A TEMPORAL STUDY ON SUBORDINATES' RESPONSE TO DESTRUCTIVE LEADERSHIP: PERSONALITY AND ORGANISATIONAL CLIMATE AS MODERATORS

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ABSTRACT

Leadership is one of the most widely studied areas in the field of organisation behaviour. It is notable that the research on leadership is skewed towards the positive and constructive aspects ignoring the fact that the leaders have potential to serve as a destructive force due to the powers vested in them. Destructive leaders are more interested in personal gains over collective organizational interests, and/or focus on short-term gains over long-term organizational goals thereby lowering the productivity and financial performance of the organization. Not just the organisation but a destructive leader can have negative effects on his followers as well.

While conducting an extensive review of literature we found that research on destructive leadership lacks a profound understanding of the followers' side and followers' response to destructive leadership is a largely unexamined topic (Krasikova, Green, & LeBreton, 2013). Through this study we attempt to fill this lacuna in the literature.

This research takes a follower-centric approach to the study of leadership by integrating research on the dark side of leadership with the employee dissatisfaction literature. In this study we have used the Exit Voice Loyalty Neglect (EVLN) model (Rusbult, Farrell, Rogers & Mainous, 1988) to analyse subordinate's behavioural responses to destructive leadership. We intend to enhance the understanding of how employees respond in terms of Exit, Voice, Loyalty, or Neglect when they are dissatisfied due to destructive and toxic behaviours of their leaders. Using social exchange theory, reactance theory and social identity theory as foundations, a model linking destructive leadership and employees' behavioural responses to destructive leadership has been proposed. This study also aims to contribute to the literature by attempting to advance

the understanding of the impact of intervening variables like follower personality and organisational climate on the relationship under study.

The proposed model was tested on a sample of 275 Indian professionals working in the Banking and Insurance sector. Data was collected in two phases with a time gap of six months between phase one and phase two. Data analysis was conducted using the Partial Least Squares-Structured Equation Modelling technique. The findings of our study provide empirical support for all the main effect relationships. Based on the analysis, our study offers several implications for both theory and practice.

Keywords: Destructive leadership; EVLN; Personality; Organisational Climate

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