

Major: HRM

S.No: H2

**The Impact of Exploitative Leadership on Service Sabotage, The Mediating Roles
of Psychological Contract Breach and Moral Disengagement in the Healthcare
Sector of Islamabad and Rawalpindi**



By :

Shujauddin Mateen

01-222241-012

Supervisor:

Dr Sumera Iqbal

**HR and Management Department
Bahria Business school
Bahria University Islamabad**

Fall-2025

FINAL PROJECT/THESIS APPROVAL SHEET

Open Defense Examination

Open Defense Date / /

Topic of Research: (The Impact of Exploitative Leadership on Service Sabotage, The Mediating Roles of Psychological Contract Breach and Moral Disengagement in the Healthcare Sector of Islamabad and Rawalpindi)

Names of Student: Shujauddin Mateen Enroll # 01-222241-012

Class: (MBA 2 year)

Approved by:

(Dr. Sumera Iqbal)

Supervisor

Qurat Ul Ain Waqar

Research Coordinator

Dr. Aftab Haider

Head of Department

ACKNOWLEDGEMENT

All praise to Allah Almighty, the Most Beneficent, and the Most Merciful, who gave me strength and enabled me to undertake and execute this research task.

I would like to extend my deepest appreciation to those people, especially my parents, who helped me in one way or another to finish the task at hands, this thesis manuscript. I worked with a great number of people whose contribution assorted ways to the research and the making of the thesis deserved special mention. It is a pleasure to convey my gratitude to all of them in my humble acknowledgement.

I feel highly privileged in taking opportunity to offer my deepest gratitude and profound respect to my supervisor Dr Sumaira Iqbal, for her kind supervision, friendly behavior, and valuable suggestions throughout the study. I am thankful to her for her inspiration, reassurance, and counseling from time to time. Her energy, optimism, continuous encouragement, and motivation at every step during my research enabled me to achieve my goals.

Lastly, Shout-out to my friends for standing by my side in every thick and thin before and during my thesis work. From the start until the accomplishment of the thesis, they had been constant support, and no words can do justice to how thankful and blessed I feel for having them around in every walk of life.

Abstract

The healthcare industry in Islamabad and Rawalpindi is a sector that works under a high level of pressure which has rendered it highly susceptible to adverse leadership behaviors. This research looks at the role of exploitative leadership in service sabotage among the healthcare employees based on Conservation of Resources (COR) theory. The research examines the direct impact of exploitative leadership on service sabotage and determines whether psychological contract breach and the moral disengagement is a mediating factor. The research adopted a quantitative methodology and used closed ended questionnaire to measure the study variables. Data was collected online, and paper based, and analysis was done using SPSS. Results indicate that exploitative leadership has a great impact on service sabotage. Both moral disengagement and psychological contract breach were found to be both powerful and meaningful mediators which implies that exploitative leaders undermine the perceived obligations and moral self-regulation of employees and eventually promote damaging behaviors in the workplace. Findings are helpful to the COR theory since they prove the existence of counter-productive reactions caused by resource loss. Subsequently, the study suggests leadership development programs, better organizational policies on exploitative behavior, better psychological safety, and efforts that boost ethical behavior. To the policymakers, the study points out the necessity of integrating the leadership standards and reporting measures into the healthcare policies. Longitudinal designs, multi-source data and other mediators can be chosen in future studies to include burnout or organizational justice.

Table of Contents

Chapter 1	1
INTRODUCTION	1
1.1 Background of the Study	1
1.2 Contextual Analysis.....	2
1.3 Research Gap.....	3
1.4 Problem Statement	4
1.5 Research Objectives	4
1.6 Research Questions	5
1.7 Significance of the Study.....	5
1.8 Theoretical Significance.....	6
1.9 Practical Significance	6
1.10 Academic Significance.....	6
Chapter 2	8
LITERATURE REVIEW AND THEORETICAL FRAMEWORK	8
2.1 Overview of the Study Variables.....	8
2.1 Exploitative Leadership.....	8
2.2 Psychological Contract Breach (PCB).....	8
2.3 Moral Disengagement	9
2.4 Service Sabotage.....	9
2.5 Conservation of Resources (COR) Theory	10
2.6 Hypotheses Development.....	11
2.7 Mediating Role of Psychological Contract Breach.....	11
2.8 Mediating Role of Moral Disengagement.....	12
2.9 Hypotheses of the Study.....	12
2.10 Conceptual Framework of study	13
Chapter 3	14
RESEARCH METHODOLOGY	14
3.1 Research Philosophy	14
3.2 Research Purpose	14
3.3 Research Approach	15
3.4 Research Strategy	15
3.5 Time Horizon	16
3.6 Data Collection Method	16
3.7 Questionnaire Development.....	17
3.9 Unit of Analysis.....	17
3.10 Population	17
3.11 Sampling Technique.....	18
3.13 Data Collection Procedure	19
3.14 Ethical Considerations	19
Chapter 4	21
4.1 Descriptive Frequencies of the Sample.....	21
Table 1: Demographic Characteristics of Respondents	22

4.1.2 Reliability Analysis	23
Table 2: Reliability Analysis of Study Variables.....	24
4.1.4 Correlation Analysis.....	24
Table 3: Correlation Matrix of Study Variables.....	25
4.1.5 Regression Analysis	26
Table 4: Model Summary.....	26
Table 5: ANOVA.....	26
Table 6: Coefficients.....	27
4.1.6 Mediation Analysis	27
Table 7 Mediation Through Psychological Contract Breach	28
Interpretation.....	28
Mediation through Moral Disengagement.....	29
Table 8: Mediation Through Moral Disengagement.....	29
4.2 Data Findings	30
Table 4.2: Summary of Data Findings.....	30
4.3 Chapter Summary	31
Chapter 5.....	33
Discussion.....	33
Overview of Findings	33
Theoretical Contributions.....	35
Practical Implications	35
Summary of Discussion	36
5.2 Conclusion	36
5.3 Research Limitations	37
5.4 Recommendations & Suggestions	39
Recommendations for Healthcare Organisations	39
Recommendations for Policy Makers	40
References:.....	42
APPENDIX:.....	44

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

The services industries today are struggling with numerous human resource (HR) issues such as staff stress, treatment inequity, lack of motivation, and employee turnover (Anjum et al., 2021). Among all these issues, there is one severe problem that requires immediate attention, and it is Exploitative Leadership. Exploitative Leadership occurs when leaders take advantage of their employees and exploit them without even considering their welfare (Schmid, Verdorfer, and Peus, 2021). Service sector is usually very stressful with high performance standards and customer demands. Such a setting provides an ideal opportunity to exploitative leadership to flourish since managers can be more focused on the outcomes than on the fair treatment of employees (Wang, Ren, Chadee, and Chen, 2024). Due to this fact, exploitative leadership in service sector firms should be studied before it inflicts even greater harm.

Service Sabotage is one of the most adverse consequences of exploitative leadership. Service sabotage is the intentional provision of bad service, or intentional harm to the company, by the employees (Chi, Tsai, and Tseng, 2020). Employees who are offended or exploited by their leaders can cease caring about their jobs, mistreat their customers, or even go as far as ruining the company image. When it comes to service sabotage, losing customers, negative company reputation, and financial loss may become rather significant problems (Harris & Ogbonna, 2022). Thus, to prevent service sabotage, exploitative leadership needs to be controlled by companies first. However, we must first have a clear picture of how exploitative leadership results into service sabotage before we are able to control it.

The service sabotage is a significant issue in the service industry as it impacts both the organization and the staff. It may occur due to the unjust treatment, the emotional fatigue, the absence of the support of the managers, and the poor leadership (Chi et al., 2020). In the case of companies, service sabotage may include dissatisfied clients, reduced profits, and brand damage (Harris and Ogbonna, 2022). Among the employees, it may result in guilt, stress, and even mental health issues (Li, Chen, and Huang, 2022). Services companies of any kind, where customers and employees are always in contact with each other, any instances of sabotage no matter how small, can have huge negative repercussions. Thus, service sabotage should be prevented as soon as possible.

Leadership in the healthcare industry directly impacts the employees and the patients. Unchecked exploitative leadership may destroy teamwork, cause stress among employees as well as endanger patient safety. Small errors in the healthcare sphere cannot lead to severe health issues or even loss of life like in the case of other industries, so this study is highly pressed and significant. The research on exploitative leadership in healthcare is one of the studies that bring to the center stage a significant problem that can cause discomfort to employees and adversely affect the quality of care. The research will also provide relevant advice on how to enhance leadership practices, stress reduction at work, and provision of improved services to patients. It has the potential to make healthcare organizations create a healthier and safer workplace in the long run.

In the Conservation of Resources (COR) Theory, exploitative leadership may result in sabotage of the services in two steps which are Psychological Contract Breach and Moral Disengagement. Psychological contract violation implies that employees believe that the company failed to fulfill its contractual obligations and treat them unfairly (Restubog, Bordia, and Tang, 2021). Moral disengagement refers to the fact that employees psychologically defend their unpleasant actions such as poor service provision without feeling guilty (Moore, Lee, Kim, and Cable, 2021). Once employees lose their belief in their company, they also lose valuable emotional resources. Such a loss may cause them to morally check out and sabotage the services. Therefore, two important avenues of exploitative leadership leading to service sabotage are psychological contract violation and moral disengagement. Knowledge of these paths is highly essential to break this viscous cycle.

1.2 Contextual Analysis

In Pakistan, service sector is a crucial economic part of the country. It has banking industry, education sector, hospitality, telecommunication, transport, health care and retail industries. This industry offers numerous services to both individuals and business. Pakistan Economic Survey (2023) indicates that the service industry is the biggest in the Pakistan economy as it constitutes over 58 percent of the Gross Domestic Product (GDP). It also brings millions of jobs and serves as a major source of employment to educated youth particularly in cities. With such massive involvement, any HR related problem in this industry can cause severe economic and social impacts.

Low employee engagement, high employee turnover, stress at workplace and ineffective leadership practices are some of the problems facing many companies in the Pakistani service industry today. The stress to achieve the objectives of the business usually leads to unfair expectations and emotional burn

out of the employees. In addition, exploitative forms of leadership are possible because labor laws are weak, and no one has ever been trained on proper leadership. With the scramble by companies to attain customer satisfaction and productivity, the issue of employee wellbeing is overlooked. This causes frustration, dissatisfaction, and negative employee actions like sabotaging of services. Otherwise, these issues may negatively affect the further development of the industry.

In the future, the Pakistani service industry is very promising. As the digital technology, e-commerce, and globalization continue to rise, businesses and workers are being presented with new opportunities. The government has also made some efforts to enhance this sector through investing in infrastructure, digital services, and youth skill development programs. Nevertheless, to sustain its growth, the sector needs to deal with its internal HR issues, namely, toxic leadership and dissatisfaction with employees. To establish a healthy relationship with the customers and enhance the general quality of its services, companies should establish an equitable, ethical, and friendly working environment.

1.3 Research Gap

Even though numerous scholars have researched Exploitative Leadership, we have a lot to learn about this topic, particularly, how the style directly impacts employees. Although there has been a positive development in the knowledge of exploitative leadership, the mechanism of its contribution to detrimental habits such as Service Sabotage is yet to be elucidated well. Various scholars have varying opinions on how it can go about this but there is yet to be a concise account on how the process can be explained. Hence, further studies are necessary to elucidate the process by which exploitative leadership can cause service sabotage, particularly on the part of the employee (Schmid, Verdorfer, and Peus, 2021).

This also means that it is reasonable to believe that the Psychological Contract Breach, Moral Disengagement, and Service Sabotage are logical ways of responding to being treated unfairly by a leader. In case an employee is exploited by a leader, the employee will feel that the company has failed to keep its word (psychological contract breach). This emotion may cause the employee to rationalize malpractices mentally (moral disengagement), and consequently, the employee may end up abusing the company by sabotaging its services. Some studies have considered the individual correlations between these concepts but none of the studies has considered all the four concepts as one entire concept - Exploitative Leadership, Psychological Contract breach, Moral disengagement, and Service Sabotage. This creates a huge vacuum that must be solved by new studies.

The other fact that should be highlighted is that most studies on exploitative leadership have been conducted in developed economies such as the United States, Germany, and Australia. There is very little good research that has been conducted in the developing countries. There is a great disparity between Pakistan and the Western countries due to the unique social and cultural beliefs of Pakistan that include high respect to authority and other workplace cultures. This renders Pakistan a very special and significant place to examine the relationship between Exploitative Leadership, Psychological Contract Break, Moral Disengagement as well as Service Sabotage. Pakistani research can provide new insights that are not like those in the Western countries.

1.4 Problem Statement

Existing research recognizes exploitative leadership as a harmful leadership style; however, empirical evidence explaining how it leads to employee service sabotage remains limited. Most prior studies have examined the relationships between exploitative leadership, psychological contract breach, moral disengagement, and service sabotage individually, rather than within an integrated framework that explains the underlying process.

Additionally, most of the evidence on this topic comes from developed countries, creating a contextual gap regarding developing economies such as Pakistan, where cultural characteristics like high power distance and collectivism may influence employee reactions to exploitative leadership.

To address these gaps, this study applies Conservation of Resources (COR) theory to examine how exploitative leadership depletes employees' psychological resources, leading to psychological contract breach, which fosters moral disengagement and ultimately results in service sabotage. By focusing on the health care sector of Pakistan, this study provides context-specific and theory-driven evidence on the mechanisms through which exploitative leadership influences destructive employee behavior.

1.5 Research Objectives

This study is guided by the following research objectives:

- ✓ To examine the impact of exploitative leadership on service sabotage among employees in the health care sector of Pakistan.
- ✓ To investigate whether psychological contract breach mediates the relationship between exploitative leadership and service sabotage among health care professionals.

- ✓ To explore whether moral disengagement mediates the relationship between exploitative leadership and service sabotage among medical staff.
- ✓ To assess whether psychological contract breach and moral disengagement progressively mediate the relationship between exploitative leadership and service sabotage among healthcare providers.

1.6 Research Questions

This study seeks to answer the following research questions:

- Does exploitative leadership lead to service sabotage among employees in the health sector of Pakistan?
- Does psychological contract breach mediate the relationship between exploitative leadership and service sabotage?
- Does moral disengagement mediate the positive relationship between exploitative leadership and service sabotage?
- Do psychological contract breach and moral disengagement sequentially mediate the relationship between exploitative leadership and service sabotage?

1.7 Significance of the Study

The research will be very useful to managing organizations in the service sector by demonstrating the negative employee- and organization level consequences of exploitative leadership. With the negative impact like sabotaging of the services that result when leadership is exploitative, the management will be better equipped to devise and institute measures aimed at mitigating the adverse impact. The results will be helpful in the development of better leadership practices, the healthy work environment, and avoidance of relapses of the exploitative leadership practices. This, in its turn, can result in increased employee morale, increased quality of services, and increased organizational performance, which is beneficial to the employees as well as the organization.

This research will be the pioneer to examine the concomitant variables of exploitative leadership, psychological contract breach, moral disengagement, and service sabotage, and that at that, relying on Conservation of Resources (COR) theory as a theoretical basis. The proposed complete continuous model of mediation will describe the underlying processes in which the exploitative leadership results into service sabotage as well as provide a more detailed explanation of the underlying dynamics. The research results of this research project will not only contribute to the academic knowledge but also offer

the practical implications to the management of the leadership behaviors and enhancement of organizational culture in the service industry.

Moreover, the paper will lead to new lines of research on exploitative leadership as it will be in the context of Pakistan. Even though most of the literature that is available has centered on the developed nations, the Pakistan context is unique in terms of social-cultural values and thus provides a platform to investigate these dynamics. This study will explain how high-power distance, collectivism, and respect towards authority issues in Pakistan would affect the relationships between exploitative leadership, psychological contract breach, moral disengagement, and service sabotage. Consequently, it will catalyze more research on exploitative leadership in the Pakistani environment and generate more research on leadership behavior and employee performance in emerging markets.

1.8 Theoretical Significance

This research has implications to theory though it develops the Conservation of Resources (COR) theory to understand how exploitative leadership may result in service sabotage. According to COR theory, employees attempt to conserve their resources that include energy, trust, and motivation. Leaders who act exploitatively feel that their resources are being stolen, this may frustrate and result in bad behaviors. This investigation builds on our knowledge of the effects of loss of resources because of negative leadership on employees, which has a better rationale behind the occurrence of service sabotage, by applying COR theory.

1.9 Practical Significance

In practice, this paper is a valuable source of advice to healthcare managers and policymakers. It demonstrates the ways in which such negative leadership may harm employee confidence and establish the environment which results in the sabotage of the services. The findings will assist the organizations in coming up with leadership training, support systems, and workplace policies to discourage exploitative practices. Healthcare organizations will be able to curb adverse behavior, enhance their workers, and offer better quality services by safeguarding worker resources and encouraging fair treatment.

1.10 Academic Significance

On an academic level, this study contributes to the existing research on destructive leadership by employing the COR theory in studying service sabotage. It provides fact that loss of resources through exploitative leadership can be used to explain why employees are involved in destructive practices in the workplace. This input will form a basis of future studies on leadership and employee conduct, and

scholars will extend their investigations on the influences of resource protection on organizational performance in the workplace. Students and educators in the field of leadership, organizational behavior, and human resource management will also find the findings useful.

CHAPTER 2

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Overview of the Study Variables

2.1 Exploitative Leadership

Exploitative leadership occurs when a leader is not keen on the welfare and improvement of his or her employees and is rather interested in their own interests. Such leaders may end up stealing the work of others, misusing their authority, or assigning excessive workload to others to remain ahead (Guo et al., 2021). This kind of leadership is destructive to the morale, equity, and psychological safety of the employees. It is associated with such adverse consequences as emotional exhaustion, low performance, secretiveness, and negative conduct in the workplace (Nie & Wang, 2025). Most of the times such leaders are self-regard and do not get proper ethical training. This kind of leadership is also supported by a workplace culture of toleration of unethical behavior (Fatima et al., 2018). Employees can lose trust in their leaders when they sense that they are not helped or abused. This may cause unfavorable working environment in which individuals fail to feel secure and motivated. In the long run, it can also lead to high employee turnover and less teamwork. To prevent such behavior, companies should take early measures to ensure that they develop a culture based on fairness and respect. Trust may be established with the support of promoting transparency and fairness in leadership. In respectful treatment, there is a higher possibility of involvement and retention of employees. To minimize the risk of exposure to exploitative leadership, setting of clear commitments on ethical conduct can be used to diffuse the situation.

2.2 Psychological Contract Breach (PCB)

Psychological contract breach (PCB) occurs when the employees believe that their employer has failed to fulfill some promise or expectation, such as fairness, respect, or job security (Sarwar et al., 2020). The employees in the case of exploitative leadership will have a PCB since they will be feeling exploited or unappreciated and it will be a breach of the unwritten rule of mutual respect in the workplace. Studies have revealed PCB to cause emotional exhaustion, decrease commitment and increase probability of indulging in negative behavior (Wu et al., 2012). It also causes such issues as decreased performance and an increased turnover (Sarwar et al., 2020). Employees might lose confidence in the organization when they feel that there is a breach of promises. This may cause them to be angry, disappointing, and

less loyal. In the long run, it undermines the relationship between the company and the employee. The only way to prevent this is to ensure that during actions and communication, leaders are honest, fair, and supportive. Another method that would restore the trust and avoid the recurrence of violations is regular check-ins and listening to the opinions expressed by the employees. Employee well-being should be given great attention to minimize the possibility of the violation of psychological contracts. Developing a respectful and open culture makes employees feel that they feel respected and listened to.

2.3 Moral Disengagement

The moral disengagement is the process by which individuals will justify unethical behaviors and lose touch with their moral values (Nie and Wang, 2025). Moral disengagement is a commonly used defense mechanism by employees who must justify their destructive behaviors such as sabotaging service or concealing information by their exploitative leaders. Where the leaders establish inequitable conditions, employees will feel right to behave in a bad or non-ethical way (Guo et al., 2021). This is where one tries to reduce the harm caused or shift the blame to others or avoid taking responsibility. It has been found that employees tend to morally disengage more frequently when they are stressed or feel that fairness does not exist in the workplace (Fatima et al., 2018). Individuals can also make themselves believe that they are not doing anything wrong or that other people are not doing the same. They may claim, it is not my fault, or everybody is doing it. Gradually, such a way of thinking will become a routine and undermine ethical conduct within the workplace. To ensure that moral disengagement does not occur, organizations are supposed to establish ethical work culture, promote peer accountability, and offer training on ethical decision making.

2.4 Service Sabotage

Service sabotage is intentional interference or lowering of service quality by employees, which is usually a silent revenge or emotional defense (Zhou and Wu, 2018). Some examples are rudeness towards customers, slowing down of work intentionally, or neglecting the needs of customers. This action occurs in the workplace when the staff is emotionally stressed, exploited by the leadership, or psychologically contract violated. The studies indicate that sabotage of service occurs when workers feel exhausted at an emotional level or observe unfair treatment (Sarwar et al., 2020). According to the Conservation of Resources (COR) theory, workers are ready to sabotage to preserve the rest of the resources or to restore their control. To limit sabotage, the organization must provide emotional support, provide free communication with the supervisor, and monitor indications of an abusive leader.

The chances of sabotage can be minimized by providing a good working environment in which employees feel important. Motivation can also be encouraged by regular feedback and acknowledgment of well-done work, which will reduce the feelings of being unjustly treated. When employees feel understood and valued, chances of sabotage are minimal (Harris & Ogbonna, 2002; Chi et al., 2020).

Exploitative leadership, breach of psychological contract, moral disengagement, and service sabotage are some concepts that have been expounded on in the previous research, although most of them conducted the research in isolation. Most scientists did not investigate both leadership styles and negative behaviors of the employees in a single comprehensive model. Furthermore, most previous studies were conducted in the Western world or on business enterprises and thus do not apply well in service sectors such as healthcare (Schmid et al., 2021; Li et al., 2022). Few studies examined the role of exploitative leadership in causing service sabotage through both the breach of psychological contract and moral disengagement (Restubog et al., 2021).

This is a significant gap in the healthcare industry, where the quality of service, patient safety, and the well-being of the staff are directly jeopardized. In Pakistan, particularly in the healthcare system in Islamabad and Rawalpindi, there is extreme pressure, scarcity of resources, and rigid hierarchies in which the workers operate. Exploitative leadership may have more pernicious outcomes in such cases, but there is minimal research conducted in such environments (Fatima et al., 2018; Sarwar et al., 2020). The lack of a connection between leadership behavior, employee sensation of breach of contract, moral disengagement, and service sabotage complicates the full understanding of the effects of toxic leadership on healthcare services.

This paper attempts to fill these gaps. It constructs a wholesome conceptualization that demonstrates how exploitative leadership leads to service sabotage through psychological contract violation and a lack of moral engagement. It also introduces new evidence from healthcare institutions in Islamabad and Rawalpindi. The results will inform healthcare managers and policymakers on ways to minimize negative leadership styles and enhance service quality for patients (Wang et al., 2024).

2.5 Conservation of Resources (COR) Theory

According to COR theory, which was proposed by Steven Hobfoll in 1989, individuals attempt to acquire, maintain, and defend the resources they consider significant, such as the supply of energy, emotional well-being, and social support (Liao et al., 2022). When these resources become threatened or

lost, individuals are compelled to get stressed and preserve what is remaining under their control. The exploitative leadership in the workplace can deprive the employees of their resources, such as emotional resources and job satisfaction. Under this type of leadership, the employees might become defensive, pull back or develop negativity towards a way of self-protection.

COR theory assists in describing the accumulation of stress in the workplace and the poor outcomes. The reformulation of the COR theory by Hobfoll refers to loss spirals according to which the loss of one resource will cause additional losses, and the stress will increase (Fatima et al., 2018). Indicatively, the employee working under the exploitative leader may lose his/her motivation first, then experience a sense of emotional exhaustion, and ultimately disengage or sabotage the work. The theory emphasizes the necessity to establish resources such as the supportive leadership, fairness, and organizational justice to ensure that employees are not affected by these adverse consequences (Liao et al., 2022).

These negative cycles can be prevented by creating a positive work environment where there is high support. The leaders must be aimed at assisting employees to recuperate and expand their resources. This will be beneficial to the employee's welfare as well as to the performance.

2.6 Hypotheses Development

2.6 Relationship Between Exploitative Leadership and Service Sabotage

What contributes a lot to service sabotage is exploitative leadership, particularly when considering it through the COR theory. Exploitative leadership empties the employees of their resources (psychological as well as emotional), which are essential in delivering quality service (Guo et al., 2021). In cases of manipulation or disrespect, the employees might check out of their job roles and damage the quality of services by reducing the pace or acting impolitely to the customers (Zhou and Wu, 2018). COR theory describes this as a self-defense mechanism of employees: they save their resources by evading emotionally stressful activities, such as dealing with customers. Thus, service sabotage is one of the means to bring psychological balance.

2.7 Mediating Role of Psychological Contract Breach

Psychological contract breach (PCB) is a factor involved in the association of exploitative leadership with the service sabotage. The loss of resources is because of the first stressor. When employees have been victims to a breach in their psychological contract particularly because of predatory leadership, then they believe that trust and fairness are breached. This causes emotional burnout and discontent (Sarwar

et al., 2020). This violation is considered a deprivation of psychological resources according to COR theory, and the workers have to act out or become disengaged to defend themselves. PCB is therefore a major contributor to sabotage of services to perpetuate the vicious circle that exploitative leadership initiates.

Employees might cease to care about their work or customers once they believe that they were misused. They could be sabotaged to deal with frustration. This may eventually damage the performance and relationship between the employees of an

2.8 Mediating Role of Moral Disengagement

The concept of moral disengagement is also important in justifying why exploitive leadership causes service sabotage. When leaders still violate ethical rules, employees justify their unethical behaviors using the moral disengagement. This disengagement allows employees to preserve the self-image but allows them to pursue abnormal practices such as sabotaging the service (Nie and Wang, 2025). This is explained by the COR theory which demonstrates how the continuous loss of resources such as emotional harm inflicted by the leadership causes the employees to reason the rationale to defend themselves.

They can be motivated by the idea that when the leader is unjust, it is permissible in their actions. This way of thinking aids in lowering the level of guilt and it makes the negative behavior less wrong. This attitude can eventually hurt the values of employees and the quality of service to the customers.

2.9 Hypotheses of the Study

Based on the literature and theoretical reasoning, the study proposes the following hypotheses:

H1: Exploitative Leadership (EL) positively influences Service Sabotage (SS).

Employees under exploitative leaders are more likely to intentionally reduce service quality or act against organizational norms.

H2: Exploitative Leadership (EL) positively influences Psychological Contract Breach (PCB).

Exploitative leadership increases the perception among employees that promises or expectations from the organization are unmet.

H3: Exploitative Leadership (EL) positively influences Moral Disengagement (MD).

Employees may justify unethical or harmful behaviors when exposed to exploitative leadership, disengaging from their moral standards.

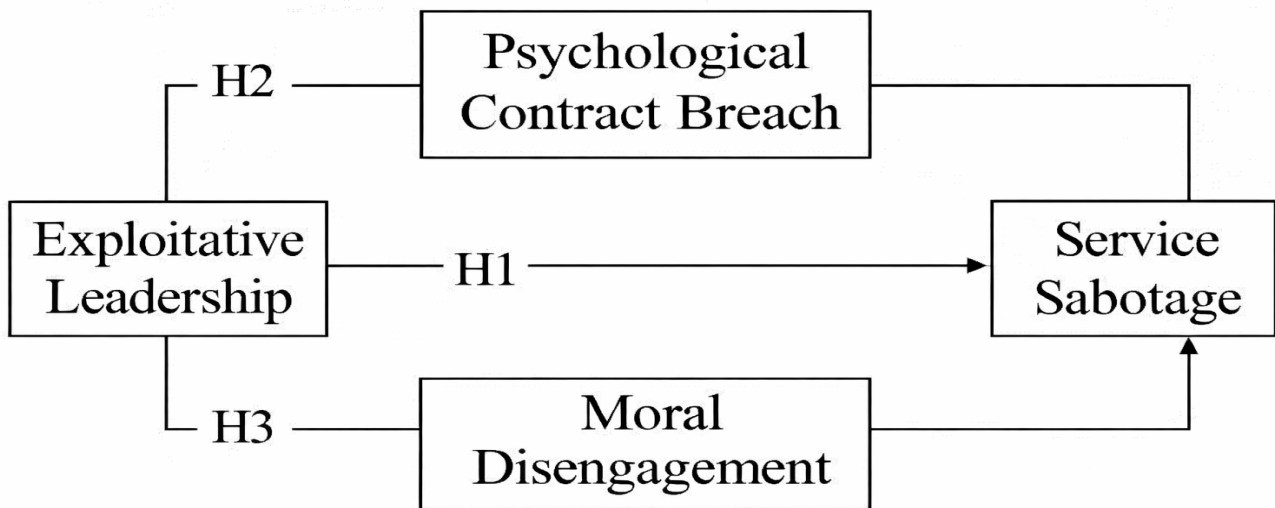
H4: Psychological Contract Breach (PCB) mediates the relationship between Exploitative Leadership (EL) and Service Sabotage (SS).

The negative effect of exploitative leadership on service quality is partially explained by employees' perception of broken promises.

H5: Moral Disengagement (MD) mediates the relationship between Exploitative Leadership (EL) and Service Sabotage (SS).

Exploitative leadership increases service sabotage because employees morally disengage and rationalize unethical actions.

2.10 Conceptual Framework of study: This figure shows the sequential mediation model where Exploitative Leadership influences Service Sabotage through Psychological Contract Breach (PCB) and Moral Disengagement.



CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Philosophy

Research philosophy refers to how a researcher thinks on how knowledge ought to be collected and analyzed. It assists in directing the way the research is to be executed. Within the scope of business research, some of the types of research philosophies include positivism, interpretivism, realism, and pragmatism. The philosophies have different perspectives of reality and knowledge. As an illustration, positivism is concerned with facts and figures, and it utilizes scientific procedures of testing theories. Interpretivism on the other hand is more about how people feel and what they experience. Realism is of the view that reality is there but the perception of it may vary with different people even though pragmatism is concerned with finding practical solutions and using any means that is appropriate.

The current study selected positivism as the research philosophy in this research work. This is because my topic The Impact of Exploitative Leadership on Service Sabotage Mediating Roles of Psychological Contract Breach and Moral Disengagement has definite variables that can be quantified through a structured questionnaire. The most appropriate one is positivism since it will assist in gathering objective information about healthcare workers in Islamabad and Rawalpindi Pakistan. This philosophy encourages the application of the quantitative approach, which is appropriate in the analysis of vast volumes of information and uncovering the patterns and to verify the relationship between leadership and service sabotage. Moreover, positivism allows me to be neutral and not personal, and this aspect makes sure that the findings of the research are objective and fact-based.

3.2 Research Purpose

The purpose of the research gives the general purpose of the study- why the research is being conducted and what does it want to accomplish. The research purposes in business administration typically consist of three categories exploratory, descriptive, and causal. Exploratory research is applied when the topic in question is new, and the researcher needs to find out more about it. The descriptive research is applied in describing characteristics or functions of something such as describing the behavior of employees. Causal research is employed to identify and test cause-and-effect relationships among variables, as is the case of whether one thing causes another. This is a causal study depending on the objective of the current research. This is because the current study wished to investigate the way exploitative leadership

contributes towards sabotage of services, and the influence of psychological contract violation and moral disengagement on the relationship. Thus, causal approach was adopted with the aim to find out whether a given variable (exploitative leadership) causes the change in other variables (service sabotage, psychological contract breach, and moral disengagement). This approach helps in understanding the true impact of toxic leadership on employee behavior in the healthcare sectors in Islamabad and, Rawalpindi, using measurable data and structured methods.

3.3 Research Approach

The research approach is the plan for how a researcher will go from asking a question to finding answers. It guides how the researcher will collect and analyze data. In business administration, there are mainly two types of research approaches: deductive and inductive. A deductive approach starts with a theory or hypothesis and then uses data to test it. It moves from general ideas to specific results. An inductive approach, on the other hand, starts with observations or data, and then builds new theories based on the findings. It moves from specific observations to general conclusions.

Based on the research strategy, my study is deductive in nature. The reason is that I am starting with existing theories and using them to form hypotheses about how exploitative leadership affects service sabotage, with psychological contract breach and moral disengagement as mediators. I am collecting data to test these relationships. A deductive approach is suitable because I already have strong theoretical support from past research, and I want to confirm whether those theories apply in the healthcare sectors of Islamabad and Rawalpindi. This approach also fits well with my use of a quantitative method and a positivist philosophy, allowing me to test the hypotheses using statistical tools and structured data.

3.4 Research Strategy

A research strategy is the general guide in which a researcher will carry out the research. It contains the techniques and processes that are applied to gather, examine, and interpret data to provide answers to the research questions. There are primarily two research approaches to business administration, quantitative and qualitative. Quantitative strategy is about numbers, measurements, and statistical analysis. It employs such tools as surveys and experimental tests to verify the hypothesis. A qualitative approach, on its part, is concerned with the meanings, experiences, and behaviors by means of interviews, observations, or open-ended questions. The current research is a quantitative one, in accordance with the research strategy. The reason is that my subject- The Impact of Exploitative Leadership on Service Sabotage: Mediating Roles of Psychological Contract Breach and Moral Disengagement is a subject with

particular variables, which can be assessed with the help of a structured questionnaire. The quantitative approach was selected as we can gather data about as many healthcare employees in Islamabad and Rawalpindi, Pakistan, as possible and verify the correlations between the variables with the help of statistical tools. The positivist philosophy and deductive approach of this research also works well with this strategy, which would allow me to come up with clear, objective, and reliable results.

3.5 Time Horizon

The term time horizon in business research is used to refer to the period during which the data is to be gathered. Depending on time-horizon, two types of studies: cross-sectional and longitudinal exist primarily. A cross-sectional study is one that gathers information at a one-point instance. It provides a brief preview of the current state of affairs in a given situation. A longitudinal study, however, involves gathering data over a longer duration of time i.e., months, or even years to observe the changes with time. This research is cross-sectional in nature based on the time horizon. This implies that the researcher gathered information on healthcare workers in Islamabad and Rawalpindi in Pakistan at a single time. The study used such a method as it is more practical particularly in cases where time and resources are constrained. As the research intended to analyze the existing effects of exploitative leadership on service sabotage and the influence of psychological contract breach and moral disengagement on it, a cross-sectional study will assist in obtaining the necessary information fast and efficiently. It is also appropriate to the quantitative approach and deductive approach adopted by the study.

3.6 Data Collection Method

Taking quantitative research, numerical data can be gathered in several ways. These are common ways such as questionnaires, structured interviews, experimentation as well as observation. Questionnaires are most common among them as they enable a researcher to collect the information of numerous individuals within a short period of time and time efficiently. Questionnaires may be distributed via online, and paper means and tend to be close ended; such a response will require fewer data analysis tools, which are often statistical. In the current research, a mixed mode questionnaire is used to gather information about the healthcare employees in Islamabad and Rawalpindi, Pakistan. The research selected primarily an online survey mode as it is convenient, cost efficient, and time saving, and one can easily reach more respondents using this method. The application of an online survey was also beneficial to keep the social distance and observe health precautions, which is necessary in the health care industry. While paper-based questionnaires were personally distributed to employees with limited access to online platforms. This approach

is appropriate in the current research's quantitative approach and assisted in gathering correct and systematic data to examine how exploitive leadership influences service sabotage, as well as the mediating effects of psychological contract violation and moral disengagement.

3.7 Questionnaire Development

The questionnaire in this research will be designed in English and will have two major sections. The former will involve gathering demographic data, including age and gender, and the latter will deal with the quantification of the major variables of the study. To achieve the purpose of clarity, relevance, and appropriateness, the questionnaire was created based on the contribution of a number of MS scholars and university professors. All of them were in the form of a five-point Likert scale, with possible answers varying between strongly disagree and strongly agree. Previous studies have also validated scales that were borrowed and thoroughly adjusted to the healthcare setting in Islamabad and Rawalpindi, Pakistan, and the nature of the participants. A pilot test was used to test the first draft of the questionnaire to 10 people of the target population to consider the level of clarity, simplicity, length, and completeness. The questionnaire was revised according to their feedback, as well as other suggestions provided by the academic professionals, and it was simplified and appropriate to this research.

3.9 Unit of Analysis

The focus or the topic under study which is under analysis in research is the unit of analysis. It determines the object or subject that the researcher gathers information on to respond to the research questions. The study unit, in this case, is people. This implies that data will be gathered among single employees operating in the healthcare industry in Islamabad, Pakistan. People were selected as the unit of analysis since the study is trying to explain the impact of exploitive leadership on the behavior and attitude of employees including service sabotage, psychological contract failure, and moral disengagement. Observing people assists in capturing the personal experiences and reactions of clients towards leadership styles within their workplace. To analyze the information, such programs as SPSS software were applied to sort, process, and analyze the obtained information correctly and effectively.

3.10 Population

The population of the research is the entire group of individuals that the researcher would wish to learn and comprehend. In the proposed research, the population of interest is the employees of the healthcare industry in Islamabad and Rawalpindi, Pakistan. The sampling was based on this group since the healthcare workers are directly linked to service delivery and leadership interactions and thus would be

appropriate in analyzing the impacts of leadership behaviors. The estimated population of healthcare employees working in public and private healthcare organizations in Islamabad and Rawalpindi is approximately 5,000 individuals. but the overall population is so large that it was be considered sufficient to provide enough participants to the study.

3.11 Sampling Technique

In business research, sampling is used in different ways to help the researcher to pick the members of a bigger population. These methods can be generally classified as either probability sampling or non-probability sampling. Probability sampling guarantees that all the population members have equal and known probability of being selected and includes such techniques as simple random sampling and cluster sampling. Non-probability sampling fails to provide an equal opportunity to all members and encompasses some practices like the convenience sampling and purposive sampling. The sampling method is determined by the objectives of the research, resources, and limitations of feasibility. In this research paper, convenience sampling method was employed. This implies that the respondents picked among the employees of the company who are readily available and willing to take part in the research. The convenience sampling is convenient, economical, and commonly applied in the study of social sciences particularly where the entire population list is unavailable. It enabled the researcher to take an effective sampling of the responses among the various hospitals and healthcare facilities in Islamabad and the city of Rawalpindi. even though convenience sampling was used due to limited access to a full employee list, measures were taken to reduce bias. Data were collected from multiple hospitals and departments in Islamabad and Rawalpindi, ensuring participation from both clinical staff (doctors, nurses, technicians, pharmacists) and non-clinical staff (administrative and support personnel), so no single group dominated the sample.

3.12 Sample Size

Sample size means the number of participants who take part in a research study. In social sciences, the sample size should be large enough to give reliable results, but also realistic to collect within the available time and resources.

In this study, the estimated number of employees in the healthcare sector of Islamabad and Rawalpindi is approximately 5,000. Because of this, the researcher will rely on the guideline provided by Hair et al. (2019), who suggest that for studies using Structural Equation Modeling (SEM), at least 200 responses are required to ensure valid and reliable results.

Therefore, this study will aim to collect a minimum of 200 responses from healthcare employees. If more responses are collected, it will further increase the strength and accuracy of the findings, although convenience sampling was used, collecting data from multiple hospitals and departments helps make the sample reasonably representative of healthcare employees. Different types of staff, including clinical and non-clinical personnel, are included. Some groups may still be slightly over- or under-represented, but the sample of 200 responses is sufficient to provide meaningful insights.

3.13 Data Collection Procedure

The initial step in the process of data collection was the process of reaching out to some healthcare organizations in Islamabad and Rawalpindi over the phone and email to introduce myself to them as the purpose of my study and request their permission to collect data among their staff. I also had the actual visit to the chosen organizations after the management had been notified. In both the organizations, the Human Resources (HR) department and team leaders helped me, by facilitating access to the employees and making data collection at appropriate times. The online survey link was shared through organizational communication channels to reach as many employees as possible efficiently. In addition, paper-based questionnaires were personally distributed in selected hospitals to employees who could not access the online survey. I went to the respondents and briefly informed them about the objectives of the study that participation was voluntary, and their answers would remain confidential. The questionnaires were then handed over in paper forms directly to the employees during their breaks or on any specified meeting time. When giving out the questionnaires, I kindly asked them to respond to all questions in an honest manner and assured them that the information would only be used in the academic research work. I personally collected the filled questionnaires by giving them an ample time to fill the questionnaires so that no data would be lost or misplaced. This cautious and respectful attitude contributed towards establishing trust and prompted a good response rate to the research.

3.14 Ethical Considerations

During the data collection process by use of the questionnaire-based survey, the researcher was able to ensure that several ethical things that kept the participants safe have been adopted. First, informed consent was taken by simply clarifying to the participants about the purpose of the study and assuring them that their participation was entirely voluntary. The participants were ensured that the answers would remain confidential and anonymous and no personal information would be disclosed or connected to their answers. It was also made known to the participants that they might pull out of the study at any

point without any kind of negative repercussions. Additionally, the respondents were ensured that the data was accessed solely on an academic research basis and was considered as safe as possible concerning privacy and trust during the research.

CHAPTER 4

Data Analysis and Findings

4.1 Descriptive Frequencies of the Sample

The demographic characteristics of the respondents were assessed using frequency distributions for gender, age, educational background, department, position level, and years of experience in the current field.

The total number of valid responses was 200 to all the demographic variables as indicated in the joint frequency table.

The findings show that 73 percent of the respondents were male with 27 percent being female. In terms of age, majorly, the participants were aged between 26 and 35 years (47.5%), then under 25 years (43.5%). The number of respondents in the 36-45 years age group was low (8%), and there were only a very small percentage of respondents who were 46-55 and above 55 (0.5% each).

Education wise, the majority (over 55.5 percent) of the respondents had a bachelor's degree as their highest level of education followed by master's degree holders (17.5 percent). Moreover, 15% of them had a high school diploma or equivalent, 10% had Associate, and 2% had a Doctorate or higher degree.

The departmental distribution revealed that respondents were associated with different spheres of the organization. The largest percentage was in the category of Other (32%), then Nursing/Healthcare Services (22%), IT and Technical Services (19.5%), Administration (10.5%), Human Resources (10%), and Marketing and Communication (6%).

On position level, 33% of the respondents worked in mid-level or managerial positions, and 32% were in the nursing/healthcare position. Others were 19.5% and senior-level or executive was 15.5%. Regarding the working experience in the present sphere, most of the participants had 1-3 years of experience (48.5%), then less than one year (29%), 4-6 years (12%), and 7+ (10.5%). In general, the demographic characteristics of the sample showed that the sample consists of young employees holding a bachelor's degree with initial work experience in various organizational departments.

Table 1: Demographic Characteristics of Respondents

Variable	Category	Frequency (N = 200)	Percentage (%)
Gender	Female	54	27.0
	Male	146	73.0
Age	Under 25	87	43.5
	26–35 years	95	47.5
	36–45 years	16	8.0
	46–55 years	1	0.5
	Above 55	1	0.5
Educational Background	High School Diploma or Equivalent	30	15.0
	Associate Degree	20	10.0
	Bachelor’s Degree	111	55.5
	Master’s Degree	35	17.5
	Doctorate or Higher	4	2.0
Department	Administration	21	10.5
	Human Resources	20	10.0
	IT and Technical Services	39	19.5
	Marketing and Communication	12	6.0

Variable	Category	Frequency (N = 200)	Percentage (%)
	Nursing / Healthcare Services	44	22.0
	Other	64	32.0
Position Level	Mid-level / Manager	66	33.0
	Nursing / Healthcare	64	32.0
	Other	39	19.5
	Senior-level / Executive	31	15.5
Years of Experience in Current Field	Less than 1 year	58	29.0
	1–3 years	97	48.5
	4–6 years	24	12.0
	7+ years	21	10.5

4.1.2 Reliability Analysis

To ensure the internal consistency of the measurement instruments used in this study, a reliability analysis was conducted using Cronbach's Alpha. According to Nunnally (1978), a Cronbach's Alpha value of 0.70 or above indicates acceptable reliability, whereas values above 0.80 reflect good reliability. The results of the reliability analysis for each construct used in this research are presented in Table 2.

Table 2: Reliability Analysis of Study Variables

Construct	Number of Items	Cronbach's Alpha (α)
Exploitative Leadership	6	0.873
Psychological Contract Breach	6	0.897
Moral Disengagement	6	0.837
Service Sabotage	6	0.872

Each of the constructs showed Cronbach's Alpha values that greatly exceed the minimum recommended value, meaning that the scales that were used in this research have high internal consistency and can be further used in the statistical analysis.

Key Observations

- The four constructs were found to be highly internally consistent, and the Cronbach's Alpha coefficients ranged between 0.837 and 0.897.

Psychological Contract Breach registered the greatest reliability coefficient (0.897), and this shows that the different items are very strong in terms of internal consistency.

Exploitative Leadership and Service Sabotage were both highly reliable (0.873 and 0.872, respectively).

- Despite having a slightly lower score than the other scales, Moral Disengagement was still associated with good reliability ($\alpha = 0.837$) and surpassed the acceptable limit.

Altogether, all measurement scales are well-stabilized and can be further analyzed due to the reliability results.

4.1.4 Correlation Analysis

The relationship between the variables in the study was analyzed using correlation analysis to analyze the direction and strength of the relationships between the variables. The correlation coefficient (r)

of Pearson was employed to find the level of connection among Exploitative Leadership, Psychological Contract Breach, Moral Disengagement, and Service Sabotage. Table 3 shows the correlation table of the variables. Cohen (1988) shows that values below 0.10 to 0.29 mean weak relationship, value between 0.30 and 0.49 means moderate relationships and a value of 0.50 and above means strong relationships.

Table 3: Correlation Matrix of Study Variables

Variables	Exploitative Leadership	Psychological Contract Breach	Moral Disengagement	Service Sabotage
Exploitative Leadership	1			
Psychological Contract Breach	.664**	1		
Moral Disengagement	.554**	.647**	1	
Service Sabotage	.552**	.604**	.721**	1

Note: Correlation is significant at the 0.01 level.

Key Observations

- Exploitative Leadership The result indicated that the strongest positive relationship existed between Psychological Contract Breach and Exploitative Leadership ($r = .664, p < .01$), which implied that as the perceptions of exploitative leadership increase, the perception of contract breach also increases.
- Exploitative Leadership was also significantly positively correlated with Moral Disengagement ($r = .554, p < .01$), which indicates that such a leader-employee relationship could be the cause of moral disengagement in employees.

- Psychological Contract Breach showed good positive correlations with both Moral Disengagement ($r = .647, p < .01$) and Service Sabotage ($r = .604, p < .01$).
- As shown in the strongest correlation in the matrix, the relationship between Moral Disengagement and Service Sabotage ($r = .721, p < .01$) was identified, which means that employees who are morally disengaged are much more inclined to service sabotage behaviors.
- All the correlations were positive and significant at the 0.01 level, and this was an indication of the links that were hypothesized to exist between the variables in the study.

4.1.5 Regression Analysis

To test the impact of Exploitative Leadership (EL) on Service sabotage (SS), a simple linear regression analysis was given. The findings of the regression model are shown in the following tables.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.552	.305	.301	4.70890

The model summary indicates that Exploitative Leadership explains **30.5%** of the variance in Service Sabotage ($R^2 = 0.305$), reflecting a moderate predictive power.

Table 5: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1923.188	1	1923.188	86.733	.000
Residual	4390.407	198	22.174		
Total	6313.595	199			

The ANOVA results show that the regression model is statistically significant ($F(1,198) = 86.733, p < .001$), indicating that Exploitative Leadership significantly predicts Service Sabotage.

Table 6: Coefficients

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	6.134	1.055	,	5.815	.000
EL	.542	.058	.552	9.313	.000

The coefficients show that Exploitative Leadership positively and significantly influences Service Sabotage ($\beta = .552$, $p = .001$). The coefficient of abuse of power ($B = 0.542$) indicates that a one-unit rise in exploitative leadership leads to a rise of 0.542-unit rise in the behavior of service sabotage.

These results affirm that exploitative leadership is a major predictor of service sabotage among employees indicating that negative leadership styles are directly related to counterproductive service behaviors.

4.1.6 Mediation Analysis

To learn more about the process that the exploitative leadership affects the service sabotage, the mediation analysis has been carried out with the help of the PROCESS macro (Model 4) created by Hayes (2022). This method of analysis enables the researcher to study the possibility of the exploitative leadership independent variable affecting the dependent variable, service sabotage, to have an indirect effect through a mediating variable. In the current analysis Psychological Contract Breach was the mediator who was tested. This construct indicates how employees feel that their employer has not met the promises given that can also affect the behavioral results. The mediation model was tested to determine whether exploitative leadership contributes to service sabotage indirectly by increasing perceptions of contract breach. The results of this mediation are summarized in the table below and explained thereafter.

Table 7 Mediation Through Psychological Contract Breach

Path Tested	Effect	P-value	Significant?	Interpretation
EL → PC	0.6701	0.0000	Yes	Exploitative Leadership strongly increases Psychological Contract Breach.
PC → SS	0.4138	0.0000	Yes	Psychological Contract Breach significantly increases Service Sabotage.
EL → SS (Direct)	0.2650	0.0003	Yes	Exploitative Leadership directly increases Service Sabotage.
EL → PC → SS (Indirect)	0.2773	,	Yes	Significant mediation: Exploitative Leadership increases Service Sabotage through Psychological Contract Breach.

Interpretation

The mediation analysis was done to identify the existence of Psychological Contract Breach as a mechanism between exploitative leadership and service sabotage. According to the results presented in Table 7, there is strong and statistically significant connection between exploitative and psychological contract breach which is significant (0.6701, $p < 0.001$). This implies that the employees are likely to believe that the organization has not kept its promises once they see that their leaders are exploitative.

The relationship between the breach of the psychological contract and the service sabotage was also important (= 0.4138, $p = 0.001$) which means that, employees who have witnessed breach of the psychological contract, tend to commit acts of sabotaging their services. Moreover, the positive association between exploitative leadership and psychological contract breach to service sabotage was statistically significant (Effect = 0.2773, 95% BootCI [0.1740, 0.3849]) because the confidence interval is not equal to zero. This ensures that there is mediation.

Even though the direct impact of the exploitive leadership on the service sabotage was still considerable (0.2650 $p < 0.001$), the decrease in the level suggests that it is partially mediated. In general, these results allow concluding that exploitative leadership is likely to raise the possibility of service sabotage both

directly and indirectly, and psychological contract breach can be considered as a critical explanatory factor in this process.

Mediation through Moral Disengagement.

The second mediation model has tested the hypothesis of the relationship between Exploitative Leadership and Service Sabotage and Moral Disengagement (MD). Moral disengagement reflects employees’ cognitive justification processes that allow them to engage in unethical or harmful behaviors without experiencing guilt. Using PROCESS Model 4, this analysis tested whether exploitative leadership increases moral disengagement, which in turn leads to higher service sabotage. The results of this mediation model are summarized below in Table X and explained further in the following section.

Table 8: Mediation Through Moral Disengagement

Path Tested	Effect	P-value	Significant?	Interpretation
EL → MD	0.5345	0.0000	Yes	Higher Exploitative Leadership significantly increases Moral Disengagement.
MD → SS	0.6108	0.0000	Yes	Moral Disengagement strongly increases Service Sabotage.
EL → SS (Direct)	0.2158	0.0002	Yes	Exploitative Leadership still directly increases Service Sabotage even after accounting for the mediator.
EL → MD → SS (Indirect)	0.3265	,	Yes	Significant mediation: Exploitative Leadership increases Service Sabotage indirectly through Moral Disengagement.

The mediation model tested using PROCESS (Model 4) shows that **Exploitative Leadership significantly predicts Moral Disengagement** among employees ($\beta = 0.5345, p < 0.001$). This suggests that employees who experience exploitative behavior from leaders are more likely to adopt distorted cognitive mechanisms that allow unethical behaviors to feel justified.

Moral Disengagement, in turn, had a strong and statistically significant effect on Service Sabotage ($\beta = 0.6108$, $p < 0.001$). This observation shows that intentionally harmful behaviors on service quality are more likely to be practiced by employees who have morally disengaged.

The mediated impact of Exploitative Leadership on Service Sabotage by way of Moral Disengagement was also significant (Effect = 0.3265, 95% BootCI [0.2232, 0.4527]) because the confidence interval is not equal to zero. This assures the existence of mediation. In spite of the fact that the direct impact of the Exploitative Leadership on Service Sabotage was still important ($= 0.2158$, $p < 0.001$), the lesser value indicates the partial mediation.

All in all, these results show that exploitative leadership is a cause of service sabotage both directly and indirectly, and moral disengagement is an excellent cognitive tool that allows this process to take place.

4.2 Data Findings

Table 4.2: Summary of Data Findings

Hypothesis	Path Tested	Effect	p-value	Supported?	Interpretation
H1	EL → SS	0.542 (B) / 0.552 (β)	0.000	Supported	Exploitative leadership significantly increases service sabotage.
H2	EL → PC	0.6701	0.000	Supported	Exploitative leadership significantly increases psychological contract breach.
H3	EL → MD	0.5345	0.000	Supported	Exploitative leadership significantly increases moral disengagement.
H4	EL → PC → SS (Indirect)	0.2773	- (BootCI = significant)	Supported	Psychological contract breach significantly

Hypothesis	Path Tested	Effect	p-value	Supported?	Interpretation
					mediates the relationship between EL and SS.
H5	EL → MD → SS (Indirect)	0.3265	- (BootCI = significant)	Supported	Moral disengagement significantly mediates the relationship between EL and SS.

4.3 Chapter Summary

In this chapter, the findings of the statistical tests performed to test the relationship between the variables of the study: Exploitative Leadership, Psychological Contract Breach, Moral Disengagement, and Service Sabotage were revealed. The analysis has commenced by examining the reliability of all measurement scales in which the Cronbach alpha of each construct was above the suggested internal consistency of 0.70 which validates high internal consistency.

The descriptive statistics were thereafter reported to give a description of respondents' perceptions on the study variables. The findings showed moderate to high scores of exploitative leaderships, psychological contract breach and moral disengagement and significant difference in service sabotage behaviors. The demographic data of the respondents were also summarized to provide the background of these findings.

Correlation analysis showed that there were significant and positive relations between all the variables of the study. Exploitative leadership also displayed significant positive links with psychological contract breaking and moral disengagement, and two mediators exhibited significant positive links with service sabotage. The data presented did give preliminary support to the suggested relationships.

The regression model also ensured that the effect of exploitative leadership was a significant predictor of service sabotage, and it accounted a significant percentage of its variance. This meant that the more

employees are exposed to exploitative leadership, the more they are likely to indulge in behaviors that deliberately interfere with service quality.

Lastly, two independent mediation analyses were performed to understand the underlying processes in which exploitative leadership has impact on service sabotage. The former model indicated that psychological contract breach mediated this relationship to some extent showing that exploitative leadership does not only affect service sabotage directly but also indirectly as a result of enhanced perceptions of contract breach. The second model revealed that moral disengagement was also a significant mediator, which implied that exploitative leadership is also a cause of service sabotage due to the establishment of rationalization of unethical behavior. The two mediation models were supported statistically using bootstrapped confidence intervals.

All in all, the results provided in this chapter highlight both comprehensive empirical evidence of all the hypothesized relationships. In the following chapter, these findings will be addressed in terms of the current literature and theoretical models which will outline their practical and scholarly implication.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

Discussion

This chapter presents a comprehensive discussion of the key findings of the study in relation to the literature and theoretical framework. The study explored the influence of exploitative leadership on service sabotage among healthcare employees in Pakistan, while also examining the mediating roles of psychological contract breach and moral disengagement. The discussion highlights the theoretical significance of the findings, provides practical implications for healthcare management, and situates the study in the broader organizational and cultural context.

Overview of Findings

- ❖ Exploitative leadership has a significant positive effect on service sabotage, meaning employees under such leadership are more likely to reduce effort or engage in harmful behaviors intentionally.
- ❖ Psychological contract breach and moral disengagement were found to partially mediate this relationship, providing insight into the psychological and cognitive mechanisms at play.
- ❖ The results support Conservation of Resources (COR) theory, which posits that individuals experiencing resource loss attempt to conserve remaining resources, sometimes by withdrawing effort or engaging in counterproductive behaviors.
- ❖ Findings are particularly relevant in high-pressure healthcare settings in Pakistan, where hierarchical structures and heavy workloads may amplify the effects of exploitative leadership.

Hypothesis 1: Exploitative Leadership → Service Sabotage

- ❖ The study confirmed that exploitative leadership directly increases the likelihood of service sabotage. Employees perceive leaders who are self-serving, unfair, or manipulative as threats to their psychological and emotional well-being.
- ❖ When employees feel undervalued or exploited, they may reduce discretionary effort, provide minimal quality service, or engage in retaliatory behaviors.
- ❖ This aligns with prior studies showing abusive or exploitative leadership negatively affects employee behavior (Chi et al., 2020; Zhou & Wu, 2018).

- ❖ In terms of COR theory, employees under exploitative leaders perceive a loss of resources (time, energy, moral satisfaction) and attempt to conserve what remains, sometimes by sabotaging services.
- ❖ Additional consideration: Structural factors, such as inadequate staffing, lack of resources, or ambiguous roles, may also contribute to service sabotage. Therefore, the behavior is not always solely leader-driven but may result from a combination of leadership and systemic challenges (De la Fuente et al., 2020).

Hypotheses 2 & 3: Mediating Roles of Psychological Contract Breach and Moral Disengagement

Psychological Contract Breach:

- Exploitative leadership violates implicit expectations of fair treatment and reciprocity. Employees perceive such breaches as organizational betrayal.
- This violation reduces employees' sense of obligation toward the organization and increases the likelihood of retaliatory behaviors, including service sabotage.
- Practical implication: Organizations must clearly communicate expectations, maintain promises regarding workload and rewards, and actively restore trust when breaches occur.

Moral Disengagement:

- Prolonged exposure to exploitative leadership encourages employees to justify unethical behavior. They may rationalize actions that would normally conflict with personal or organizational ethics.
- Moral disengagement weakens moral self-regulation, making employees more likely to engage in sabotage without feeling guilt.
- **Practical implication:** Organizations can reduce moral disengagement by promoting ethical standards, offering ethics training, and encouraging peer accountability.

Combined Insight:

- The dual pathways (psychological and cognitive) explain why exploitative leadership results in negative behaviors.

- Moral disengagement was found to be a stronger mediator than psychological contract breach, highlighting those once employees justify their actions cognitively, they are more likely to act unethically than if they merely feel betrayed.

Theoretical Contributions

1. **Dual-pathway evidence:** This study confirms that exploitative leadership affects employees **relationally** (through psychological contract breach) and **cognitively** (through moral disengagement).
2. **COR theory application:** The study demonstrates how resource loss interacts with cognitive rationalizations to lead to service sabotage.
3. **Cultural context:** By studying healthcare employees in Pakistan, the research contributes **cross-cultural evidence**, showing that hierarchical and collectivist settings may intensify the effects of exploitative leadership.
4. **Partial mediation:** Indicates that other factors (e.g., burnout, job dissatisfaction, social support) may also influence service sabotage and should be explored in future studies.

Practical Implications

- ❖ **Ethical Leadership Development:** Organizations should train managers in fairness, emotional intelligence, and supportive supervision.
- ❖ **Policy Implementation:** Clear policies against exploitative leadership, coupled with confidential reporting mechanisms, can reduce toxic behaviors.
- ❖ **Psychological Safety:** Transparent communication and fulfillment of promises prevent feelings of betrayal.
- ❖ **Moral Engagement:** Ethics workshops, peer accountability, and reflective practices can reduce moral disengagement.
- ❖ **Stress Management:** Counseling services and stress reduction programs help employees recover emotional resources and reduce sabotage.
- ❖ **Regular Monitoring:** Periodic surveys and feedback sessions can detect early signs of psychological contract breach or moral disengagement, allowing timely interventions.

Summary of Discussion

- ❖ Exploitative leadership is a key contributor to service sabotage in healthcare, working through both direct and indirect pathways.
- ❖ Psychological contract breach and moral disengagement provide insight into the mechanisms, with moral disengagement playing a more powerful role.
- ❖ COR theory is supported, emphasizing that resource loss triggers defensive and counterproductive behaviors.
- ❖ The study's findings have both theoretical significance for understanding leadership dynamics in high-power distance cultures and practical importance for healthcare organizations seeking to enhance service quality and employee well-being.

5.2 Conclusion

The current research aimed to investigate the role of exploitative leadership in service sabotage within the healthcare industry of Islamabad and Rawalpindi where psychological contract violation and moral disengagement were the mediation effects. The theory used, Having the Conservation of Resources (COR) theory, the research hypothesised that exploitative leadership would drain the psychological, emotional, and moral resources of employees, which consequently will enhance the probability of occurrence of counterproductive behaviours such as service sabotage. The experimental evidence is very robust under this point of view, and it provides an in-depth insight into the way and reasons behind the occurrence of damaging employee behaviour through exploitative leadership.

The findings affirmed that exploitative leadership is an important antecedent of service sabotage. When employees feel that their leaders are manipulative, unfair, or self-serving, chances are high that they will intentionally indulge in activities that diminish quality of service. This supports the argument that leadership practices are decisive in informing frontline employee behaviour and that destructive types of leadership are a significant threat to service-oriented sectors like the healthcare industry. The results of the regression were a good indication of the fact that exploitative leadership is a direct cause of service sabotage, and the issue of unaddressed toxic leadership models can be quite dangerous.

In addition to the direct effect, the mediation analyses showed that there are two key internal processes, whereby exploitative leadership influences. Psychological contract violation proved to be a major

mediator, which means that those employees who seem betrayed or otherwise mistreated have a stronger possibility of retaliation by means of negative workplace behaviours. On the same note, it was discovered that moral disengagement acted as the mediating variable implying that exploitative leadership undermines moral self-regulation of employees enabling them to excuse actions that would be considered unethical without feeling guilty of it. The two mediation channels highlight the elaborate psychological and ethical processes that transpire when there is exploitative leadership.

The results contribute to the theory on the basis that they bolster the claim of COR theory on the fact that loss of resources instigates defensive or harmful behaviours. They also contribute to the literature on leadership by placing the exploitative leadership into a context of the developing country with high power distance and where the employees might be forced to endure the abusive leadership to a greater extent. The study thus gives a good idea of the interpretation and response of the issue of exploitative leadership within the healthcare environment of Pakistan.

Practically, the study stresses the necessity of healthcare organizations to track and control leadership behaviour in an urgent manner. Assistance of the employees, fairness, and non-violation of the psychological contract are crucial measures in alleviating service sabotage. The further prevention of the development of negative behaviour among frontline staff can be achieved by enhancing ethical standards and diminishing the circumstances that allow the moral disengagement.

Comprehensively, the outlined research concludes that exploitative leadership is a severe organizational risk that negatively affects the well-being of staff members besides diminishing the quality of services and patient safety. The identification of psychological contract breach and moral disengagement as the main explanatory mechanisms in the study allows to have a better insight into the processes by which destructive leadership takes place. These perspectives are a basis of future study and give healthcare managers effective guidelines to develop healthier, ethical, and more accommodating workplaces.

5.3 Research Limitations

In as much as the current study offers valuable information on how exploitative leadership influences service sabotage and mediating influences of psychological contract breach and moral disengagement, there are several limitations that must be noted. These limitations do not weaken the importance of the

findings but add valuable context to the interpretation of the results and propose directions of the future research.

To start with, the research design used was cross-sectional research design, which describes the data at a given time. Although this method is feasible and appropriate in establishing relationships between variables, it does not allow one to make robust causal conclusions. The leadership behaviour, perceptions of contract breach, and sabotage tendencies might change with time; hence longitudinal design would provide additional information on how these relationships evolve in the course of time.

Second, the research was based on self-reported data exclusively and was prone to common method bias, social desirability bias, and response distortion. Even though the anonymity of the responses was provided to reduce these risks, it is still possible that the employees will either under report or over report their experiences with leadership or their participation in sabotage. Future results would be enhanced by the inclusion of other data sets like supervisor ratings or behavioural observations.

Third, the study employed convenience sampling method, and despite its appropriateness to reach busy healthcare workers, this method could restrict the externalisability of the findings. The sample was selected based on the healthcare facilities in Islamabad and Rawalpindi alone, implying that the results do not necessarily reflect the rest of the regions in Pakistan and other segments of the service industry. Probability sampling could be used in the future in conducting studies, or multiple provinces could be studied to improve the external validity of results.

One more limitation is associated with a case-specific character of the study. The study was carried out in the healthcare industry, which is one of the most stressful sectors with strict hierarchies and emotional imperatives. Although this environment is suitable to study exploitative leadership, the results might not be entirely applicable to other service-based industries where the relationship between the employees and the customers and the pressure of the resources are not the same.

Finally, the research analysed the two mediators, psychological contract breach and moral disengagement but did not consider that other psychological or organizational variables can also mediate the relations between exploitative leadership and service sabotage. Other variables that may provide extra explanatory power and need to be investigated in the future work are emotional exhaustion, organisational justice, job stress, or leader member exchange.

Overall, although the research has solid evidence to back up the hypothesised relationships, these constraints present the necessity of more diverse designs, larger sample, and more mediating or moderating variables in future studies. Being aware of such limitations is a way of making the findings be interpreted in a balanced way and providing a way forward in the further academic research.

5.4 Recommendations & Suggestions

Based on the findings of this research, several important recommendations can be proposed for healthcare organisations, policymakers, and future researchers. These suggestions aim to mitigate the negative effects of exploitative leadership and promote a healthier and more productive workplace environment.

Recommendations for Healthcare Organisations

1. Strengthen Leadership Training and Development

The findings highlight that exploitative leadership significantly contributes to psychological contract breach, moral disengagement, and service sabotage. Healthcare organisations should invest in leadership development programmes that emphasise ethical behaviour, emotional intelligence, and supportive leadership practices. Training initiatives centred on fairness, communication, and conflict management can reduce the likelihood of exploitative behaviours emerging within supervisory roles.

2. Implement Clear Policies Against Abusive or Exploitative Behaviour

Organisations should establish formal policies that clearly define exploitative leadership behaviours and articulate the consequences for engaging in them. This includes confidential reporting mechanisms that allow employees to raise concerns without fear of retaliation. A structured complaint-handling system will promote accountability and discourage toxic leadership practices.

3. Enhance Psychological Safety and Fair Treatment

Since psychological contract breach plays a key mediating role, organisations must work towards strengthening trust between employees and management. This can be achieved by ensuring transparent communication, meeting promised commitments, and involving employees in

decision-making processes that affect their work roles. When employees perceive fairness and openness, their likelihood of engaging in harmful behaviours decreases significantly.

4. Promote Ethical Culture and Moral Engagement

Given the strong mediating effect of moral disengagement, healthcare organisations should foster an ethical work culture where integrity, responsibility, and patient welfare are prioritised. Regular workshops on ethical decision-making, peer accountability, and reflective practices can reinforce employees' moral standards and reduce tendencies toward unethical conduct such as service sabotage.

5. Provide Support Systems to Reduce Stress and Emotional Exhaustion

Exploitative leadership often creates emotionally draining environments. Organisations should ensure that employees have access to counselling services, stress management programmes, and opportunities for open dialogue with supervisors. Supportive practices can effectively help employees replenish their emotional resources and reduce harmful retaliatory behaviours.

6. Monitor Employee Well-being Frequently

Establishing routine assessments, such as periodic surveys or feedback sessions, can help identify early signs of psychological contract breach or moral disengagement. Early detection enables timely intervention before negative behaviours escalate into service sabotage.

Recommendations for Policy Makers

1. Introduce Leadership Standards in Healthcare Regulations

Policymakers should incorporate leadership behaviour guidelines into institutional accreditation processes. Setting minimum leadership standards can help ensure that healthcare environments uphold ethical, fair, and supportive leadership practices.

2. Mandate Reporting and Accountability Mechanisms

National bodies overseeing healthcare institutions can require hospitals to maintain transparent reporting systems for workplace mistreatment, ensuring complaints are handled systematically and examined regularly.

3. Promote Nationwide Training Initiatives

Government bodies can collaborate with healthcare institutions to design nationwide training programmes focusing on ethical leadership and employee welfare. Such initiatives can help uplift leadership practices across the sector.

Suggestions for Future Research

1. Use Longitudinal Research Designs

Future studies should consider collecting data over multiple time periods to better establish causal relationships between exploitative leadership, psychological contract breach, moral disengagement, and service sabotage.

2. Incorporate Additional Mediators or Moderators

Future research could examine other psychological and organisational factors, such as emotional exhaustion, organisational justice, leader–member exchange, and job stress, to build a more comprehensive understanding of the mechanisms linking exploitative leadership to service sabotage.

3. Examine Different Sectors of Pakistan

Since the current study focuses on the healthcare sector in Islamabad and Rawalpindi, future research may explore other industries such as banking, telecommunications, education, and hospitality to enhance generalisability.

4. Adopt Multi-Source Data Collection

To reduce self-report bias, researchers could collect data from multiple sources, such as supervisors, peers, or organisational records, thus improving the robustness of the findings.

5. Expand the Geographic Scope

Conducting comparative studies between urban and rural healthcare settings or across different provinces in Pakistan can provide richer insights into cultural and regional variations in leadership dynamics.

Overall, the recommendations and suggestions presented above are grounded in the study's key findings and contribute to creating healthier, more ethical, and more productive healthcare environments. They also provide valuable direction for policymakers and future researchers seeking to deepen the understanding of destructive leadership and its effects.

References:

- ✓ Anjum, A., Ming, X., Siddiqi, A. F., & Rasool, S. F. (2021). An empirical study analyzing job productivity in toxic workplace environments. *International Journal of Environmental Research and Public Health*, 18(6), 3123.
- ✓ Chi, N. W., Tsai, W. C., & Tseng, M. J. (2020). The dynamic mechanisms of service sabotage: Interpersonal mistreatment and emotional exhaustion. *Journal of Service Research*, 23(2), 218–233.
- ✓ Harris, L. C., & Ogbonna, E. (2002). The unintended consequences of a service climate: Service sabotage. *Journal of Services Marketing*, 16(5), 340–359.
- ✓ Li, A., Chen, C. C., & Huang, J. C. (2022). Linking ethical leadership to service sabotage: A moderated mediation model. *Journal of Business Ethics*, 176(4), 755–771.
- ✓ Moore, C., Lee, S. Y., Kim, K., & Cable, D. M. (2021). The advantage of being one's own worst critic: How moral self-awareness reduces ethical fading and promotes ethical behavior. *Journal of Applied Psychology*, 106(4), 588–601.
- ✓ Restubog, S. L. D., Bordia, P., & Tang, R. L. (2021). Breach of psychological contract, organizational cynicism, and work outcomes: A social exchange perspective. *Journal of Applied Psychology*, 106(7), 1041–1053.
- ✓ Schmid, E. A., Verdorfer, A. P., & Peus, C. V. (2021). Different shades of exploitation: Investigating the dark side of leadership. *The Leadership Quarterly*, 32(2), 101381.
- ✓ Wang, Z., Ren, S., Chadee, D., & Chen, Y. (2024). Employee ethical silence under exploitative leadership: The mediating roles of work meaningfulness and moral potency. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-023-05405-0>
- ✓ Fatima, T., Majeed, M., & Shah, S. Z. A. (2018). Jeopardies of aversive leadership: A conservation of resources theory approach. *Frontiers in Psychology*, 9, 1935. <https://doi.org/10.3389/fpsyg.2018.01935>
- ✓ Guo, L., Cheng, K., & Luo, J. (2021). The effect of exploitative leadership on knowledge hiding: A conservation of resources perspective. *Leadership & Organization Development Journal*, 42(1), 83–98. <https://doi.org/10.1108/LODJ-03-2020-0085>
- ✓ Liao, H., Huang, L., & Hu, B. (2022). Conservation of resources theory in the organizational behavior context: Theoretical evolution and challenges. *Advances in Psychological Science*, 30(2), 449–463. <https://doi.org/10.3724/SP.J.1042.2022.00449>

- ✓ Nie, Q., & Wang, M. (2025). Exploitative leadership and employees' unethical behavior from the perspective of ego depletion theory: The moderating effect of microbreaks. *Journal of Leadership & Organizational Studies*. <https://doi.org/10.1177/15480518241305683>
- ✓ Sarwar, A., Abdullah, M. I., Hafeez, H., & Chughtai, M. A. (2020). How does workplace ostracism lead to service sabotage behavior in nurses: A conservation of resources perspective? *Frontiers in Psychology*, 11, 850. <https://doi.org/10.3389/fpsyg.2020.00850>
- ✓ Wu, L., Yim, F. H., Kwan, H. K., & Zhang, X. (2012). Coping with workplace ostracism: The roles of ingratiation and political skill in employee psychological distress. *Journal of Management Studies*, 49(1), 178–199. <https://doi.org/10.1111/j.1467-6486.2011.01029.x>
- ✓ Zhou, X., & Wu, Y. (2018). Empowering supervision and service sabotage: A moderated mediation model based on conservation of resources theory. *Tourism Management*, 64, 170–187. <https://doi.org/10.1016/j.tourman.2017.06.016>
- ✓ Schyns, B., & Schilling, J. (2013). How bad are the effects of bad leaders? A meta-analysis of destructive leadership and its outcomes. *The leadership quarterly*, 24(1), 138-158.
- ✓ de la Fuente, J., Lahortiga-Ramos, F., Laspra-Solís, C., Maestro-Martín, C., Alustiza, I., Aubá, E., & Martín-Lanas, R. (2020). A structural equation model of achievement emotions, coping strategies and engagement-burnout in undergraduate students: A possible underlying mechanism in facets of perfectionism. *International journal of environmental research and public health*, 17(6), 2106.
- ✓ Rai, A., & Agarwal, U. A. (2018). Linking workplace bullying and work outcomes: mediating role of psychological contract violation and moderating role of psychosocial safety climate. In *Indian Perspectives on Workplace Bullying: A Decade of Insights* (pp. 79-110). Singapore: Springer Singapore.
- ✓ Ahmad, W., Khattak, A. J., & Ahmad, G. (2016). Impact of abusive supervision on job satisfaction and turnover intention: Role of power distance as a moderator. *City University Research Journal*, 6(1), 122-136.
- ✓ Ogunfowora, B. T., Nguyen, V. Q., Steel, P., & Hwang, C. C. (2022). A meta-analytic investigation of the antecedents, theoretical correlates, and consequences of moral disengagement at work. *Journal of Applied Psychology*, 107(5), 746.
- ✓ Shanafelt, T., Ripp, J., & Trockel, M. (2020). Understanding and addressing sources of anxiety among health care professionals during the COVID-19 pandemic. *Jama*, 323(21), 2133-2134.

APPENDIX:

Survey Questionnaire of Study:

Research Title:

The Impact of Exploitative Leadership on Service Sabotage: The Mediating Roles of Psychological Contract Breach and Moral Disengagement in the Healthcare Sector of Islamabad and Rawalpindi.

Section A: General Information

Instructions:

Please read each statement carefully and select the response that best describes your personal experience. There are no right or wrong answers — we are interested only in your honest opinion. All information will be used for academic research purposes only.

Age:

Under 25 26–35 36–45 46–55 Over 55

Gender:

Male Female Other

Educational Background:

High School diploma or equivalent Associate degree. Bachelor's Degree.
Master's Degree Doctorate or higher Other

Department:

Administration Human Resources IT and Technical Services Marketing and
Communications Nursing / Healthcare Services Other: _____

Position Level:

Entry-level Mid-level / Manager Senior-level / Executive Other: _____

Years of Experience in Current Field:

Less than 1 year 1–3 years 4–6 years 7+ years

Employment Type:

Full-time Part-time Contract Freelance Intern

Section B: Research Variables

Each statement below should be rated by selecting one option:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Exploitative Leadership

No.	Statement	1	2	3	4	5
1	My leader/manager takes advantage of me for personal gain.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	My leader/manager uses me for their own personal benefit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	My leader/manager assigns extra work without considering my existing responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	My leader/manager focuses on results and ignores employees' well-being.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	My leader/manager treats me unfairly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	My leader/manager pressures me to achieve personal gain for themselves.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Psychological Contract Breach

No.	Statement	1	2	3	4	5
7	<i>My organization does not keep the promises it makes.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	The organization has not provided the support it promised me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	I did not receive the rewards I was promised.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	My organization often fails to keep its word.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	My organization does not treat me according to what was agreed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	I feel that the trust between me and my organization has been broken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Moral Disengagement

No.	Statement	1	2	3	4	5
13	It is acceptable to do something wrong if everyone else does it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	Sometimes it is fine to break rules to complete the work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	I do not feel bad when I hide my mistakes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

No.	Statement	1	2	3	4	5
16	Harming the organization is not serious if it benefits me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	Cheating at work is not bad if no one finds out.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	I can justify myself when I do something unfair.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Service Sabotage

No.	Statement	1	2	3	4	5
19	Sometimes I do not put in full effort when serving clients/patients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	I delay service to patients or clients when I feel upset.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21	I do not always follow the service rules.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22	I intentionally ignore the needs of patients or clients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23	I make small mistakes to slow down the service process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24	I sometimes express anger toward patients or clients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you for completing this survey. Your responses will help us study the impact of exploitative leadership on service sabotage.