



Original Article

Relationship Between Tyrannical Leadership, Psychological Pain, Workplace Sabotage, and Self-Efficacy

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Abstract

Tyrannical leaders exploit and persuade through terror and ultimatum or seduce through individuality and charity. The current investigation aims to examine the association among tyrannical leadership, psychological pain, and workplace sabotage among employees. Also, explore the buffering impact of self-efficacy on this relationship. Data was gathered from 430 employees aged 25-60 years old, collected by using a purposive sampling technique. Data were collected using four reliable scales: the Abusive Leadership Questionnaire, the Mee-Bunney Psychological Pain Assessment Scale, the Sabotage Behavior Scale, and the New General Self-Efficacy Scale. Findings revealed that employees working under tyrannical leadership experience psychological pain and workplace sabotage. Self-efficacy acts as a moderator. Workers with high self-efficacy are more self-assured in their abilities and better equipped to cope with the stress imposed by tyrannical leaders. This study will help employees to develop and encourage self-efficacy instead of experiencing psychological pain and performing sabotage behavior.

Keywords: Tyrannical Leadership, Psychological Pain, Workplace Sabotage, Self-Efficacy, Employees

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INTRODUCTION

Employees are the most valuable resources for any firm; on the other hand, leadership is the fundamental element that provides support to an organization because the leaders and their leadership highly influence the workplace environment and innovation and flexibility at work (Saksvik, 2018). Proficient and capable leaders address issues when they arise, and they foster a welcoming workplace for employees to feel good at work (Ferry, 2024). A good leader will encourage their team members' participation in goal-achieving tasks, whereas a destructive leader reduces resources for their employees in goal-achieving tasks. This ultimately reduced their employees' performance. Employees under the dark kind of leadership frequently act out for a variety of reasons, including stress (Ramachandran, 2018). Roccliffe et al. (2023) emphasize the significant impact of supervision in shaping organizational culture and climate, which, in turn, affects employee engagement and perceptions of physical activity. Tyrannical leadership is identified by an oppressive and domineering approach, excessive control, and misuse of power, which can severely undermine the psychological health of employees. Fear and intimidation are common tools used by tyrannical leaders to accomplish their goals. They organized pressure, denigrate, and exploit, mostly at the amount of assistance's psychological and physical good health and their company's prolonged delight (Mirowska et al., 2022).

Authoritarianism, exploitation, and abuse of power are hallmarks of this destructive and dishonest leadership style (Tepper, 2007). Instead of motivating and assigning their followers, tyrannical leaders use intimidation, terror, and deceit to maintain control over them (Krasikova et al., 2013). According to Lian et al. (2012), tyrannical leadership can have harmful effects on organizational culture and identification, increase stress and turnover, and reduce employee engagement and motivation. Tyrannical authority undermines both democratic leadership and individual liberty (Reicher et al., 2016). Tyrannical leadership may have injurious and dehumanizing consequences on workers, which could lead to more psychological agony. They can cause damaging behaviors like workplace sabotage and cause

extreme psychological pain in addition to attrition and job dissatisfaction (Guo et al., 2024). However, self-efficacy, a person's confidence in their own capacity to complete tasks and overcome challenges, can serve as a powerful moderator or buffer in these connections.

Psychological Pain as an Outcome of Tyrannical Leadership

According to Lumley et al. (2011), psychological pain is defined as emotional and psychological anguish experienced by a person in response to a recognized threat, loss, or trauma. Psychological pain is strongly related to grief-related psychopathology (Frumkin et al., 2021). Extended exposure to tyrannical leadership can result in emotional fatigue, exhaustion, and even psychological pain. In particular ways, psychological pain is an acute consequence of tyrannical leadership, as it can lead to decreased job satisfaction, diminished organizational commitment, and increased actual turnover from work (Eisenberger et al., 2002). Psychological pain may be annoying because it remains in our minds but not in our bodies. People report severe depression when they experience psychological pain (Biro, 2010). The psychological pain is mostly associated with decreasing the feeling of trust, and a faith in the world as a fair place, as well as sentiments of guilt when others are abused as well. Suicidal ideas, motivation, preparation, and attempter status are more significantly linked with self-reported psychological suffering than are other recognized risk factors for suicide, including sadness, pessimism, and perfectionism (Troister & Holden, 2010).

Psychological pain can arise from various sources, including communal disputes and social rejection (Rhudy & Williams, 2005), distressing events, and significant life changes (Loestefani et al., 2022). The event of psychological pain can have significant results for an individual's mental and physical health, including decreased self-esteem and faith (Eisenberger et al., 2002), increased signs of anxiety and depression (Kessler et al., 2003), and reduced cognitive functioning. Additionally, employees who experience psychological distress may turn to unhealthy coping strategies like workplace sabotage, which could result in unproductive actions.

Workplace Sabotage as a Behavioral Consequence

Tyrannical leadership can have detrimental effects on organizational behavior and lead to job sabotage as employees retaliate against their authoritarian boss. Leaders who behave in an authoritarian and controlling way may cause employees to feel belittled, deserted, and helpless, which can lead to anger and resentment. Therefore, employees may engage in organizational operations if they purposefully damage organizational property, spread false information, or put in little effort. We call this sabotage. Workplace sabotage is defined as employees' by-choice, voluntary actions intended to disrupt, obstruct, or prevent the organization from achieving its goals (Ambrose et al., 2002). This behavior can take many forms, including hiding, harming, laziness at work, absenteeism, and intentional underperformance, according to Baskin et al. (2013). Research indicates that these types of harmful behaviors are significantly increased by tyrannical leadership styles (Skarlicki et al., 2008; Serenko, 2019).

Employees are more enthusiastic about providing knowledge regarding organizational issues when they have faith and strong beliefs in their organization (Perotti et al., 2024). Moreover, dissatisfied workers may engage in "knowledge sabotage," which impedes the dissemination of information. There are a number of factors, such as job unhappiness, unfairness at the workplace, and authoritarian leadership styles, which can contribute to workplace sabotage (Serenko, 2019). According to a previous study, workplace sabotage can result in reduced productivity, increased costs, and a negative impact on the company's reputation (Gaviria et al., 2018). Strong work ethics can decrease workplace sabotage even in the face of a tyrannical leader, despite research showing workplace sabotage increases with abusive supervision (Guo et al., 2024). Additional factors, such as self-efficacy, can decrease the harmful effects of psychological distress and workplace sabotage.

The Protective Role of Self-Efficacy

The belief in one's own skills is known as self-efficacy. It helps us achieve our goals and objectives. When they are highly dedicated to their work and have greater belief in their skills, people with increased levels of self-efficacy are less likely to engage in workplace sabotage (Harris et al., 2020). Employee behavior, well-being, and attainments have been displayed to be significantly

impacted by self-efficacy, especially in the face of hardships (Avey et al., 2011). It is a psychological evaluation of one's own capacity that affects motivation, conduct, and overall presentations (Bandura, 2020). Unlike self-esteem or beliefs, self-efficacy is a specific belief in one's ability to perform in a given situation or task (Bandura, 2020).

Work discipline and self-efficacy must be improved in order to enhance employee performance (Lestari et al., 2024). Additionally, it has been demonstrated that self-efficacy is a reliable predictor of job satisfaction, career success, and output (Rossiandy & Indradewa, 2023). Self-efficacious people are more gregarious and seek aid when they need it, which eventually lessens feelings of isolation and loneliness that cause psychological suffering (Cohen et al., 2015). By cultivating a sense of self-efficacy, organizations can enhance workers' overall well-being, promote a healthy workplace, and reduce negative behaviors.

Theoretical Background

Social Exchange Theory

A useful paradigm for comprehending the interactions between psychological distress, workplace sabotage, tyrannical leadership, and employee self-efficacy is provided by the Social Exchange Theory (SET) (Blau, 1964). According to SET, relationships in the workplace are ruled by the reciprocity norm, where employees expect to be treated equitably in exchange for their assistance (Blau, 1964). This stability is disrupted by tyrannical leadership, which is indicated by harsh, authoritarian, and abusive behaviors that defy the unwritten agreement between a leader and their followers. Such poor behavior with employees can cause them suffer psychologically and emotionally, which increases the agreement on psychological costs (Cropanzano & Mitchell, 2005).

This emotional tension may lead to workplace sabotage, a form of revengeful behavior in which employees strive to restore perceived fairness or to express dissatisfaction with the unfair trade (Tepper, 2000). However, the effects of authoritarian leadership may differ from person to person. This relationship can be moderated by self-efficacy, or a person's confidence in their ability to overcome challenges. A high level of self-efficacy may help workers better

deal with stress and look for positive outcomes, which decreases the risk of sabotage (Bandura, 1997). On the other hand, people with decreased self-efficacy may feel helpless, which increases psychological pain and raises the possibility of poor job practices. Therefore, SET provides a thorough perspective to investigate how individual variations, including self-efficacy, impact these processes and how perceived injustice in leadership dynamics might result in negative emotional and behavioral results.

Self-Determination Theory

Self-determination theory (Deci & Ryan, 2000) posits that autonomy, competence, and relatedness are psychological needs that motivate human behavior. This theory posits that employees under tyrannical leadership may perceive that their autonomy, competence, and relatedness needs are not being met, leading to reduced self-efficacy and motivation (Deci & Ryan, 2000). When psychological needs of employees remain unfulfilled, they develop psychological pain and workplace sabotage, which ultimately decreases self-efficacy. Tyrannical leaders are reluctant to trust others because that nourishes inconsistency. They readily criticize others, as they assume that external circumstances are the cause of any gloomy feelings they experience.

Social Cognitive Theory

Social Cognitive Theory (Bandura, 1986) elaborates that personal factors, environmental influences, and behavioral patterns interact to produce specific behavior. In the context of tyrannical leadership, Social Cognitive Theory suggests that employees are influenced by the negative leadership style as a key environmental factor. Employees may internalize emotions of paucity or futility as a result of tyrannical leaders' constant terrifying, criticism, or control. This reduces their self-efficacy by undermining their confidence in their own skills. A key idea in Social Cognitive Theory, self-efficacy describes a person's ability to carry out the behaviors necessary to handle future circumstances. High self-efficacy workers are more likely to use healthy coping strategies. They can bear negative emotional reactions even under tyrannical leadership. Alternatively, workers with low self-efficacy may feel

powerless, overburdened, and unprepared to handle stress at work, which increases their vulnerability to psychological distress.

In this case, psychological pain refers to the emotional suffering caused by consistently poor treatment. This is a personal factor that influences how employees perceive and respond to their environment. For some employees, especially those with low self-efficacy, this pressure may become unbearable and manifest as unproductive behaviors, such as workplace sabotage. It is a behavioral outcome of this dynamic association; workers may resort to sabotage to express their embitterment, or to regain control over their senses and environment. Workplace sabotage is not a random or purely moral decline but rather a learned and intentional behavior driven by contextual cues (e.g., tyrannical leadership), cognitive appraisals (e.g., self-efficacy), and emotional responses (e.g., psychological pain), according to Social Cognitive Theory. Workers observe, process, and respond based on their capacity of manage the situation. With self-efficacy serving as a harmful buffer or risk factor in the process, this hypothesis helps explain individual variation in how workers react to the same stressful environment.

Research Gap and Objectives

Despite growing interest in the consequences of destructive leadership, critical gaps remain in our understanding of how tyrannical leadership specifically contributes to psychological pain and sabotage behavior. The primary focus of the current investigation is to examine the consequences of tyrannical leadership for organizations and employees, addressing notable gaps in prior research. Despite of increasing research on the effects of tyrannical leadership (Tepper, 2000), its impact on psychological pain remains unexplored. Furthermore, the link between autocratic leadership and workplace sabotage is still not understood (Marcus & Schuler, 2004). Additionally, the function of self-efficacy as a moderator in this relationship is still not identified (Bandura, 1997).

This investigation seeks to address these gaps by examining the associations among tyrannical leadership, psychological pain, and workplace sabotage, with an emphasis on the moderating role of self-efficacy. Employees with higher self-efficacy are more likely to manage stress and regulate emotions,

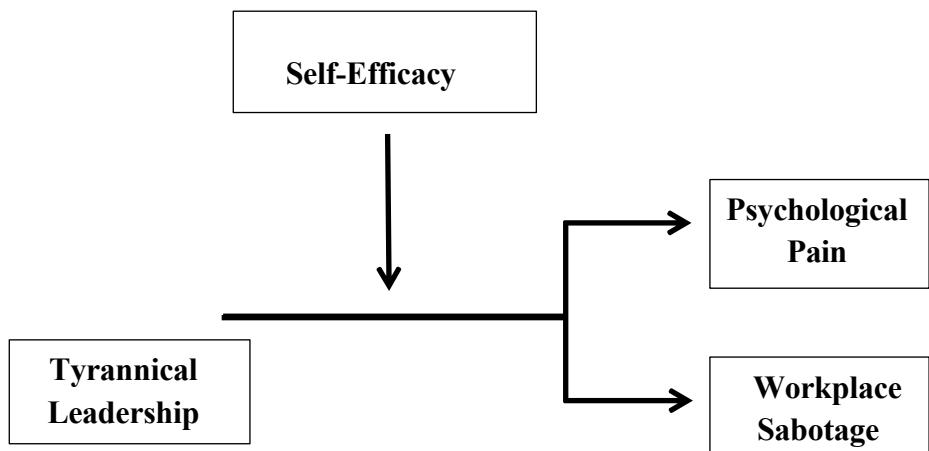
which protects them from workplace sabotage and psychological distress (Bandura, 2020). Figure 1 presents the conceptual model proposed for the investigation. By examining how these factors relate to one another, this study aims to increase our awareness of the complex elements that underlie workplace behavior and to provide insights for organizations seeking to promote positive leadership practices and reduce the harmful consequences of tyrannical leadership. With these goals in mind, the following objectives were formulated.

- To examine the relationship between tyrannical leadership, psychological pain, workplace sabotage, and self-efficacy.
- To investigate the role of self-efficacy as a moderator in the relationship between tyrannical leadership, psychological pain, and workplace sabotage.

Hypotheses

1. Tyrannical leadership and psychological pain are positively correlated.
2. Tyrannical leadership and workplace sabotage are positively correlated.
3. Psychological pain and workplace sabotage are negatively associated with self-efficacy.
4. Self-efficacy moderates the relationship between tyrannical leadership, psychological pain, and workplace sabotage.

Figure 1: Conceptual Model of the study



METHODS

Study design and procedure

To identify the relationship between tyrannical leadership, psychological pain, workplace sabotage, and the buffering effect of self-efficacy, a cross-sectional study approach was employed. A sample of 430 employees of the age range 25-60 years working at different organizations, having experience of working at the same organization for at least 1 year, has been approached via a purposive sampling technique. Before receiving the scales, participants were briefly informed of the study's primary objective. They were told that any information they provided would be used solely for research purposes and would remain confidential.

After a quick explanation of the questionnaire's purpose, every survey was given to a sample with explicit instructions to carefully read each item and choose the response that best reflected their feelings. Participants in the study were instructed not to skip any of the scales or tasks. There was no time limit for completing the surveys. Participants were thanked for their participation upon completion of the questionnaire.

Participants

In the present study, data were gathered from a sample of ($N=430$) employees, aged 25-60 years, working at different organizations (Public and Private). The respondents had of least 1 year of work experience at the same organization. Educational background from intermediate to masters. Respondents were from both joint and nuclear family systems. The sample was also from different socioeconomic statuses and a representative of both genders, male and female. Data was gathered through the use of purposive sampling. As mentioned in Table 1.

Table 1: Frequencies and percentages of the demographic characteristics (N=430)

Demographic Variables	f	%
Age		
25-35	156	36.3
36-45	199	46.3
46-55	52	12.1
56-above	23	5.3
Years of employment		
1-5	154	35.8
6-10	217	50.5
10 and above	59	13.7
Qualification		
Intermediate	93	21.6
Bachelor	228	53
Masters	109	25.3
Natures of Job		
Private	286	66.5
Government	144	33.5
Family System		
Joint	210	48.8
Nuclear	220	51.2
Socioeconomic Status		
Upper class	10	2.3
Upper middle class	216	50.2
Lower middle class	190	44.2
Lower class	14	3.3
Gender		
Male	250	58.1
Female	180	41.9

Operational Definitions

Tyrannical Leadership: Tepper (2000) defined Tyrannical Leadership as the extent to which supervisors engage in behaviors perceived by their subordinates as hostile, abusive, and exploitative.

Psychological Pain: Eliason & Putter (2009) defined Psychological Pain as a subjective, distressing experience that is characterized by feelings of emotional hurt, anguish, and suffering. It is a negative emotional state that is often accompanied by feelings of helplessness, hopelessness, and despair.

Workplace Sabotage: Sabotage at work behavior describes actions taken by staff members with the intention of destroying relationships, harming customers or other employees, or damaging or disrupting the company's output and assets (Kanten & Ulker, 2013; Umana & Okafor, 2019).

Self-efficacy is the belief in one's ability to perform a task or role successfully (Chen et al., 2004).

Measures

Abusive Leadership Questionnaire: Developed by Tepper (2000). There were fifteen items on the Abusive Leadership Questionnaire. The scoring system was a 5-point Likert scale. The scores ranged from 1 (Never) to 5 (Very often) to assess for tyrannical leadership behaviour, which can have severe consequences on employees. Higher scores indicate frequent abusive leadership behaviour.

Mee-Bunney Psychological Pain Assessment Scale (MBPPAS): MBPPAS was developed by Mee-Bunney (2011). A self-report questionnaire, the Mee-Bunney Psychological Discomfort Assessment Scale, is used to assess the severity of psychological discomfort. Using a 5-point Likert-type scale (0 = intolerable), the scale comprises 10 items. Higher scores indicate greater psychological pain, whilst lower scores indicate less psychological suffering.

Sabotage Behaviour Scale: Sabotage behaviour was measured using the Skarlicki & Folger (1997) scale. The 17-item scale is designed to assess

workplace sabotage. The Likert scale, with one denoting never and five denoting always, was used.

New General Self-Efficacy Scale: The New General Self-Efficacy Scale (GSE) was developed by Chen et al. (2001). The scale consisted of 8 items. This scale is a self-report measure of self-efficacy. For this scale, the total score ranges between 5 and 40, with a higher score indicating more self-efficacy.

Result

Table 2: Descriptive Statistics and Cronbach's Alpha for the scales of tyrannical leadership, psychological pain, workplace sabotage and self-efficacy (N=430)

Variables	K	α	M	SD	Range		Skewness	Kurtosis
					Actual	Potential		
Tyrannical leadership	15	.80	48.73	9.86	26-69	15-75	.26	-.87
Psychological pain	10	.92	30.98	9.54	10-50	10-50	.09	-.69
Workplace sabotage	17	.69	49.65	4.98	43-64	17-85	.18	-.81
Self-efficacy	8	.83	32.57	5.16	10-38	8-40	-2.02	4.41

Alpha coefficients, descriptive statistics, and normality statistics for each of the variables under study are displayed in Table 2. Skewness and kurtosis fall within the permissible range for concluding that the data are normally distributed, according to normality statistics. Scales are considered credible if their alpha coefficient falls between 0.69 and 0.92.

Table 3: Correlation Coefficient for the scales of tyrannical leadership, psychological pain, workplace sabotage, and self-efficacy (N=430)

	Variables	1	2	3	4
1	Tyrannical leadership	-----			
2	Psychological pain	.105*	-----		
3	Workplace sabotage	.115*	.051	-----	
4	Self-efficacy	-.294**	-.094	-.031	-----

*p<.05, ** p<.01

Results in Table 3 indicate a significant positive relationship among tyrannical leadership, psychological pain, and workplace sabotage, indicating that as tyrannical leadership increases, psychological pain and sabotage increase. Furthermore, it also showed that self-efficacy is negatively correlated with psychological pain and sabotage behavior, which reveals that participants with higher self-efficacy tend to regulate their stress better and are less likely to engage in sabotage behavior.

Table 4: Moderating impact of self-efficacy on the relationship between tyrannical leadership and psychological pain among employees (N=430)

Predictor	Psychological pain				
	95% CL				
	B	Se	p	LL	UL
Constant	-40.15	17.32	.02	-74.19	-6.10
Tyrannical leadership	1.32	.29	.00	.74	1.90
Self Efficacy	2.05	.52	.00	1.02	3.07
Tyrannical leadership x Self Efficacy	-.038	.00	.00	-.05	-.02
R ²		.05			
ΔR ²		.04			

Table 4 revealed the moderating role of self-efficacy on the relationship between tyrannical leadership and psychological pain ($B = -40.15$, $t = -4.2$, $p = .00$). Self-efficacy cause 4% variance in this relationship ($\Delta R^2 = .04$), which means that self-efficacy acts as a protective factor, buffering the adverse effect of tyrannical leadership on psychological pain.

Table 5: *Moderating impact of self-efficacy on the relationship between tyrannical leadership and sabotage behavior among employees (N=430)*

Predictor	Sabotage behavior				
	B	Se	p	LL	UL
Constant	7.82	9.04	.38	-9.95	25.61
Tyrannical leadership	.73	.15	.00	.43	1.04
Self Efficacy	1.19	.27	.00	.65	1.72
Tyrannical leadership x Self Efficacy	-.02	.00	.00	-.03	-.01
R ²		.05			
ΔR ²		.04			

Table 5 revealed the moderating effect of self-efficacy on the relationship between tyrannical leadership and psychological pain ($B = 7.82$, $t = -4.43$, $p < .00$). Self-efficacy accounted for 4% of the variance in this relationship ($\Delta R^2 = .04$). This also indicates that self-efficacy buffers the impact of tyrannical leadership on sabotage behavior.

Discussion

Employee well-being in the workplace is essential, as it directly influences productivity. Employees are the most valuable assets of any organization, while leaders form its core foundation. Leadership styles significantly shape employee well-being and, consequently, job performance. Recently, rude, discourteous, and disrespectful behaviors have become increasingly prevalent

across different areas of modern life. This growing trend of incivility has also permeated the business world, which was once regarded as a stronghold of decorum (Mubarak et al., 2023).

“There is a positive relationship between tyrannical leadership and psychological pain” was the first hypothesis of the current study. The results in Table 3 suggest a significant positive association between tyrannical leadership and psychological pain. It means that when tyrannical behaviour increases, psychological pain in employees also increases. The current study's results are consistent with earlier research, which also suggested that 72% of respondents reported that tyrannical leadership behaviours are notably correlated with increased levels of stress, 57% of respondents reported low job satisfaction, and 57% reported elevated turnover intention (Xuereb, 2007). Tyrannical leadership has frequently been associated with negative consequences for employees, including increased levels of stress, anxiety, and psychological distress (Tepper, 2007). Hence, the first hypothesis was accepted.

The second hypothesis was “There is a positive relationship between tyrannical leadership and workplace sabotage. Results in Table 3 also indicate a significant positive correlation between autocratic leadership and sabotage behavior. Results aid the hypothesis that if tyrannical leadership behaviour increases, sabotage behaviour in employees also increases. Previous studies have also supported the hypothesis that tyrannical leaders can lead team members to withhold essential knowledge and ultimately engage in workplace sabotage. (Guo et al., 2024). Employee knowledge sabotage behavior is positively impacted by workplace exclusion, both directly and indirectly, through employee rage (Tan et al., 2024). Hence, the second hypothesis was accepted.

The third hypothesis was “Psychological pain and workplace sabotage are negatively correlated with self-efficacy.” Table 3 also revealed that increased self-efficacy in employees leads to a decrease in psychological pain and workplace sabotage behaviour. Previous research also supported the results that employees with strong self-efficacy can reduce psychological suffering by managing stress, anxiety, and adversity (Etherton et al., 2020). Research

indicates that a person's degree of self-efficacy has a considerable impact on their resilience, adaptability, and general well-being (Dewi & Ruidahasi, 2020).

The fourth hypothesis was “Self-efficacy moderates the relationship between tyrannical leadership, psychological pain, and workplace sabotage. Results in tables 4 & 5 indicate that self-efficacy has a moderating impact on the relationship between tyrannical leadership and psychological pain. Also, self-efficacy moderates the association between tyrannical leadership and sabotage behavior. Previous studies are also aligned with the current results, suggesting that self-efficacy moderates the relationship between organizational stress and psychological problems, indicating that higher self-efficacy can decrease the negative effects of workplace stressors (Zhang et al., 2024). High levels of self-efficacy have been shown to positively influence employee well-being by reducing psychological distress and alleviating counterproductive workplace behaviors, such as sabotage. When employees believe in their ability to succeed, they become better at managing stress, which, in turn, reduces psychological distress and promotes emotional resilience.

Moreover, individuals with higher self-efficacy are less likely to engage in sabotage behaviors that can harm organizational functioning, as they possess greater confidence in addressing work-related hurdles. Additionally, studies have demonstrated that self-efficacy can mitigate the adverse effects of job stress associated with workplace forbidding, highlighting its protective role in maintaining employee well-being (Fatima et al., 2019). This implies that increasing workers' self-efficacy can be an important strategy for improving their well-being and lowering sabotage. So, the fourth theory was accepted.

Limitations and Future Directions

- I. It is suggested to use a longitudinal study in the future to examine the association over time among workplace sabotage, psychological suffering, and tyrannical leadership because this study used self-reported data, which may be subjective and biased.

- II. This study only focused on tyrannical leadership; it is suggested to use other harmful leadership styles like laissez-faire or passive-aggressive leadership that might have a detrimental impact on employees.
- III. Future research should check how individual personality traits, such as the ability to deal with challenges, emotional stability, or the power of resilience, impact the relationship between workplace sabotage, psychological pain, and tyrannical leadership.
- IV. Future studies could focus on interventions that help to develop good leadership styles, including servant or transformational leadership, and their positive impacts on employees by reducing psychological pain and sabotage.

Conclusion

This study highlights that employee experience increased psychological distress and workplace sabotage under tyrannical leadership. This study also highlights the importance of self-efficacy, which boosts workers' confidence in handling challenging situations, potentially reducing harmful effects. The current study emphasizes taking energetic steps and developing skills like increased self-efficacy, employee support programs, leadership development, and fostering a healthy company environment, which ultimately help employees of an organization to deal with toxic leadership styles. When the company and the employees are aware of those elements, there is less chance of experiencing the negative consequences of tyrannical leadership, while at the same time, it will help them to become more effective and productive, also creating a psychologically secure workplace.

Ethical Consideration

Every procedure used in research involving human subjects complied with the University of Wah's Ethical Research Committee's ethical norms and guidelines. The APA ethical guidelines were followed for conducting this investigation.

Consent to participate

Participants received assurances that their information would only be used for research and that their privacy would be protected. Prior to data collection, participants gave their informed consent.

Consent for publication

Informed consent was obtained from all participants for publication.

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