic workplace that may cause workers' stress levels to rise. High-stress levels are a result of excessive workloads, unfair treatment, and bullying techniques used by exploitative bosses. Over time, this can empty emotional reserves and lead to emotional tiredness. A culture of disdain and disregard is also fostered by exploitative bosses since they frequently lack support and fail to build relationships of trust with their staff. Employees may feel devalued and unloved in this hostile emotional environment, which exacerbates emotional weariness. Employee dissatisfaction with their work and organization as a result of mistreatment and exploitation has a negative impact on job satisfaction. Emotional tiredness can also be exacerbated by the strain of a high-stress workplace and a declining sense of job satisfaction. Additionally, exploitative leadership can sabotage the work-life balance by placing too much pressure on employees, which leaves them with little time and energy for their personal lives and self-care. Emotional weariness is further exacerbated by the consequent imbalance between work and personal life. Employees who are subjected to exploitative leadership may also see a reduction in their devotion to the organization. People's commitment and motivation to help the organization achieve its goals decrease when they feel mistreated and undervalued, which exacerbates emotional tiredness. Promote supportive leadership practices, create a good work atmosphere, and give employees access to tools for stress

management and well-being in order to lessen the negative consequences of exploitative leadership on emotional tiredness.

2.6 Conclusion:

This paper emphasizes the importance of researching exploitative leadership in Pakistan's banking industry and its effects on workers' emotional health as it relates to their biological clock and creative potential. According to earlier research, exploitative leadership hurts workers by making them feel bad and decreasing their capacity for innovation. To completely comprehend these correlations and the underlying causes of them, more research is necessary. This thesis seeks to close these gaps in order to advance knowledge, direct leadership development, and enhance organizational procedures in Pakistan's banking industry. The ultimate objective is to promote an innovative culture and improve employee wellbeing.

CHAPTER 3: THEORETICAL BACKGROUND AND HYPOTHESES

3.1 Graphical Representation:

Graphical representation of the research is as follows:

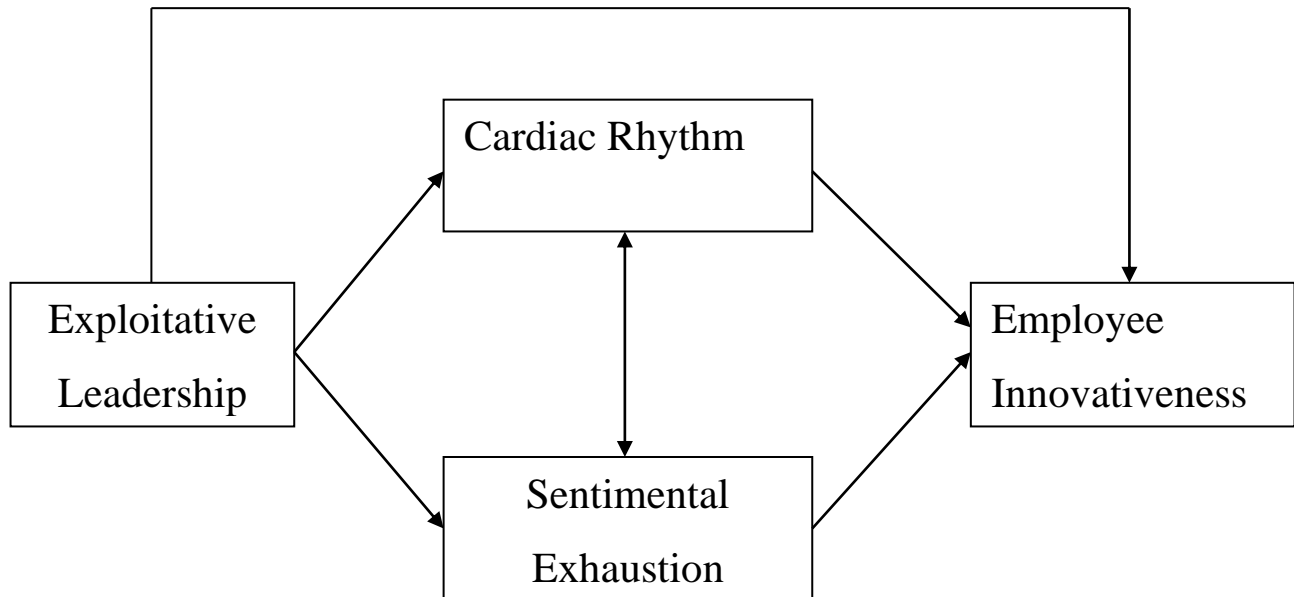


Figure 1: Graphical Representation of the research

3.2 Exploitative Leadership and Employee Innovativeness

As mentioned above, organizational scholars who study the ways in which managers affect the performance and well-being of their followers (LaVan and Martin 2008; Schyns and Schilling 2013) have recently focused a great deal of attention on dark or destructive leadership, as exemplified by mobbing behaviors (Ertureten et al. 2013), supervisor bullying (Boddy 2011), supervisor exploitation (Tepper 2000), and Pilch and Turska (2015). Organizational scholars have particularly paid close attention to exploitative leadership (see Tepper 2007). "Subordinates' impression of the amount to which supervisors participate in the sustained exhibition of aggressive verbal and nonverbal behaviors, excluding physical contact," according to the definition of exploitative leadership, is described as such. 178) (Tepper 2000). Therefore, three characteristics—an employee's subjective assessment of the supervisor's behavior, the persistence of antagonism, and the fact that the behavior is intentional—define exploitative leadership. Reactance theory or social exchange theory has been used extensively in recent studies on exploitative leadership to explain the link between these practices and positive employee outcomes (Mitchell and Ambrose 2007). According to reactance theory, people have a strong desire to feel in control of their environment (Brehm and Brehm 1981). According to a study, people try to respond directly or indirectly to the source of their frustration in order to regain their sense of control when it is threatened (Ashford 1997; Zellars et al. 2002). It may be rare that they will directly protest or disagree with their supervisor because of power imbalances (Mitchell and Ambrose 2007). Instead, they might act in secretly deviant ways or refrain from doing good things that might help others (Avey et al. 2015; Shapira-Lishchinsky and Rosenblatt 2009; Sims 2010). Similar to this, the social exchange hypothesis (Blau 1964; Thibaut and Kelley 1959) asserts that workers respond to favorable treatment with favorable behaviors and to unfavorable treatment with unfavorable behaviors. Therefore, they might underperform or engage in overt or, more often, covert acts of workplace misbehavior in an effort to "balance" the equation in their relationship with an exploitative leadership. Meta-analytical data support this. Employees' perceptions of exploitative leadership or closely related damaging leadership behaviors are linked to

higher levels of workplace deviance as well as less desirable employee behaviors like task performance and citizenship (Boddy 2014; Mackey et al. 2015). However, the exact process by which this occurs is not fully understood. Most environmental and personality factors that might work to lessen or exacerbate the association between exploitative leadership and employee outcomes have been studied in the present research (see Martinko et al. 2013; Tepper 2007). The majority of the research indicates to anger responses and perceptions of unfairness as potential mediators that could aid in understanding the psychological foundations of responses to exploitative leadership (Martinko et al. 2013; Tepper 2007). These nearer results are consistent with reactance and social exchange theory. At least some employees will strive to "fight back" against threats to the self or try to uphold justice in the face of abuse (Vogel and Mitchell 2015; Wang et al. 2014). Curiously, the research on exploitative leadership rarely examines the alternative theory for inferior performance, resource conservation (Halbesleben et al. 2014; Hobfoll 1989). Because their social and psychological resources are depleted in the face of a persistent danger or stressor, those personnel are specifically shutting down and limiting activity. This lack of resources may be a significant barrier to innovation. A person must be able to gain both material and social resources, as many academics have emphasized, in order to advance beyond simply possessing innovative ideas (West and Farr 1990; Yuan and Woodman 2010). According to Gu et al. (2015) and Lee et al. (2013), having an exploitative boss is likely to indicate that the employee lacks the authority to engage in exploratory behaviors and will not receive financial support or other forms of material support. A particularly poisonous form of relationship conflict that has been found in the past to be harmful to the creative process (Bai et al. in press) could be characterized as exploitative leadership. The three most important factors in creativity, according to Amabile (1998), are motivation, critical thinking, and expertise. Although abuse is not likely to affect expertise, it is likely that exploitative leadership will have a negative effect on the creative process because it drains motivation and prevents critical thinking due to the increased cognitive load of the stressful situation. As a result, we believe that:

H1 Exploitative leadership is negatively related to an employee's innovativeness.

3.3 The Mediating Role of Cardiac Rhythm between Exploitative Leadership and Employee Innovativeness

Despite the fact that heart rhythm is essential to human functioning (Coren 1996; Siegel 2005) and occupies a significant portion of our everyday lives, organizational researchers have typically ignored it (Barnes 2012). Despite the fact that cardiac rhythm is acknowledged to be widespread throughout the world (Groeger et al. 2004; Park et al. 2010), organizational researchers have only recently shown an interest in the extensive medical literature documenting the severe negative effects of cardiac rhythm, including poor mental and physical health, diminished wellbeing, lowered performance, and increased accidents (Baranski et al. 1998; Barnes et al. 2011; Caruso et al. 2004; Christian 2004). The relationship between sleep duration and quality and outcomes in terms of health and performance has also recently been supported by meta-analytic research (Litwiller 2014). Sleep deprivation or irregular heartbeat was estimated to have cost U.S. corporations \$63.2 billion in lost productivity in 2012 alone (Weber 2013). There is no prior research to reference about the impact of exploitative leadership on heart rhythm. Positive leadership practices have been shown to promote higher-level sleep quality (Munir and Nielsen 2009), whereas negative workplace stressors have been shown to contribute to exhaustion and insomnia (Eriksen 2006; Wagner et al. 2014). According to the emotional events theory (Weiss and Cropanzano, 1996), occurrences at work may cause affective reactions, which may then have an impact on behavior. Additionally, self-regulation theory (Baumeister et al. 1994; Muraven and Baumeister 2000) contends that although people have a relatively stable capacity for self-regulation, this capacity can be depleted in conditions of excessive demand and resource scarcity (DeWall et al. 2007). According to Baumeister et al. (1994), Christian and Ellis (2011), and Muraven and Baumeister (2000), this will ultimately affect how a person behaves or reacts to stress. These ideas seem to imply that it is reasonable to predict that the cognitive resources required to engage in creative performance at work will decline if an individual is bothered at work by exploitative leadership, leading to less sleep or less peaceful sleep. More specifically, it could be predicted that one resource that may be drained would be one's capacity for critical thought if fitful sleep was caused by extremely bad workplace experiences (such as having a violent supervisor). One of the three key elements required for creative performance is critical thinking, as was previously mentioned (Amabile 1998). Sleep encourages explicit

knowledge and supports perceptive behavior, which supports the idea that it can boost creativity (Wagner et al. 2004; see also Simone et al. 2012; Walker et al. 2002). Contrarily, heart rhythm impairs cognitive function as evidenced by a decline in vigilance, alertness, and attention (Alhola and Polo-Kantola 2007). Additionally, there is some data that suggests sleep deprivation affects one's capacity for divergent thought (Horne 1988). As a result, we believe that:

H2 cardiac rhythm will mediate the relationship between exploitative leadership employee innovativeness

3.4 The Mediating Role of Sentimental Exhaustion between Exploitative Leadership and Employee Innovativeness

The feeling of energy depletion brought on by excessive psychological demands is referred to as sentimental exhaustion (Singh et al. 1994; Wright and Cropanzano 1998). According to Cropanzano et al. (2003), the most significant factor in burnout and stress is sentimental weariness. As previously mentioned, the conservation of resources (COR) hypothesis (Hobfoll 1989) could be able to provide some light on how exploitative leadership affects employees' feelings of emotional weariness. According to COR theory, people are motivated to acquire and hold onto resources that help them achieve their objectives. "Objects, personal qualities, situations, or energy that are valued by the individual or that serve as a method for attaining these objects" are examples of resources that may be available. (1989, p. 516; Hobfoll). They are likely to feel anxiety when faced with a lack of resources (Halbesleben and Buckley 2004; Hobfoll 2001). Supervisory support may be viewed as a valuable resource for employees, according to a sizable body of Leader-Member Exchange (LMX) research (see Gerstner and Day 1997 for a review; Brewer and Shapard 2004). Employees are less prone to experience anxiety or burnout when their managers offer them emotional support (Cropanzano et al. 1997). Employees are more likely to experience stress if they do not have a loving relationship with their bosses and do not receive any help from them when they need it. This claim is substantially supported by meta-analytic data (Halbesleben, 2006). This effect is likely to be amplified if the boss is purposefully inflicting stress on the employee by making derogatory remarks about them. Therefore, it is logical to anticipate that exploitative leadership and employees' experiences of sentimental tiredness will be positively correlated. Again, the empirical data that is currently available corroborates this claim (Giacalone and Promislo 2010; Wheeler et

al. 2013; Whitman et al. 2014). Additionally, since emotional weariness is a reasonably accurate indicator of the experience of resource depletion, we would anticipate that it would be linked to a reduced ability to perform well. As an illustration, meta-analytic research suggests that emotional exhaustion is linked to poor psychological and mental health outcomes (Cole et al. 2012), subpar job performance (Cropanzano et al. 2003; Sun and Pan 2008), and more instances of organizational deviance behavior (Mulki et al. 2006). Additionally, it has been asserted that there is a significant construct overlap between employee engagement and features of burnout (which includes emotional tiredness) (Cole et al. 2012). Therefore, we would anticipate that high levels of emotional weariness would be indicative of a deficit in one of Amabile's (1998) three essential motivational factors for creativity. The ability to engage in critical reasoning should likewise be impacted by the resource depletion brought on by tiredness. As a result, it makes sense to assume that employee innovativeness and sentimental weariness are negatively correlated.

H3 sentimental exhaustion mediates the relationship between exploitative leadership and employee innovativeness.

Finally, although a causal association between assessments of sentimental weariness and sleep deprivation cannot be proven, we expect to find a positive relationship between the two. Numerous studies have shown a correlation between physical health and well-being and sleep quantity and quality (Coren 1996). On the other hand, it seems sensible to assume that those going through acute discomfort brought on by burnout would have increased levels of exhaustion as a result of their inability to unwind and get a good night's sleep. As a result, it is likely that the causal relationship is bidirectional.

H4 There is a positive relationship between cardiac rhythm and sentimental exhaustion.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Introduction:

A systematic and organized process for conducting research, collecting and analyzing data, and drawing conclusions is known as research methodology. It describes the precise steps, strategies, and tools utilized in data collecting and analysis and helps researchers answer their study questions or objectives. The type of research challenge, the research questions, and the resources available all influence the methodological choice.

A portion in a research study known as the introduction of research methodology provides a simple and plain description of how the research will be carried out. It describes the exact steps that will be taken to collect and analyze the data. The reader's knowledge of the study's methodology and significance will be improved by reading this introduction.

The researcher discusses the goals or inquiries that the study seeks to answer in this introduction. These goals aid in directing the entire process and helping to concentrate on the study. The study's importance is also emphasized in the introduction, which explains why it is important and how it advances our understanding of the subject.

The description of the research methodologies and procedures that will be employed is an important component of the introduction. Mentioning particular techniques or strategies like surveys, interviews, or experiments falls under this category. The researcher makes it easier for readers to grasp how data will be gathered and analyzed by highlighting these techniques.

Overall, the description of the research approach acts as a guide for the investigation. The systematic strategy that will be used, from data collection to analysis, is made evident, thanks to this. It provides context for the study by outlining its goals and significance in addition to outlining the precise approaches and methodologies that will be used. This introduction gives readers a clear understanding of what to anticipate from the study and why it is important for furthering our understanding of the subject.

4.2 Different Types of Research Methodologies:

4.2.1 Quantitative Research

It involves collecting and analyzing numerical data using statistical methods to measure variables, establish relationships, and make generalizations.

4.2.2 Qualitative Research

It focuses on understanding social phenomena from participants' perspectives, involving the collection and analysis of non-numerical data (e.g., interviews, observations) to uncover meaning and patterns.

4.2.3 Mixed Methods Research

It combines quantitative and qualitative approaches to gain a comprehensive understanding of the research problem.

4.2.4 Experimental Research

It manipulates variables under controlled conditions to study cause-and-effect relationships and establish causality.

4.2.5 Case Study Research

It involves in-depth investigation of a specific case or phenomenon to analyze complex and contextual issues.

4.2.6 Action Research

Action research involves collaborative research between researchers and practitioners to address real-world problems and bring about practical change.

4.3 Purpose of Research Methodology:

Research methodology in a thesis serves to provide the researcher with a precise plan to follow when carrying out their investigation. It enables people to carefully and reliably respond to their research questions or accomplish their goals. The methodology outlines the exact procedures the researcher will follow to collect and evaluate data using particular techniques and equipment. This guarantees that the outcomes they get are accurate and meaningful. Research methodology, to put it simply, is a manual that instructs researchers on how to conduct their studies correctly to provide accurate and worthwhile data.

4.4 Research Design:

A research study's overarching framework and plan are referred to as its research design. It explains the general strategy for gathering and analyzing data as well as how the research questions or objectives will be handled. It also names the variables or phenomena that will be researched. The research design provides a precise structure for conducting research in an orderly and methodical way.

Researchers must make crucial choices concerning the size and character of the study when creating a research design. They specify the goals or research questions that serve as the foundation for their inquiry. What the researchers hope to learn or comprehend through their research is outlined in these questions or objectives.

Researchers choose the variables or phenomena that will be studied after establishing the research questions or objectives. Concepts, traits, or other elements that the study is interested in are referred to as variables. They can be divided into independent variables (factors that the researcher can influence or control) and dependent variables (factors that the independent variables influence or affect). Researchers create a plan for collecting and evaluating data after defining the research questions or objectives and the variables. This plan includes choices for the approaches to data collecting, data analysis, and research that will be done. Quantitative research methods use numerical data and statistical analysis, while qualitative approaches use non-numerical data and thematic analysis. Techniques for gathering data may include surveys, observations, interviews, or document analysis. Statistical testing, coding and categorization, or theme coding are some examples of data analysis procedures that might be used, depending on the study methodology selected.

The research design also takes into account the study's practical elements, including the target population or sample, the duration of data collecting, and any ethical issues. To make sure that their findings are representative and applicable to the wider population, researchers must choose the right sample size and sampling strategy. They must also take into account any ethical problems that can arise from the study, such as getting participants' informed consent, maintaining participant confidentiality and anonymity, and dealing with any potential hazards or conflicts of interest.

In its simplest form, research design refers to the general framework of a research study. It includes the variables being studied, the research questions or objectives, and the

strategy for gathering and interpreting data. It offers a structure for conducting research in an orderly and systematic way, guaranteeing that the study is narrowly focused, legitimate, and dependable. Researchers can get relevant and valuable insights to add to the body of knowledge in their subject by carefully planning their research.

Researchers gather the data they need to address their study questions or objectives during the data-collecting phase of their technique. It entails choosing the appropriate techniques for data collection and identifying the sources that will be used, such as surveys, interviews, observations, or pre-existing information.

Researchers select the methods best suited for gathering the required data during the data collection process. Surveys are employed to pose organized inquiries to a sizable population. One-on-one or group dialogues are used in interviews to collect more in-depth, qualitative data. Observations entail observing and documenting actions taking place in their natural environments. By choosing the pertinent data that complies with their research objectives, researchers can also employ records or databases that already exist.

To guarantee that the process is consistent, accurate, and dependable, the methodology describes the procedures and techniques for data collection. For instance, surveys can be completed online, on paper, or in person. In order to make sure that the responses can be easily compared, researchers may employ standardized questionnaires. Researchers use a series of open-ended questions during interviews to direct the discourse and investigate various topics. During observations, it may be necessary to systematically document the key actions or events using standardized checklists or protocols.

While gathering data, researchers also take into account aspects like sample size, sampling methodology, and ethics. To ensure that the data collected is representative of the entire population and offers valuable insights, the appropriate sample size is chosen. The sampling technique aids in the impartial and fair selection of participants. Obtaining participants' participation, preserving their privacy and confidentiality, and addressing any potential hazards or conflicts of interest are all ethical considerations.

Researchers get trustworthy and valid data that aligns with their research goals by carefully preparing and employing the right data-gathering techniques. This information is required for the research study's conclusions and findings to be meaningful.

Research design was we have made questionnaire , questionnaire had different questions , it was close ended question and questionnaire were distributed in different banks, and these questionnaire was filled by employees of bank.

Sampling

A key component of research technique is sampling, which includes choosing participants or samples from a wider population in order to collect data for a study. The methodology gives a thorough explanation of the sampling procedure, sample size, inclusion and exclusion criteria, and participant selection process.

The target population, or the set of people or things the researcher wishes to draw conclusions about, is what the sampling procedure begins with. A sample is chosen from this population to serve as the source of the data. To enable the findings to be generalized and applied to a wider context, the sample should be representative of the target population.

The selection criteria are described in the approach. Depending on the goals of the research, these criteria could include particular traits like age, gender, occupation, or other pertinent elements. To make sure the sample is acceptable for the study, researchers will occasionally decide whether to include or exclude particular people based on predetermined criteria.

Another critical factor is choosing the sample size. The methodology illustrates how to choose a sample size that strikes a compromise between practical viability and statistical accuracy. Larger sample sizes typically yield more accurate results, but they may also call for more time and effort. Based on variables like the intended level of confidence, anticipated data variability, and research design, researchers apply statistical calculations to determine the right sample size.

The methodology also includes a description of the sampling technique used. Random, stratified, convenience, or purposeful sampling is example of common sampling techniques. The choice of approach will depend on the goals of the research, the resources at hand, and the characteristics of the population being investigated. Each approach has benefits and drawbacks. Researchers assure transparency, dependability, and validity in their study by explaining the sampling procedure in detail in the

methodology. A sound sampling technology makes it possible to generalize the results and improves the validity and rigor of the study.

4.5 Sample and Technique

Participants in this study come from several Pakistani banks: Meezan Bank, Alfalah Bank, Silk Bank, Allied Bank, UBL Bank, and ZTBL. Although workers in almost every profession can exhibit creativity and innovation in some way (Mumford et al. 1997; Reiter-Palmon and Illies 2004), for many workers in the banking sector, the processes associated with the creation of innovative procedures can be thought of as their primary duty. Team members frequently collaborate closely with their leaders to enhance communication, comprehend job requirements, provide updates on the status of their work, and obtain helpful resources and suggestions from leaders. In addition to suggesting innovative procedures, employees may be asked to offer suggestions for improving the current process in order to increase efficiency. As a result, the way team leaders and team members interact can significantly affect how innovative ideas are generated. As a result, we think that the current environment is suitable for studying our suggested model. There were a total of 221 people working in 43 work teams throughout the six institutions (each team normally had between 5 and 8 members). Workers were given consent documents that said that their bosses approved of the survey and that the results would be kept private. Assessments of employee creativity were gathered from team leaders while assessments of exploitative leadership, circadian rhythm, and emotional weariness were gathered from the employees. This was done to lessen the risk that the current findings would be tainted by common-source effects. 221 personnel from various teams made up the study's final sample; the average team size was 5.16, and the overall response rate was 77.4%. The average age of the employee sample as a whole was 31.25 years (SD: 8.03), and the average length of employment was 4.45 years (SD: 4.56). The majority of the staff (70.3%) were men. The leaders had an average age of 35.89 years (SD: 10.36) and a 9.93-year (SD: 10.05) job tenure. 75.7% of team leaders were men.

4.6 Measures

Adopted questionnaires were employed to collect data from a variety of sources. The questionnaire's components were designed in such a way that the banking industry answered every question about creative thinking, exploitative leadership, and

innovativeness. On a seven-point scale, 1 represents strongly disagree and 7 represents strongly agree, all scales were assessed.

4.6.1 Exploitative Leadership

To gauge leaders' exploitation of their workforce, the 10-item abbreviated version of the exploitative leadership scale developed by Aryee et al. (2007) was employed. "My leader makes negative comments about me to others" was used as a sample item. The dependability for exploitative leadership was 0.87.

4.6.2 Cardiac Rhythm

From earlier research (Jenkins et al. 1996; Jenkins et al. 1988), a 4-item measure measuring sleep deprivation was used. The bigger ratings on the seven-point scale signified the poorer cardiac rhythm schedule the employee had. An example item was "I had trouble with cardiac rhythm." The heart rhythm reliability was 0.81.

4.6.3 Sentimental Exhaustion

To assess sentimental exhaustion, we used a 6-item version of the Sentimental exhaustion subscale from Maslach and Jackson's (1981) burnout scale. I feel burned out from my work, an example item with reliability of 0.85 for sentimental exhaustion.

4.6.4 Employee Innovativeness

To measure employee creativity, Farmer et al. (2003) developed a 4-item scale. This employee attempts new ideas or approaches first as a sample item. The employee innovativeness reliability was 0.85.

4.7 Data Analysis

Data analysis, which involves making meaning of the gathered data, is an important phase in the research technique. A clear framework for how the data will be examined and interpreted in order to reach relevant findings is provided by the methodology. It describes the methods, steps, and instruments that will be employed to analyze the data, whether through statistical analysis, qualitative research, or a combination of the two. Researchers may employ statistical analysis techniques to find patterns, connections, and trends in quantitative data. To summarize and explain the numerical data, calculations like averages, percentages, or correlations may be necessary. The analytical process may be aided by the use of statistical tools or applications.

On the other hand, qualitative data can be evaluated using qualitative analysis methods. In order to find themes, patterns, and meanings, this entails methodically going through and evaluating non-numerical data, including interview transcripts or observation notes. When analyzing qualitative data, researchers may employ techniques like thematic analysis or content analysis to glean insights and make inferences.

Researchers may occasionally use mixed-methodological strategies, which blend quantitative and qualitative analysis methods. Because both numerical and non-numerical data are included, the research issue can be understood more thoroughly. Researchers can guarantee that the analysis is carried out methodically and in line with the research objectives by including a plan for data analysis in the methodology. It promotes the authenticity and dependability of the conclusions and offers a path for obtaining insightful understandings from the data. An accurate examination of the data raises the study's credibility and improves its overall quality.

We gathered data and conducted analyses of our data with followers nesting beneath team leaders due to the hierarchical nature of our hypotheses. Employer heart rhythm, sentimental weariness, and innovativeness were individual-level variables, whereas exploitative leadership was a team-level variable. We computed the rwg and ICCs values for abusive supervision (Bliese 2000; James et al. 1993) in order to support aggregating individual ratings of exploitative leadership to the team level. The results (rwg = 0.80 [benchmark of 0.70; ICC(1) = 0.57, ICC(2) = 0.87) supported this. We employed multilevel structural equation modelling using Eqs because every variable has many entries. 6.1 (Benlter and Wu 2005), which is used to analyse the relevant models. Given that it accounts for the cross-level data structure, controls for team effects, the information richness of the multiple-item variables, the correlation between the two mediator variables in Hypothesis 4, and tests all the hypotheses in one step, this method has a number of benefits (Preacher et al. 2011; 2010). We evaluated potential alternative measurement models to validate our measurements after analyzing the baseline measurement model, and then we conducted the structural model to test the hypotheses.

4.8 Validity and Reliability

To ensure the validity and reliability of the study findings, validity and reliability are crucial factors in the research technique. The methodology describes the steps that will be taken to improve validity and reliability over the course of the research.

The degree to which a study accurately measures or represents the concept or phenomenon it aims to study is referred to as its validity. Researchers take measures to reduce biases and errors in order to address validity. This can entail making use of tried-and-true research tools for creating fresh, dependable, and valid ones. The methodology describes how these tools will be used to gather data in a reliable and consistent way. Additionally, it outlines the steps that will be taken to guarantee that the research appropriately portrays the topic or phenomenon that is being studied.

The stability and consistency of the research findings are referred to as reliability. It guarantees that comparable results would be obtained if the investigation were to be repeated. Researchers use exacting data collection techniques to establish reliability. This can entail providing data collectors with training, adopting standardized techniques, or running pilot studies to find and fix any problems. These steps are described in depth in the methodology, along with how data quality and accuracy will be evaluated and upheld throughout the research.

Researchers may additionally carry out checks to evaluate the internal and external validity of the research in addition to these measures. While external validity takes into account the applicability of the results to different contexts or populations, internal validity concentrates on the cause-and-effect link between variables within the study.

The methodology's validity and reliability are addressed by researchers to guarantee that the study yields reliable and relevant outcomes. These steps improve the research's caliber and rigor, boosting the validity of its conclusions and the scope of its prospective applications.

4.9 Ethical Considerations

To safeguard the rights and welfare of study participants, ethical issues are crucial to research methods. These issues are addressed in the methods section, which also explains how the study's ethical standards would be upheld. Getting participants' informed permission is a crucial ethical consideration. This means that before deciding to join, people must be thoroughly informed about the study's objectives, methods, potential dangers, and advantages. The technique outlines how to obtain informed permission and guarantee participants' willing involvement.

Anonymity and confidentiality are also very important ethical issues. Participants' identities should not be revealed to anybody outside the research team, and their

personal data and responses should also be kept private. Making sure that participants' names are kept separate from their responses, even among the study team, is known as anonymity. The technique details how privacy and anonymity would be protected, including the use of coded IDs and safe data storage.

Another ethical factor is how possible advantages and hazards are managed. Any potential dangers that study participants might encounter must be evaluated and minimized. This might entail taking precautions to safeguard their physical or emotional health. Researchers should also examine the risks and advantages of the study to make sure the former outweighs the latter. The methodology section outlines the process that will be used to properly identify, assess, and manage these risks and rewards.

Conducting ethical research requires abiding by ethical rules and laws. Researchers show their dedication to upholding the rights and welfare of participants by addressing these ethical issues in the approach. This helps to maintain the integrity of the research findings and guarantees that the research is carried out in an ethical manner.

CHAPTER 5: RESULTS AND ANALYSIS

5.1 Participants Characteristics

To collect data for this research, we created a questionnaire with clear questions and sent it to a specific group of people. The questionnaire included a 5-point scale where respondents could indicate their agreement or disagreement by choosing options ranging from "Strongly Disagree" to "Strongly Agree." This scale provided respondents with different choices to express their opinions accurately.

5.1.1 Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	221	75.1	75.1	75.1
	Female	166	24.9	24.9	100.0
	Total	55	100.0	100.0	

Table 5-0-1: Gender Distribution of the Population

The majority of the 221 respondents in the sample, or 75.1%, identified as male, a total of 166 respondents; the remaining 24.9%, or 55 respondents, identified as female.

5.1.2 Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	22-26	43	19.5%	19.5	19.5
	27-31	45	20.4%	20.4	39.9
	32-36	31	14.0%	14.0	53.9
	37-41	35	15.8%	15.8	69.7
	42-46	39	17.6%	17.6	87.3
	47-54	28	12.7%	12.7	100
	Total	221	100.0	100.0	

Table 5-0-2: Age Distribution of the Population

43 individuals, or 19.5% of the respondents, aged between 22-26. 45 individuals Or 20.4% aged between 27-31. 31 respondent or 14.0% aged between 32-36. 35 respondent or 15.8% aged between 37-41, 39 respondent or 17.6% aged between 42-46. 28 respondent or 12.7% aged between 47-54. With 156 replies,

5.2 Measurement Model Analyses

The outcomes of the multilevel-CFA with all variables are shown in Table: 5-3. The baseline model that incorporates the four characteristics (exploitative leadership, heart

rhythm, sentimental weariness, and innovativeness) has a good fit, according to the fit statistics. Furthermore, each component loaded strongly into its corresponding factor. Furthermore, the discriminate validity of the variables was examined in multiple competing CFA models. The four factors were different constructs, as seen in Table:5-3 where all alternative rival models (RM1-6 integrated each two variables into one factor; RM7 was the null model) fit less well than our baseline model. Table: 5-4summarizes the descriptive statistics and correlations between the variables. The correlations were in the expected direction, showing that exploitative leadership was positively related to cardiac rhythm ($r = 0.24, p=0.04$) and sentimental exhaustion ($r = -0.32, p=0.04$), while innovativeness was negatively related to both of these variables ($r = -0.16, p=0.04$) and significantly unrelated to both of them ($r = 0.04, p[0.2]$).

Model	Factors	X	df	χ^2	RMSEA	CFI	IFI
Baseline Model (4-factor model)	<ul style="list-style-type: none"> • Exploitative leadership • Cardiac rhythm • Sentimental exhaustion • Innovativeness 	746.11	491	229.95(6)	0.04	0.95	0.95
Rival Model 1	<ul style="list-style-type: none"> • Exploitative leadership • Cardiac rhythm 	976.07	497	327.62(6)	0.06	0.88	0.88
Rival Model 2	<ul style="list-style-type: none"> • Exploitative leadership • Sentimental exhaustion 	1073.74	497	420.81(6)	0.06	0.84	0.84
Rival Model 3	<ul style="list-style-type: none"> • Exploitative leadership • Innovativeness 	1166.92	497	182.13(6)	0.08	0.83	0.83
Rival Model 4	<ul style="list-style-type: none"> • Cardiac rhythm • Sentimental exhaustion 	928.25	497	256.08(6)	0.05	0.89	0.89
Rival Model 5	<ul style="list-style-type: none"> • Cardiac rhythm • Innovativeness 	1002.20	497	339.75(6)	0.06	0.87	0.87
Rival Model 6	<ul style="list-style-type: none"> • Sentimental exhaustion • Innovativeness 	1085.87	497	864.59(12)	0.06	0.83	0.83
Rival Model 7	One factor	1610.71	503	229.95(6)	0.09	0.65	0.65

Table 5-3: Results of the multilevel confirmatory factor analyses

Variable	Mean	SD	1	2	3	4
Exploitative leadership	3.29	1.05	0.87			
Cardiac rhythm	3.26	1.31	0.24	0.79		
Sentimental exhaustion	3.61	1.38	0.32	0.44	0.87	
Innovativeness	4.35	1.31	0.04	-0.16	-0.23	0.86

Table 5-4: Means, standard deviations, and correlations of the variables

5.3 Testing Hypotheses

In contrast to Hypotheses 2 and 3, which suggested that cardiac rhythm and sentimental weariness would play mediating roles between exploitative leadership and employee innovativeness, Hypothesis 1 anticipated a direct relationship between exploitative leadership and employee innovativeness. In addition, Hypothesis 4 anticipated that the two mediators would be positively correlated. Using multilevel SEM, the partial mediation model produced a good model fit. The four hypotheses proposed a partial mediation SEM model together. Below, we'll go over the specific findings for each of our hypotheses. According to Hypothesis 1, exploitative leadership would have a detrimental impact on staff innovation. Employee innovation was not significantly affected by exploitative leadership directly ($b = -0.04$, $p[0.03]$). As a result, Hypothesis 1 was not verified. The second hypothesis proposed that the relationship between exploitative leadership and innovation would be mediated by heart rhythm. In Fig. 1, we discovered that while sleep deprivation was not substantially connected to employee innovativeness ($b = -0.16$, $p[0.04]$), exploitative leadership was positively related to cardiac rhythm ($b = 0.34$, $p[0.04]$). Due to its association with sentimental weariness, heart rhythm could only moderate the relationship in question. As a result, Hypothesis 2 was not verified. The third hypothesis proposed that the relationship between exploitative leadership and inventiveness would be mediated by sentimental tiredness. As depicted in Fig. 1. Exploitative leadership and sentimental weariness were favorably correlated ($b = 0.31$, $p0.04$), and innovativeness and emotional exhaustion were negatively correlated ($b = -0.20$, $p0.04$). The SEM mediation test method developed by Kellaway (1998) was used to evaluate the mediating function of sentimental exhaustion. By contrasting the mediation model with the non-mediation model, Kellaway (1998) indicated that if the mediation model fits better than the non-mediation model, the mediation should be regarded as supported. As can be seen in Table 3, the non-

mediation model's Chi-square was noticeably greater than the one for our proposed mediation ($Dv^2(6) = 46.23, p < 0.02$). This implies that the non-mediation model does not suit the data as well (Anderson and Gerbing, 1988; Bai et al., under review). This provided evidence in favor of Hypothesis 3 and the mediation role of sentimental weariness. Furthermore, since there was no direct connection between exploitative leadership and innovativeness, sentimental tiredness is regarded as a full mediator. According to hypothesis 4, cardiac rhythm and emotional weariness would co-occur, or correlate with one another. The substantial correlation in Fig. between heart rhythm and emotional weariness lends credence to this theory. 1 ($r = 0.32, p < 0.04$). On a model exhibiting this relationship (i.e., the non-correlation model in Table 3), a second SEM analysis was done. With a much bigger Chi-square than the hypothesized mediation model ($Dv^2(2) = 27.01, p < 0.02$), this non-correlation model likewise produced a worse model fit, indicating that the link between the two postulated mediator variables has not changed. As a result, Hypothesis 4 was confirmed.

CHAPTER 6: DISCUSSION AND CONCLUSION

In order to better understand how destructive leadership, and exploitative leadership in particular, may affect employee outcomes, the current study expanded on existing models of exploitative leadership by drawing on a variety of theoretical viewpoints. In particular, exploitative leadership would make the workplace so unfriendly that it would deplete the emotional and social resources of its employees, according to the theories of affective events, self-regulation, and resource conservation. Additionally, that same resource depletion would show up in employee claims of heart rhythm problems and emotional weariness, which would then be linked to lessening levels of innovative and creative performance. We discovered evidence of strong positive associations between exploitative leadership and sentimental tiredness, despite the zero-order link between views of exploitative leadership and innovativeness being non-significant. Through these mediators, we also discovered proof of a large indirect association between exploitative leadership and inventive performance. The present study was the first to show how these effects work, which is consistent with the scant data (Lee et al. 2013; Liu et al. 2012) relating exploitative leadership to innovativeness. It should be mentioned as well that although we only discovered minor effects, this was in line with earlier research (Lee et al. 2013; Liu et al. 2012). This tiny effect for exploitative leadership was unexpected given that prior research (Schyns and Schilling 2013) has shown that destructive leadership frequently has similar, albeit opposite, effects to those of constructive leadership. According to our research and previous studies, it is unclear if these findings accurately reflect the link between disruptive leadership and employee inventiveness or whether they are skewed due to methodological issues. For instance, happily, exploitative leadership is not commonplace (Martinko et al. 2013). Tepper (2000) discovered extremely low endorsement rates for the behaviors measured by the exploitative leadership scale even in his initial scale validation study. The built-in range restriction for responses on this scale is a persistent issue in the research on exploitative leadership, and it can only be solved by creating a new scale with more focus on the psychometric characteristics of the tool. The fact that the causal relationship between exploitative leadership, sentimental weariness, and heart rhythm could not be adequately established was another problem with the current study. Despite the fact that the statistical models that were evaluated indicated that our proposed model was the best suitable for the data, it is likely that each of these three factors affects the others in

some way. That is to say, there may be some influence in the opposite way in addition to our notion that exploitative leadership causes sentimental tiredness and irregular heartbeat. Because exploitative leadership is assessed through people's perceptions, the emotional and physical well-being of the raters is likely to have an impact on the results. For instance, earlier studies have shown that sad people are more likely to attribute unfavorable traits to other people they grade (Wood et al. 2010). Therefore, we could predict that people who are tired would be more inclined to view their bosses as hostile. Despite these drawbacks, the current study is a good starting point for understanding the psychological mechanisms at work in the minds of workers who believe they have been mistreated by their superiors. To discover if the current findings apply to other employee outcomes, further study is required to expand on them.

6.1 Theoretical and Applied Consequences

The current study made a significant theoretical contribution by rejecting reactance theory and social exchange theory and investigating exploitative leadership through the lenses of conservation of resources theory (Hobfoll 1989), affective events theory (Weiss and Cropanzano 1996), and self-regulation theory (Baumeister et al. 1994), in addition to affective events theory. Together, these views argue that the exploitation of leadership does not necessarily present a chance for conflict, retaliation, or the establishment of justice. Instead, it can just be the case that some people accept their circumstances and as a result, their energy, their well-being, and their performance decrease. Even among the "fighters," it is certain that some suffer from weariness or restless nights as a result of battles with their nightmare overlords. This results in a crucial recommendation for further study. According to personality traits, followers react differently to exploitative leadership depending on their circumstances (Harvey et al. 2007, Martinko et al. 2013, Wang et al. 2014, Zhang and Bednall 2015). The many theoretical approaches to comprehending the impacts of exploitative leadership can then be indicative of personal coping mechanisms in the face of stress. For instance, fatigue may reflect an adaptive evolutionary inclination to behaviorally shut down when outmatched, yet appear to be a maladaptive response to mistreatment (Henriques 2000). This would be in line with the principle of resource conservation. It would appear that going forward, researchers may begin to investigate the situations in which each model can most effectively describe behaviors. In other words, there is no requirement for a single theory to describe how people react to exploitative leadership. Beyond the

general theoretical issues, the inclusion of two mediators of exploitative leadership was another significant theoretical addition to the current work. These mediators can now be examined alongside rage reactions and feelings of unfairness in order to determine the fundamental reasons behind people's actions rather than just to note how frequently they occur. To put it another way, it offers the chance to create a functionalist explanation of how people respond to exploitative leadership (see Harms et al. 2014; Wood et al. 2015). In terms of application, it is hoped that this study would contribute to the body of knowledge establishing the value of rest and well-being for worker performance. Many workers and employers still attempt to forgo the basic needs of rest and relaxation time in favor of continually trying to eke out more productivity each day (Barnes 2011). This study unequivocally shows the value of sleep for performance and well-being, particularly for creative and inventive performance, beyond the effects of exploitative leadership. It is hoped that this will motivate businesses to promote healthy habits and to keep an eye on supervisors to make sure that they aren't abusing their power but also aren't burdening employees with extra stress, which might harm their health and performance.

6.2 Research Gaps and Future Directions:

Although a lot of research has been done on leadership and how it affects workers, there is not enough information available especially about exploitative leadership in Pakistan's banking industry. Due to their biological clocks and their capacity to generate novel ideas in this particular situation, employees' emotional well-being is affected by exploitative leadership in ways that require further study. Furthermore, there isn't much research that explores the reasons why exploitative leadership is harmful. To close these gaps and comprehend the particular characteristics of exploitative leadership in Pakistan's banking sector, we should carry out a comprehensive study in the future.

6.3 Conclusions

The purpose of this study was to investigate how exploitative leadership might affect employee innovation. In doing so, we identified two potential mediators of this effect: heart rhythm and sentimental fatigue. Our study also showed the value of the conservation of resources theory, affective events theory, and self-regulation theory for comprehending how workers respond to exploitative leadership. The recent findings, in

our opinion, not only highlight the significance of strong leader-follower interactions once more but also offer a variety of directions for future empirical study and theoretical development.

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