

**Impact of Petty Tyranny on Work Alienation through Self
Efficacy: Coworkers Support as a Moderator”**

By

Salman Sarwar -MMS151016

**MASTER OF SCIENCE IN MANAGEMENT SCIENCES
(Human Resource Management)**



**DEPARTMENT OF MANAGEMENT SCIENCES
CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY
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Salman Sarwar

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In The Name of ALLAH the Most Beneficent the Most Merciful



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ISLAMABAD**

CERTIFICATE OF APPROVAL

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Salman Sarwar
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THESIS EXAMINING COMMITTEE

S No	Examiner	Name	Organization
(a)	External Examiner	Dr.Khuram Shahzad	
(b)	Internal Examiner	Dr.Shazia Akhter	CUST, Islamabad
(c)	Supervisor	Dr. Sajid Bashir	CUST, Islamabad

Dr. Sajid Bashir

Thesis Supervisor

January 27, 2017

Dr. Sajid Bashir

Head of

Department

Department of Management and
Social Sciences

Dated: January 27, 2017

Dr. Arshad

Hassan Dean

Faculty of Management and Social
Sciences

Dated: January 27, 2017

Certificate

This is to certify that Mr. Salman Sarwar has incorporated all observations, suggestions and comments made by the external evaluators as well as internal examiners and thesis supervisor.

The title of this thesis is: Impact of Petty Tyranny on Work Alienation through Self Efficacy: Coworkers as a moderator.

Forward for necessary action

Dr. Sajid Bashir
(Thesis Supervisor)

DEDICATION

The dissertation is dedicated for the sake of Allah, my Creator and my Master. My great teacher and messenger, Muhammad (May Allah bless and grant him), who enlightened the purpose of our life. To my great father Ghulam Sarwar and my loving mother Sugrah Begum, who never stop giving of themselves in countless ways, their unprecedented prayers, and the lessons they taught me to work hard with dedication and confidence. They made me believe that my imaginations will drive, I can get anything I want, but to have firm belief behind all my ideas, to stick with my goals and have an undying faith.

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Impact of Petty Tyranny on Work Alienation through Self Efficacy: Coworkers Support as a moderator

Abstract

Purpose of this study was to examine the Impact of petty tyranny on Employee Work Alienation working in different Public sector organizations of Pakistan. The study also explores the mediating role of Self-Efficacy in this particular relationship and moderating role of Co-Workers Support. The survey was conducted on employees working in six Public Sector organizations currently working in Islamabad, Rawalpindi, Lahore, Sialkot and Narowal district of Pakistan. Data was collected from 278 personnel through convenience sampling technique, using adopted questionnaires consisting of measuring each variable on five point likert scales. For data analysis statistical tools such as reliability, correlation and Regression were tested. Results indicate petty tyranny has positive and significant relationship with employees work alienation. The mediating role of Self-Efficacy between the relationship petty tyranny and work alienation of employees was also supported by results. While the moderating role of Co-workers Support on the relation of petty tyranny and work alienation gain full support Therefore, organizations should create and promote a mutually trusted environment, and Co-Workers Support can be used an important buffer to reduce the negative emotions and work alienation among the employees for the effective functioning of organizations.

Key words: *Petty Tyranny, Self Efficacy, Work Alienation, Co-Worker Support, Public sector.*

CHAPTER 1: INTRODUCTION

1.1 Background

Supervision and leadership is an exceptionally essential part of a workplace that intends to take advantage of its success potential. Leaders are generally considered as role models, a source of inspiration for their followers and employees. In the last two decades, leadership research focusing on different types of leadership like Transformational Leadership, Transactional leadership, Authentic Leadership and Charismatic Leadership etc and it has also ventured into exploring the negative sides of leadership like, tyrant behavior of leaders (Ashforth, 1994), abusive supervisor (Tepper, 2000), destructive leadership (Einarsen, Aasland, & Skogstad, 2007), Supervisor undermining (Duffy, Ganster, & Pagon, 2002) workplace bullying (Hoel, Glaso, Hetland, Cooper, & Einarsen,2010), supervisor aggression (Schat, Desmarais, & Kelloway, 2006) etc. One such negative attitude of leader's i.e. tyrannical leadership is the focus of this study. The idea of petty tyranny was first introduced by Ashforth (1994) and defined as the leader who lord power over others especially on subordinates and employees. This behavior included:

- Vainglorious and uncertainty,
- Denigration their subordinates,
- Showing non-contingent punishment,
- Discouraging initiative,
- Performing a lack of consideration.

Organizations productivity, performance and reputation always hurt by this negative leadership styles by reducing employee's dedication and commitment, productivity, involvement and motivation. Petty tyranny or Tyrannical leadership influence subordinates,

their perception and their behaviors (Kant, Skogstad, Torsheim & Einarsen, 2013). Furthermore negative leadership style gradually gaining more attention is a big problem in the workplace. Such style not just affects the victimized employee it can affect the entire organization and work place.

Ashforth (1994) combined some familiar negative characteristics of leaders' behavior and named it as petty tyranny. This concept gained great admiration among researchers and they continued to contribute in the literature in different dimensions. The vast literature on this negative behavior of tyrant leaders and employers indicated less organizations' productivity and employees' performance. Leaders and employers behavior influenced the reactions and behaviors of employees. Baird (1997) studied that non-supportive leadership style and negative behavior led to negative perception of employees about fairness and justice in organization. Moreover employers' belittling and non-contingent punishment decrease self-confidence among employees. Resultantly this may possibly lead to their lower performance and turnover intentions, which are major problems, many organizations facing these days.

Subsequently negative behavior of leaders harm organization's performance and reputation since such leadership style reduce employee's commitment, job involvement, motivation and performance (Mehta & Maheshwari, 2014). According to researchers' Tyrannical leadership influence perception and behavior of employees (Kant, Skogstad, Torsheim & Einarsen, 2013), as such behaviors occurred at workplace triggers employees' emotions. These emotions have direct and indirect impact on employees' perception, behavior and performance (Gaddis, Connelly & Mumford, 2004). Literature provides us evidences that such kind of leaders' behavior has a strong influence on the employees 'performance and quality of life. Few antecedents found that Petty Tyranny rooted anxiety and danger (Kant, et

al., 2013), power and bureaucratic orientation, stress, employers' self-esteem and self-efficacy (Ashforth, 1994, 1997). Thus Tyrannical leadership styles harass and oppress employees, and the negative outcomes of Petty Tyranny are the source of unhealthy relationship among leaders and employees, which may destroy employees' performance and organizations' productivity. In contrast to this constructive leadership styles reflect supportive behavior, with prime emphasis on increasing employees' motivation and their wellbeing. Therefore, employees feel motivated at workplace and exhibit Organization Citizenship behavior.

However when leaders' exhibit negative behavior towards employees, they express less concern towards organizations' goals and objectives, subsequently it leads towards anti organization behavior such as absenteeism, alienation, deception and low involvement. (Aasland, Skogstad, Notelaers, Nielsen & Einarsen, 2010). In reference to the past studies negative leaders provide less power and self-governance to employees, thus employees alienate themselves at workplace which result in declining job commitment and involvement (Tanewski, Sarros, Winter, Santora & Densten, 2002). This approach may possibly harm organization, and it can lead organization to failure. Resultantly organizations may bear heavy cost to restore their employees and their lost reputation (Mehta & Maheshwari, 2014). Either if employees leave organization; hunting potential employees, their recruitment and selection process or if they alienate themselves and express destructive behavior towards organization, it expense at its productivity and question the existence of that organization over successive years.

Moreover this study discusses Self Efficacy as mediator which directs Tyrannical behavior of leaders to employees' work alienation. Literature proved that Self efficacy as a key indicator of numerous parts of behavioral decisions including job performance and

execution, degree of aspiration and feelings, positive and negative means for speculation and task diligence (Bandura, 1997; Gist, 1992). Leaders' tyrannical behavior and such frequent experiences at workplace develop negative perception of employees which escort them to react in the same manner. This environment affects attitude of employees, emotional cognitions and their perception, which further lead them to regulate their behaviors and performance. Therefore it affects employees' self-efficacy directly, since when employees feel belittled or humiliate edit shatter their self-efficacy. It decreases their abilities, confidence and motivation which ultimately lead to less participation and destroy their performance. Hence with low self-efficacy employees alienate themselves from work, thus it can be assumed that self-efficacy is a route, that link petty tyranny to worker alienation. A few studies investigated petty tyranny and its relationship with work alienation, yet there is a room to conduct comprehensive research with perspective of self-efficacy as mediator between these two variables.

Currently many organizations are facing major issues like decrease in employees 'commitment, motivation, powerlessness, self-efficacy, work involvement and work Alienation (Mehta & Maheshwari, 2014). Therefore it seems necessary to figure out the causes and solutions of these issues, since low self-efficacy among employees lead to work alienation which is intensely associated with the self-efficacy and one's capabilities(Landry & Vandenberghe, 2009). It causes serious consequences not only to organization, its resources but their quality of life as well (Carlson, Ferguson, Hunter & Whitten, 2012). Employees who faced petty tyranny will indirectly lead to work alienation because employees with low self-efficacy will create feeling of less autonomy, frustration and helplessness. Though work alienation is one of the major employees' outcome affected by Petty Tyranny (Mehta & Maheshwari, 2014).

In addition to this, the dissertation also established a framework to study coworkers' support as moderator that draws an inclusive connection of petty tyranny and employees' work alienation. Conferring the past literature, it also figures out the dynamic role in shaping employees' behavior, beliefs and values (Srite & Karahanna, 2006).

This study conducted on public sector of Pakistan particularly. Furthermore it has opened horizons in the field of academia to study the behavior of supervisors and employees worldwide. Pakistan is considered to be a Collectivist culture where people normally work in groups, share feelings and workload. Therefore it symbolizes that tyrannical behavior has less control over employees in high collectivist cultures like Pakistan, since coworkers support play a significant role to mitigate the effect of abusive and negative behavior of leaders, so there is less possibility of high work alienation. (Wan, Bond, Leung & Giacalone, 1985). Literature indicated that Petty Tyranny is one of the very essential aspects that affect employees' performance because relationship between leader and employees is the core component that can either lead organization towards success or can lead organization towards failure.

In the context of Pakistan there are hardly a few studies found that discuss petty tyranny and its relationship with Work Alienation. Therefore the underlined research is an effort to concentrate on the direct rapport of petty tyranny and employees' work alienation, besides that self-efficacy is deemed to mediate this relationship and coworkers' support expressively moderates the relationship. The framework of the study is designed on the Public Sector of Pakistan where employees are directed and supervised by their managers and supervisors. However managers and supervisors are considered as leaders, thus their interaction and behavior towards employees' aid them to construct their course of action

towards organization, its goals and objectives. Though the outcomes of leaders' behavior can be demonstrated in public sector organizations where leaders and employees work together, leaders flow directives to employees and employees report them accordingly. Conversely negative behavior of leaders towards their employees, cause negative outcomes that may charge heavy cost to such organizations. Therefore this study is initiated to establish policies to figure out the prime causes of tyrannical behavior and its effects on employees' work alienation and endorse potential solutions to such issues in public sector organizations.

1.2 Gap Analysis

In last few decades several organization are investing huge amount and resources to strengthen leader and subordinate relationships because they together can lead organization towards the success but still there are few leaders and employers who believe in centralization and formalization of structure. Literature gives numerous reasons for such kinds of leadership styles e.g. famous studies by Ashforth(1994, 1997) identified that Bureaucratic orientation, Theory X orientation, workers low self-efficacy, Power, Defectiveness and Stress are the antecedents of Tyrannical leadership. These antecedents lead them to Tyrannical behavior. Now it is required to identify the mediating factor that leads Petty Tyranny to have impact on Work Alienation. This study discusses employee's self efficacy as a mediator for such relationship because employees' behaviors are affected by it.

In the past there are very few studies that discuss Petty Tyranny impact on employee's behaviors and reaction. Most of the studies are about antecedents of Petty tyranny. But almost none have discussed the psychological impact of Petty Tyranny so this study will discuss behavioral outcomes of petty tyranny with the mediating variable self-efficacy that has its

direct impact and which further lead to Work Alienation. Therefore in past studies couple of researchers has test the Petty Tyranny and its association with Work Alienation however an extensive model distinguished different potential variables that have never been tested earlier. This integrative model of different variables is expected to aid organization to deal with leaders' negative behavior which is unhealthy for organizations' productivity. This dissertation is believed to assist organization to cope with such colossal problems like employees' work alienation, demotivation at workplace and turnover etc. Since organizations' are deemed to deal with these issues by providing constructive work environment and encouraging leaders' employees' relationship. The underlined study will help organization and practitioners to deal with these destructive problems related to Petty Tyranny and its association with employee work alienation. It is assumed to recommend such practices to leaders to control their negative approach and to influence and inspire employees in such a way that it can increase their productivity. Hence leaders will be able to provide competitive work environment where employees' can get room to reflect their aptitudes and experiences, to be benefited to the success of organization.

1.3 Research Questions

The present study intends to find answers for these questions:

Question 1: What is the relationship between Petty Tyranny and Work Alienation?

Question 2: Does Self Efficacy mediate the relationship of leaders' tyrannical behavior with employees' Work Alienation?

Question 3: Does Coworkers Support moderates the relationship between Petty Tyranny and Work Alienation?

1.4 Problem statement

Management researchers have been trying to study the different outcomes of Petty Tyranny and as a result a large number of such consequences have been reported so far, but the moderating effect of Co-workers Support has not been conceded yet. Therefore there is strong potential to conduct more studies on Co-Workers Support in this domain to reduce the negative consequences of Petty Tyranny on employee work alienation.

Work Alienation is one of the negative outcomes of petty tyranny, but not much attention is paid to this relationship especially in Pakistan in the past. A substantial gap is felt in studying not only the Petty Tyranny- Employee Work Alienation relationship, but also potential mediators and moderators of this relation in order to demystify this equation and minimize tyrannical behaviour impact on the organization and employees work alienation. This study includes Self Efficacy as a possible mediator, which bridges the impact of Petty Tyranny and Employee Work Alienation. Furthermore, Co-workers Support is being included as a potential moderator since this variable in the primary relationship in question here has not been used in any context so far.

1.5 Significance of the Research

Generally the foremost objective of this dissertation is to establish an inclusive framework to figure out the effect of Petty Tyranny and its association with employee Work Alienation, which routes through self-efficacy as mediator. It also discovers that Coworkers support moderate the association of petty tyranny with work alienation. Therefore this study intends to meet following objectives:

1. To demonstrate the effects of Petty Tyranny and its association with employee work alienation route through the mediating role of self-efficacy.

2. To illuminate the moderating role of coworkers' Support between the direct relationship of Petty Tyranny with Work Alienation.

1.6 Definitions of Study Variables

1.6.1 Petty Tyranny

Ashforth (1994) defined petty tyranny as a leader who used to lord power on his employees.

1.6.2 Work Alienation

Aiken and Hage (1966) defined Alienation as the feeling of dissatisfaction with work, career and profession. Individual thinks himself in-eligible of fulfilling professional tasks.

1.6.3 Self Efficacy

Self-efficacy refers to 'people's judgments about their competencies to establish and achieve the course of action essential to attain certain practices of task performances'

(Bandura 1986).

1.6.4 Coworkers Support

Coworker support is a collective support assumed by co-workers in a workplace environment. Coworkers' support can be distinguished in four dimensions, including appraisal, emotional instrumental and informational support (Langford, Bowsher, Maloney & Lillis, 1997).

1.7 Supporting theory

Several theoretical perspective have been presented by different researchers which are used worldwide to underpin the studies of Tyrannical behavior of a leader and Employee work

alienation like Affective events theory, but Conservation of Resources (COR) theory by (Hobfoll, 2001) can cover all the variables of the present study.

1.7.1 Underpinning Theory

The study takes conservation of resources (COR) theory (Hobfoll, 2001) as the foundational theory to explain the relationship between study variables. COR theory predicts that individuals who lack personal resources will experience stress, and will also be prone to further resource loss. If we relate this theory to this model, petty tyranny depicts a leader's behavior that creates an unfair environment where employees are treated unfairly and unequally. Therefore, under such conditions, the self-efficacy (the belief in one's capabilities) of employees will be reduced. In other words, employees will face a depletion of a psychological resource which is taken as self-efficacy in the current study. Subsequently, employees will have less autonomy and power giving rise to a feeling of isolation and their self-efficacy will be reduced. The employees will react by alienating themselves from work. They will only perform tasks that are important for the job retraining and will not exhibit organization citizenship behavior.

1.8 Structure of the Report

The course of the report is divided into five sections. At to start with, the section initiated with the introductory part of the study. It includes background, problem definition, research questions, and significance, aims to be addressed and definition of the variables. Subsequently, the second chapter establishes theoretical support to the underpinned study and development of hypotheses to be tested. Addition to this, the third chapter explains the methodology employed in the study. It comprises a data description and data processing

measures. Here comes the core of the study, the fourth chapter that contains the illustration and discussion of results brought forward through various evaluation measures. The concluding chapter holds final discussion of the research, limitations, future directions and implications of the study.

CHAPTER 2: LITRATURE REVIEW

2.1 Theoretical Background

This chapter represents the theoretical background related to the petty tyranny, work alienation, self-efficacy, coworker support, and the relationship among these variables. The study reports self-efficacy that mediates the route through petty tyranny and employee work alienation, and coworker support as moderator. The systematic review of literature assists to build theoretical foundation for the study in order to generate the hypotheses to verify the consistency among the relationships of the stated variables.

2.1.1 Petty Tyranny

The notion of petty tyranny is originated in late nineties by a renowned researcher Black Ashforth (1994). However prior to this the few related concepts were applied for negative behaviors and attitudes among leaders and employers' for instance autocratic leader, cruel leader, authoritarians' Bullying leadership, bureaucratic leader, emotional abuse and dictator etc. A number of researchers emphasis on such behavioral disputes among leaders and experienced the consequences on employees and organization alike. However Ashforth (1994) pooled these characteristics of leaders and employers collectively and put forward a new variable designated as Petty Tyranny. He introduced six dimensions of Petty Tyranny that directly affects employees' perceptions and believes, such as arbitrariness and self-aggrandizement, belittling employees, discouraging the initiatives of employees, forcing for conflict resolution, less consideration towards employees and workers and non-contingent behavior and punishment of employees.

Furthermore literature suggests that all negative leadership styles whether it is autocratic leader, abusive leader, toxic leader, tyrannical leader or any other negative style it is negatively related to employees' performance. Although some literature says that sometime it is important to use negative behavior because it is important for success and completion of tasks but this can apply to some certain situations where strict rules and procedure are very essential for tasks. But still massive literature found the negative outcomes of petty tyranny whether they are individual outcomes or organizational outcomes (Kant, et al., 2013). As belittling subordinates will reduce the self confidence level of subordinates, having less consideration will lead subordinates to less motivation, forcing style of leaders will create more conflict and discourages the subordinates' initiatives and non-contingent punishment will lead to less creativity and innovation. Therefore tyrannical behavior has negative influence on employees' perception, psychology, believes and thinking, that will lead employees to certain behaviors.

Positive behaviors of leader are beneficial for organization success and productivity. Employees who have helping and supporting leader will enhance their motivation, creativity and commitment then they will exert more efforts to achieve organization goals. Leaders with positive behavior always have a positive influence on their followers and if the leaders have negative behavior, it will psychologically disturb and harm employees therefore it will lead to turnover intentions and work alienation (Pelletier, 2010). Literature suggest negative and tyrannical behavior of a leader like petty tyranny and abusive style are linked with negative outcomes like less satisfaction, turnover intentions, less commitment, engagement and involvement etc (Baird, 1997; Poon, 2011; Mehta & Maheshwari, 2014; Kant, et al., 2013). These types of leaders' behaviors do not only impact on employees outcomes but they also

have impact on organizations' outcomes as they can lead to less productivity, performance and reputation of organization. So this study is very important for organizations that are facing problems due to unhealthy relations of leaders and employees. Specially now a day's organizations are facing conflicts between leaders and employees because now the mind set and thinking of employees is broader and they want space and freedom; a place where they could speak, question and even protest the decisions of leaders. And leaders still want more power and authority so these conflicting perceptions are creating conflict between leaders and employees. Now days organizations are investing great amounts on such conflict resolutions and this study will be very helpful for those organizations in such kind of matter.

This study particularly discussed the petty tyranny leadership style. Such leadership styles harm employees and organization both because such leader negative behavior will curtail the creativity, innovation and competency of employees (Mehta & Maheshwari, 2014) and will lead to less performance and productivity. Petty tyranny leaders blindly enforce their decisions on followers and don't listen their opinion that is not good for both individual and organizational performance. Employees' satisfaction, performance, motivation, commitment and involvement will be highly affected by such behaviors of leaders and employees can even show less or negative performance because of such behaviors of leaders (Ceylan& Sulu, 2011). So leaders should have positive and supporting behavior with employees because under such environment employees and leaders relationship will be healthy which is good for the performance of organization. Under healthy and supportive environment organizations' performance can be double.

Leaders with tyrannical behavior give less power and autonomy to employees and even sometime such leaders highly punish employees that can cause serious harm because these

behaviors will have psychological impact on employees. Employees' behaviors and action are highly affected by petty tyranny leaders so leaders should not be very abusive and harsh. Organizations which has petty tyranny has strict and control environment that has highly strict rules and procedures that create hurdle for employees to perform well because only under unsporting and less control culture employees can perform tasks according to their skills and competency (Ceylan & Sulu, 2011). Tyrannical leadership style will have unhealthy and negative impact on organizational culture which will further increases frustration and emotional exhaustion among employees and due to less autonomy and control employees could not speak back to their leaders and in result they will show less performance (Allen & LaFollette, 1977) and some time will show negative behavior like deviant behavior that spoils the performance. Employees will not work with full efforts under such environment that will lead to low productivity of organizations.

Schyns & Schilling (2013) suggested that work alienation is a result of petty tyranny. It lead employees to such circumstances where their involvement and attachment to work drop and they detach themselves from contributing their efforts at workplace. Tyrannical leadership has positive relationship with work alienation. This separation and self-estrangement will not lead to completion of tasks or will lead to less success of tasks. Due to high petty tyranny employees self-efficacy will be low that will lead them to high work alienation.

For a long time, petty tyranny was a major issue in organizations and they incur huge cost over solving these problems. Organizations and researchers are finding the reasons and solutions to these problems. They are focusing on healthy and friendly behaviors of leaders because healthy and friendly relationship will increase the performance of employees. Employees will go for innovation and creativity when they will be encouraged and motivated

because it will increase the morale and confidence of employees and then employees will not show alienation and separation from work. Petty tyranny is very famous in researchers, they are still researching on this variable and digging more outcomes and results cause because of this leader behavior. This study contributes little efforts by testing a model, where petty tyranny and employee work alienation are directly related with each other and self-efficacy mediates them, along with Coworkers Support as moderator.

2.1.2 Work Alienation

“Work alienation is the state of séparation either from work, workers or work tasks” (Shantz, Alfes & Truss, 2014). Aiken and Hage (1966) defined Alienation as the feeling of dissatisfaction with work, career and profession. Individual thinks in-eligible of fulfilling professional tasks. Seeman (1959) describe it as a multidimensional construct which include five components Powerlessness, normlessness, meaninglessness, isolation and self-estrangement. Later on many more researchers worked on these dimensions of work alienation but most work is done on powerlessness and isolation. Specifically, work alienation can be defined as the cognitive state where employees have the feelings of psychological separation either from tasks or work activities (Michaels, Cron, Dubinsky & Joachimsthaler, 1988). So work alienation is basically a psychological state where employees feel disconnected and isolated from their work.

First of all Work alienation was introduced by Karl Marx, according to him alienation is caused when employees feel themselves separate from work, workplace or coworkers. Work alienation is very harmful for tasks and goals of organization. Alienated employees show less commitment and concentration toward their work and workplaces. According to literature Work alienation is employees feeling of estrangement and employees don't feed

attachment to their work, they will show lack of affection toward their organization. Employees' feelings of powerlessness, less involvement (Shabir, Abrar, Baig & Javed, 2014) is not good for the organization performance. Work alienation occur because employees belief that their work is less meaningful to organization. This work alienation is very harmful for organization because organization having high work alienation result in less performance and productivity (Shantz, Alfes & Truss, 2014). This study discusses this work alienation and tested its relationship with petty tyranny and self-efficacy.

2.1.3 Petty Tyranny and Work Alienation

Literature provides many reasons and antecedents for the work alienation of employees e.g. works nature, work environment, perceptions and the most important leaders' behaviors. Actions and behaviors of leaders create the feelings and perceptions of employees and then those feelings and perceptions will lead employees to further react and behave (Pelletier, 2010). If leader will show abusive and cruel behavior then feeling of injustice and inequality can be arouse among employees. And these injustice and inequality feelings lead to several individual and organizational outcomes e.g. less job satisfaction, motivation, commitment, performance, involvement, reputation and success (Harvey, Stoner, Hochwarter, & Kacmar, 2007)etc. One of the important individual outcomes of such leader behavior is discussed in this study that is work alienation. Such organization where leaders exhibit tyrannical behavior and where employees are not empowered, there will be less control and autonomy and therefore such organization can experience employee work alienation. When organization will not empowered employees when they needs of autonomy and responsibilities work alienation will be obvious in such workplaces (Ceylan & Sulu, 2011).

Work alienation could be found more in groups. Because in group tasks and projects employees will have high leaders supervision and due to dead line leader will have strict behavior. Employees will be more affected in in-group tasks because here they used to compare their self more with coworker so if they found that leader is more lenient with other group member then they could be alienated from work. Such behaviors can spoil the performance of tasks and projects.

Leaders attitude towards their subordinates are very important for the pleasant environment because under pleasant and comfortable environment employees feel comfortable and will show positive attitude toward their work but under uncomfortable environment employees will not feel good and will show less positive attitudes towards work. So if leaders abuse and humiliate their subordinate and give them less autonomy then followers/subordinates will separate and alienate them self from work (Schyns & Schilling, 2013; Tummers, Bekkers, Thiel & Steijn, 2014) that is very harmful for the organization. Injustice, ill-treatment, less autonomy and inequality at workplace will lead employees to isolation from work and workplace (Reed & Bullis, 2009). They will not feel as a part of organization so they will show less positive attitudes towards organizations success and will exert less efforts. This type of leader behavior affects the well-being, involvement, satisfaction and performance of employees.

According to Ashforth, (1989) in strict and control system the success rate of organizations is very low because in controlled and strict environment employees will feel helpless and this helplessness will lead alienation. Tyrannical leadership behaviors have negative impact on followers in a way that it affects their satisfaction, motivation, commitment and involvement (Reed & Bullis, 2009; Thoroughgood, Padillab, Hunter & Tate, 2012).

Literature has evidence that bad behaviors of leaders are enough to lead organization to destruction. Such behaviors of leaders will harm organization by resulting in negative outcomes of employees (Pelletier, 2010; Harvey, et al., 2007) because employees will never prefer to work hardly in an environment where they don't have the freedom to talk, and are always treated badly. So in such environment employees will not perform their tasks properly as required from them and they will exert less effort to complete tasks that will harm the productivity and performance of the organization.

In highly formalized and centralized organizations, where rigid hierarchy prevails, leader will behave coercively and will give less autonomy and power to employees because this type of organization structure has strict leaders which don't consider employees' perspective and they don't think that their perspective is important. According Caruana, Morris, and Vella (1998) to centralization reduce the creativity and productivity of employees. In such environment where employees will feel hesitate to share their ideas, plans and could not be able to ask questions it will cause lack of power and autonomy (Sarros, et al., 2002) therefore due to lack of decision making power employee work alienation will be high (Allen & LaFollette, 1977; Sulu, Ceylan & Kaynak, 2010). Every employee at workplace wants to have the liberty and autonomy to give suggestions and opinion and when employees will not have freedom to think and speak then their confidence and morale will be down and this would lead them to react. When they will not be given importance and identification then next time they will exert less efforts and skills to perform tasks and separate themselves from work.

According to Lian, Ferris & Brown (2012) bad behavior of leader will create perception of injustice among workforce which can even cause deviant behavior. Abusive leader is negatively associated with Organization Citizenship Behavior of employees (Zellars,

Tepper& Duffy, 2002; Chang, 2009) because belittling, humiliating and insulting subordinate will cause sense of isolation from organization. Insulted and humiliated employees will never think about the organization and sometime will think of revenge of bad behavior then they show deviant behavior to harm organization. Because it is a natural phenomenon that every action has reaction so bad treated employees will also show bad reactions and will be less concern for the organization and will be involved in activities that will harm the reputation and performance of organization. Employee do it because of high job stress and frustration cause by such bad treatment (Tepper, Moss, Lockhart & Carr, 2007) and in result employees will show less satisfaction, creativity and productivity (Shabir, et al., 2014).

According to literature petty tyranny can lead to Alienation of work because these leadership behaviors will influence employees and subordinate's behaviors and will lead to Work Alienation. These behaviors of a leader influence follower's behaviors and reaction (Yukl, 1999) so employees facing such kind of bad behavior of leaders will separate him/her from work and workplace. They will less participate in work and will try to give less time to work which is just needed to complete tasks and will give will more importance to own interests over organizations. These behaviors of employees are not good for organization and it could lead organization to failure and even to death. The existence and success of organizations depend on the environment and relationship of leader and their subordinates.

When supervisors and leaders are more abusive and more discouraging, then their subordinates will show less favorable attitude to their work and to organization (Tepper, 2000). It is very common to have stress and frustration when employees work in environment where they face bullying and Petty Tyranny (Vartia, 2001; Matthiesen & Einarsen, 2007). Frustrated and stressed employees will show work alienation and these employees will

prioritize their own interest instead of organizations. They will less participate for the prosperity and success of organization (Sulu, Ceylan & Kaynak, 2010) this happens because these leaders' behavior force employees to react and reducing psychological attachment, and participation with given task and work and at the end work alienation will occur among employees (Ashforth, 1994). Less control, power, decision making and autonomy etc, will leads high alienation among work force (Allen & LaFollette, 1977).

According to Ceylan and Sulu (2011) when employees are not given opportunity to express their perceptions and are not allowed to participate in decision making then work alienation will occur. Under such environment employees are degraded and are insulted by leader, this workplace will affect well-being of employees (Sarros, et al., 2002). Such leaders behaviors will lead to negative behaviors of employees means both have positive relation (Shantz, Alfes& Truss, 2012) because petty tyranny leaders harshly and unfairly treat their employees then that kind of work environment cannot satisfy the subordinates' sense of autonomy, achievement and responsibility, therefore tyrannical leadership will cause employee work alienation (Ceylan & Sulu, 2010). Therefore the literature led to conceptualization of the first hypothesis as:

H1: *Petty Tyranny has a positive impact on Work Alienation.*

2.1.4 Self Efficacy

Self-efficacy is a belief that enables to perform certain task effectively (Bandura, 1977, 1997), assuming self-efficacy as self-confidence (Kanter, 2006) and tasks version of self-efficacy particularly (Brockner, 1988). Self-efficacy broadens its scope in three dynamic ways: strength, magnitude, and generality. Employees 'competence influences their perception,

performance and motivation (Bandura, 1997). Hence, employees rarely endeavor to achieve certain task while they expect to be unproductive.

Furthermore few researchers conceptualized self-efficacy that indicates confidence in employees 'ability in a wide range of unique and challenging situations worldwide (Sherer, Maddux, Mercandante, Jacobs, Prentice-Dunn, & Rogers, 1982, Schwarzer & Jerusalem, 1995).

In the context of social-cognitive theory, individuals are studied as self-regulative, self-reflective and self-organizing, and to construct findings regarding themselves grounded on individual actions. In addition to this, the ideology of self-efficacy stimulate distinct motivational advancements and enhanced performances, which ought to be associated with such characteristics for instance stress perception, life satisfaction, and accomplishments in range of various functions (Bandura, 1997).As human our intervention through farsightedness and intentionality, self-regulation through self-reflectiveness, self-motivation, and self-reaction regarding the competencies, the excellence of functioning, the tracks we select to move and the connotation of life (Bandura, 2001). Self-efficacy holds a viewpoint that the basis of such intervention is influenced by the adaptation of circumstances and our understandings, and its control over various social and behavioral factors (Bandura, 2001).

2.1.5 Petty Tyranny and Self-efficacy

Self-efficacy designates 'individuals' judgments regarding their abilities to establish and achieve that course of action which is essential in attaining selected kinds of performances' (Bandura 1986). Therefore it discusses not only the abilities and skills of employees but their judgments regarding what they can do while utilizing those abilities and skills.

Petty Tyranny and negative behavior of leaders lead employees to low Self-efficacy (Ashforth, 1994). In addition to this Zellars et al. (2002) contributed that negative leaders' behavior is hypothetically similar to petty tyranny, which is determined as the tyrannical practice of authority above employees (Ashforth, 1994), and social-destabilization that denotes such behavior, which weakens employees' ability to perform well at workplace (Ganster, Duffy & Pagon, 2002). Past researchers designate that this behavior is associated to various destructive psychological consequences, for instance vulnerability (Ashforth, 1994, 1997) psychological misery (Christensen, Richman, Rospenda, & Flaherty 1992), and reduction in self-efficacy (Duffy et al., 2002). Employees and subordinates don't feel at ease in an environment where they feel their self-insulted and dishonored. So they usually don't show commitment and motivation in such environment. Experience and interaction with different type of people like friends, family, colleagues, teachers, leaders and coworkers will shape the self-efficacy of one person (Heck, Bedeian & Day, 2005) because individuals' Self-efficacy is shaped and affected by others treatment, behaviors and actions. Especially employees' Self-efficacy is highly influenced by their leaders that how they treat them. At workplace leaders and even colleagues/coworkers affect the self-efficacy of employees. Hence, tyrannical leadership leads to decrease in Self Efficacy of employees (Pelletier, 2010). In strict, formalized and control environment highly formalized rules and procedure prevails where employees will not have opportunity to show their skills and competency so it will lead to lower Self-efficacy level of employees (Elloy, 2005) because strict and negative environment of organization will decline the motivation level, morale, and self-confidence of employees (Ferris, Zinko, Brouer, Buckley & Harvey, 2007; Robins, Tracy, Trzesniewski, Potter & Gosling, 2001). Under such environment employees will

not feel comfortable and they will not show involvement, motivation and commitment mean they will less self-efficacy that is not good for their performance.

Employee who has abusive leader will believe that they are less contributed to organization so they will show negative reactions and even highly unfair treatment can even lead to conflicts that could create problems. Petty tyranny leadership has negative outcomes such type of environment is not good for employees because it will lower the victims self-efficacy (Thoroughgood, et al., 2012). The victim of bullying will have high mental stress because unfair treatment never increases the self-efficacy of employees. The victim will not be able to think and act properly because bad treatment will hinder their sense of thinking and creativity that will lead employees to lower level of self-efficacy. There is a lot of research on self-efficacy of employees but most of the studies used it as moderator that how self-efficacy helps employees to deal with such situations. Therefore this study introduced self-efficacy as mediator that is a route through petty tyranny to employee work alienation.

According to literature Self-efficacy is a psychological medium which is very imperative to predict employees' behavior in response to such negative behavior of leaders and events that stimulate their cognitive thinking, perception, believes and attitudes (VGecas, 1989). Thus these events lead them to regulate their behaviors and actions, since negative and destructive behaviors of leaders cause reduction in the self-efficacy of employees. Literature proved that such leader behaviors impacts the employees and those victim employees will have low self-efficacy. When employees have good relationship with their employers and they are given importance and autonomy, then their Self-efficacy will be high (MC Bligh, at al 2009). In light of the preceding studies employers who assures responsive and facilitating leadership style and treat them equitably, such employees rejoice high self-efficacy, since

psychological possession continually increases their' self-efficacy and discrimination declines (NA Bowling, 2007). When Petty Tyranny leader don't give employees the freedom and autonomy to perform tasks according to their competency so they detach themselves from organizations and their morale and self-confidence reduce. Thus it is proved that supportive and helping supervisor/leaders encourage the employees and they motivate them to innovation and unsupportive leaders/ supervisors restrain/stop them (Janssen, 2005; Ferris, Brown & Heller, 2009) because bad behaviors and treatment will lower the confidence and self-worth of employees. These employees will have less confidence in their skills and abilities and will not perform with great efforts.

As procedural justice, supporting and cooperative leadership styles influence the Self-Efficacy of employees (Cremer,Knippenberg, Mullenders & Stinglhamber, 2005), on the other hand unfairness and injustice leadership will reduce their Self-Efficacy (Ferris, Lian, Brown & Morrison, 2014). Therefore decision making power and autonomy are greatly related with Self-efficacy of employees because it provides them sense of responsibility that generates high psychological possession among them (Schwalbe, 1985). Tyrannical behavior cause negative impact on employees, it affect their wellbeing, health, and even self-efficacy (Landry & Vandenberghe, 2009; Chang, Hu & Hsu, 2009) these victims will have low self-efficacy and will react negatively (Mayer, Thau, Workman, Dijke& Cremer, 2011) because due to such bad treatment employee will have psychological impact that will lead to reduction of their self-efficacy. These employees also have the feeling of failure. Employee who is always discourages and whose opinion is never listened, will reduce their self-confidence and self-worth and next time they will be hesitated to give opinion and to perform task properly.

Usually highly centralized and formalized organizations used to have strict leaders which will show tyrannical style. Such type of style influences the psychological feelings of employees and affects their performance and actions. Petty tyranny behavior of leadership influences followers' level of self-efficacy (Walumbwa, et al., 2011) because such behavior will reduce the self-confidence of employees that is the main cause of best performance. Bad treatment of leader will reduce their self-evaluation; confidence and image so it is hypothesized that petty tyranny leadership will lead to employees lower self-efficacy (Ferris, et al., 2014)

H2: Petty Tyranny is negatively related with Self-Efficacy in Public sector of Pakistan.

2.6 Self-Efficacy and Work Alienation

Several studies recommended that employees 'self-efficacy has a substantial role in shaping employees 'on-the-job behaviors and attitudes' (Pierce & Gardner, 2004; Baumeister, Campbell, Maurer, 2003). Self-efficacy is a tendency that made employees feel motivated and empowered at workplace and approach that weakens self-confidence that leads them to sense of ineffectiveness and employees' work alienation. In another study Kanungo (1992, p. 415) defined empowerment as an ethical authoritative, where such practices escalated employees 'self-efficacy and organization based self-efficacy effects job satisfaction and organizational commitment of employees (Dyne & Pierce, 2004) Furthermore employees with low self-efficacy are not motivated to perform well (Greenhaus & Badin, 1997) because such employees will have less believe about his/her capabilities and his own.

Literature articulated that self-efficacy influence employees' motivation and job performance (Ferris, Brown, Lian, Pang & Keeping, 2010) and if employees are having low self-efficacy then they will be less motivated and committed and can lead to work alienation

because low self-efficacy will reduce the Organization citizenship behavior of employees (Avey, Palanski & Walumwa, 2011) Self-efficacy level mediates the effect of hash leader behavior on subordinate's outcomes like job performance, involvement and organizational citizenship behaviors (Albo, Nunez, Navarro & Grijalvo, 2007). High self-efficacy would lead employees to greater levels of job satisfaction, motivation, job performance and low Self-Efficacy lead to reduction (Judge & Bono, 2001). Such circumstances anticipate the attrition of structural determination as self-efficacy among employees declined, the sense of attachment, control and assurance to pro-organizational standards like trust and commitment (Seeman, 1983). When employees lose their self-worth then they are less likely to exhibit the positive work behaviors (Wiesenfeld, Swann, Brockner & Bartel, 2007) and alienate themselves from work.

H3: Self-Efficacy has significantly negative relationship with Work Alienation.

2.1.6 Self-Efficacy: Route through Petty Tyranny to Work Alienation

Self-efficacy is the pathway through which tyrannical behavior leads to employee work alienation. Bandura(1997) added that high Self-efficacy leads to high motivation and improved performance that provoke attachment and contribution in various organizational and social events, among employees. Successively it leads to the development of organizational and social associations to achieve excellence at workplace and satisfaction in life. In opposition to this; low self-efficacy leads to reduce performance, less participation and demotivation at workplace which ultimately cause high tendency of work alienation among employees. Moreover, Bandura (1986) found that it is likely that experience to destructive response that is abusive behavior and concentrated on inner resources of lower outcomes at

workplace, aid to demoralize employees' spirit of assurance and self-efficacy, and their confidence in achieving their goals decline. These conditions in return ruin their level of performance and motivation. Hence low self-efficacy has a strong association with adverse feelings and powerlessness. The intuitions of self-inefficacy among employees mislead them to stress and destructive sentiments, for instance depression and anxiety (Schwarzer, 1992). Employees who supported by their leaders will have high self-efficacy which will further lead them to have high involvement and commitment toward work. In contrast employees who faced tyrannical leadership will have low self-efficacy that will put them on risk and depression (Rottinghaus, et al, 2009) thus they will be less concerned for their job and exhibit work alienation. Since if employee's self-perception and self-confidence drop it cause them to reflect negative behavior, and thus lead them to work alienation (Wiesenfeld, et al., 2007).

H4: Self Efficacy mediates between Petty Tyranny and Work Alienation.

2.1.7 Coworkers Support as a moderator between Petty Tyranny and Work Alienation

Coworker support refers to the moral support presumed by colleagues in work surroundings. Social and moral support exposes the four dimensions that is appraisal supports (assertion or collaboration in self-evaluation), emotional support (gentle, empathy, and trust), informational support (support in problem-solving) and instrumental support (offer tangible assistance and goods), (Maloney, Langford, Lillis & Bowsher 1997). If leaders have tyrannical behavior, then coworker support become a more relevant and important source of social support. In work settings, leaders and coworkers are often benefactors of social and moral support, which has a strong control over the well-being of employees (Ng & Sorensen, 2008). Though, in response to the tyrannical behavior of leaders, it is quite likely that employees

perceive their workmates to up bring social and moral supports, which may relieve their sense of powerlessness caused by tyrannical behavior of their leaders (Duffy et al., 2002). Supportive and cooperative collaboration among coworkers aid to develop productive capability among employees, however destructive or no association can lead them to a miserable life (Hodson, 1997 & 2001, Frone, 2000, Chamberlain & Hodson, 2010 & Rumens, 2010). Though employees experience with tyrannical behavior and mistreatment at workplace may tolerate significant consequences like job dissatisfaction, psychological distress, and difficulties with material abuse (Martin, Tuch, & Roman, 2003; Frone, 2000, Mossakowski, Hamilton & Pavalko, 2003). Employees, who face tyrannical behavior of leaders, may experience high chances of negative acquaintances (Sloan, 2004, Chamberlain & Hodson, 2010, Rupp & Spencer, 2009). Therefore, coworker's social and moral support may possibly plays a significant role in shaping employees course of action at workplace.

Conferring the conservation of resource theory, which states that resource gain, is a compensation of resource loss. Thus social support is a perceived resource gain, which may possibly compensate the resource loss through petty tyranny to eliminate the consequential psychological distress.(Hobfoll, 1989). Such inference and research commendations, the underlined study intends to testify the following hypothesis.

H5: Coworker support moderates between Petty Tyranny and Work Alienation.

2.2 Research Model

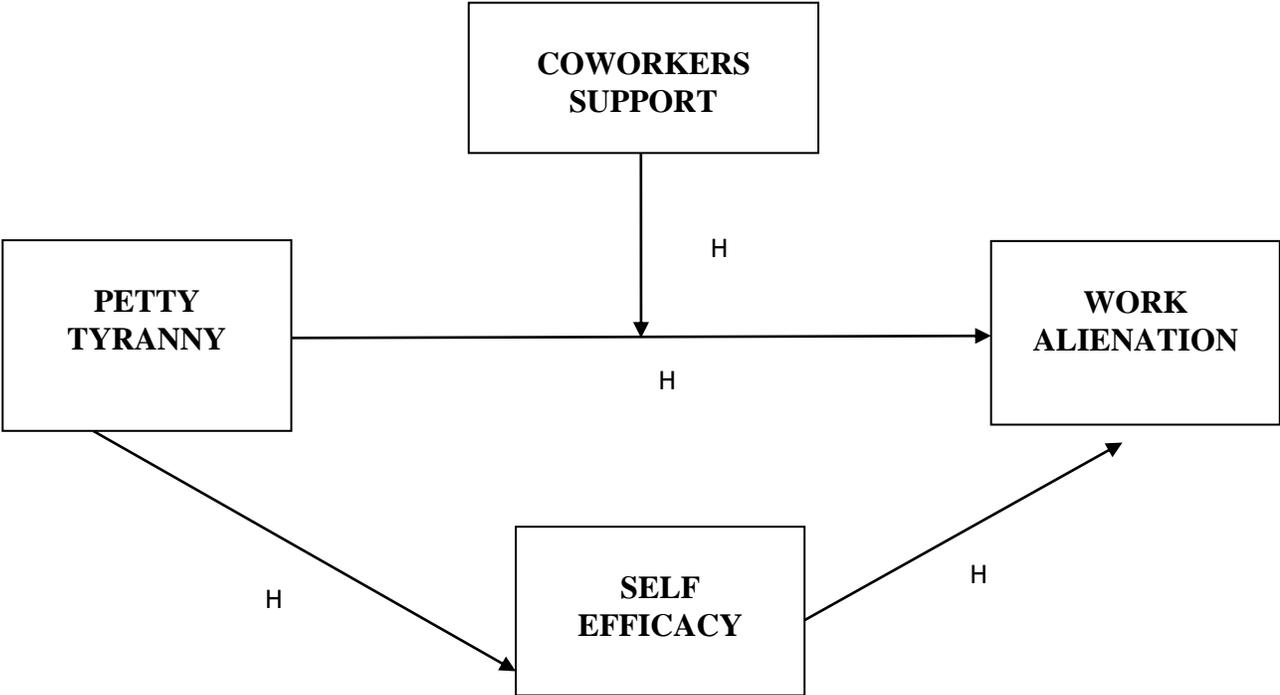


Figure 01: Research Model of the study

CHAPTER 3

RESEARCH METHODOLOGY

This study has the objective to explore the relationships of Petty Tyranny, employee work alienation, Self Efficacy and Coworkers Support in Public sector organizations of Pakistan. This chapter of the dissertation propose the methodology of study, its data collection process, population, sample size, instruments, analysis, and instruments reliability.

3.1 Research Design

Research design includes the process of investigating and managing the research. The data was collected from Public sector of Pakistan. It includes Oil and Gas Company Private Limited (OGDCL), National Bank of Pakistan (NBP), Capital Development Authority (CDA), National Insurance Company Limited (NICL) and The National Database and Registration Authority (NADRA). This part of chapter includes study type, its time frame, unit of analysis, data collection process and sampling units etc.

3.1.1 Study Type

Purposive sampling technique was used for the study and questionnaires were self-administered. This is a quantitative, time-lagged field research. Data was collected in 2 stages (about a month apart) from personnel through structured questionnaires. Researcher chose Public sector organization of Pakistan.

3.1.2 Study Setting

The study is conducted in Islamabad, Rawalpindi, Lahore, Sialkot and Narowal. The questionnaires of researcher were adopted. Respondents were communicated at their work places within their working hours. All the questions were self-administered and Anonymity of the participants was maintained as well. All the respondents filled the questionnaires on their workplaces.

3.1.3 Unit of Analysis

Unit of analysis is the entity, unit or person that is analyzed in the research study. For this research unit of analysis is every employee working in Public sector organizations in Islamabad, Rawalpindi, Lahore, Sialkot and Narowal.

3.2 Research Population and Sampling

The population of the study was employees working under the supervision of heads and managers in Public sector organization in Islamabad, Rawalpindi, Lahore, Sialkot and Narowal. It includes Oil and Gas Company Private Limited (OGDCL), National Bank of Pakistan (NBP), Capital Development Authority (CDA), National Insurance Company Limited (NICL) and The National Database and Registration Authority (NADRA). In order to make the data more accurate representative of the total population, data was collected only from the public sector organizations. The data was collected in two phases (approximately 1 month apart) from same employees between October 28, 2016 and November 30, 2016. All organizations administrations were contacted by the researcher and details of the study were shared after which the organizations granted the necessary permission to obtain data from their employees by handing them the already prepared questionnaires. For data collection, questionnaires for measuring four variables of concern i.e. Petty Tyranny, Work Alienation, Self Efficacy and Co-workers Support, in English language were distributed and explained according to their education level

for the better understanding among 320 employees. In first phase Independent variable (Petty Tyranny) and Moderator (Co-workers Support) data was collected and in Phase two Mediator (Self-Efficacy) and Dependent variable (Work Alienation) data was collected. Some questionnaires were sent to respondents by post and by mail which were later return after filling. In first phase, of the 320 questionnaires distributed to employees, I received 282 usable responses (88%). In second phase, again 320 questionnaires distributed to employees, I received 278 usable responses (87%). The filled questionnaires were screened for correctness and 42 of these questionnaires were found to be incomplete or inappropriately filled, and were not appropriate to be used for the study's analysis. This screening left the researcher with a valid set of 278 responses i.e. an adjusted response ratio of 87%.

3.3 Pilot Study

Pilot study was conducted so that it could be assure that questionnaires are valid and respondents easily understand them. Data was collected from the respondents from our target sample for feedback. The study showed the satisfactory alpha coefficient values: Petty tyranny .860, Work alienation .773, Self efficacy .832, and Coworker support .871.

3.4 Instrumentation/Characteristics

The items of all the variables i.e. Petty Tyranny, Work Alienation, Self Efficacy and Coworker Support are responded to 5-points Likert-scale and have to be filled by the employees/subordinates.

Petty Tyranny

Ashforth's (1994) 5 items scale has been adopted to assess Petty Tyranny. The sample items include "Yelled at us in rage or spent time acting grumpy" "belittled or humiliated me or other employees, if we fail to live up to his/her standards" "Keeps track of the mistakes of others, while consistently trying to cover up his or her own mistakes" "Justified own actions by unfairly blaming others".

Work Alienation

The three items scale by Shantz, Alfes and Truss (2012) has been taken for the study. The items include; "Over the years I have become disillusioned by my work" "I often wish I was doing something else while I am at work." "I do not feel connected to the events in my workplace". All the items are responded to using 5-points Likert-scale.

Self Efficacy

Chen et al. (2001) 8 items scale has adopted to assess the mediating effect of Self-Efficacy. The items include; "I will be able to achieve most of the goals that I have set for myself." All the items are responded to using a 5-points Likert-scale .

Coworker Support

Coworker Support was measured by a six item scale developed by Mossholder et al. (2005). The sample items include "My coworkers really care about my well-being," "My coworkers care about my general satisfaction at work," "My coworkers are willing to extend themselves in order to help me perform my job the best I can". All the items are responded to using a 5-points Likert-scale.

3.5 Data Analysis Tools

Data for the study was collected using already developed and validated scales. SPSS 20 was used to analyze the data. Cronbach alpha was calculated using reliability analysis. Descriptive statistics were calculated and impact of control variables were also assessed using ANOVA. So that if any of demographics have its impact over outcome variables, its impact needs to be controlled. Correlation, regression, mediation and moderation analysis were performed to confirm the hypothesis. Further, Preacher & Hayes(2008) in SPSS 20 was used to run mediation.. Correlation analysis is performed to check the strength and direction of relationship between predictor and outcome variable whereas regression analysis is performed to inspect that how much variance in outcome variable is expected because of predictor.

Table 3.1 Instrumentation, Sources, Items& Reliabilities

Variable		No. of Items	Reliability
Petty Tyranny (IV)	Ashforth's (1994)	5	.86
Self Efficacy (Med)	Chen et al. (2001)	8	.83
Co-worker Support (Mod)	Mossholder et al. (2005)	6	.87
Work Alienation (DV)	Shantz, Alfes and Truss (2012)	3	.77

3.6 Sample Characteristics and Demographic Characteristics

Biographical characteristics are included in the study to assess the clear idea of the respondents. Personal information was collected.

Table 3.2 Gender

	Frequency	Percent	Cumulative Percent
Male	202	72.7	72.7
Female	76	27.3	100.0

Out of the 278 total respondents, 202 were male and 76 were female, making their percentage of the overall sample 72.7% and 27.3% respectively.

Table 3.3 Age

	Frequency	Percent	Cumulative Percent
20-30	90	32.4	32.4
31-40	110	39.6	72
41-50	45	16.2	88.2
51-60	33	11.8	100

The respondent having age between 20 to 30 years were 90, while the respondent between 31 to 40 year ages were 110, age between 41 to 50 were 45 and age between 51 to 60 were 33.

Table 3.4 Qualification

	Frequency	Percent	Cumulative Percent
Bachelor	94	33.8	33.8
Master	168	60.4	94.2
MS/Mphil	16	5.8	100.0

As for the educational level of the respondents in terms of number of years, 94 (33.8%) were Bachelor 168 (60.4%) were master and 16 (5.7%) were having 16 years or above education.

Table 3.5 Experience

	Frequency	Percent	Cumulative Percent
1-5	177	63.7	63.7
5-10	95	34.2	97.9
10-15	6	2.1	100.0

Respondent having experience of 1 to 5 years were 177 (63.7%), 5-10 year experience respondents were 95 (34.2%), while the respondent having experience more than 10 years were only 6 (2.2%).

CHAPTER 4

RESULTS

4.1 Descriptive Statistics

Descriptive statistics provides summaries about the sample size and the observations that have been made about the data. It tells us the basic details of the data that has been collected such as sample size, minimum value, maximum value, mean value and standard deviation of the data. Descriptive statistics also present large sum of data into arranged and summarized form.

Table 4.1: Descriptive Statistics

Variable	Sample Size	Minimum	Maximum	Mean	Std. Deviation
Gender	278	1	2	-	-
Education	278	1	5	-	-
Qualification	278	1	5	-	-
Total Experience	278	1	5	-	-
Petty Tyranny	278	1	5	3.82	.114
Self-Efficacy	278	1	5	3.46	.041
Co-workers Support	278	1	5	4.01	.061
Work Alienation	278	1	5	3.31	.048

This table gives the descriptive statistics of the variables under study. The table shows the data related to minimum, maximum and average values for each variable and also shows the mean and standard deviation. The first column of the table contains the detail of variables, the second

column inform about the sample size of the study, third & fourth column show the minimum and maximum mean values for the data collected. Maximum value for Gender is 2 as the gender has been measured on two factor category where 1 is for male & 2 denotes female. All four variables of this study were measured in values from 1 to 5. The independent variable i.e. Petty tyranny has a mean of .038 and a standard deviation of .114. The dependent variable work alienation shows a mean and standard deviation values of .033 and .048 respectively. The mediator of this study, Self-efficacy shows a mean of .34 and a standard deviation of .041 whereas the moderator of the study, Co-worker support has these values as .040 and .061.

4.1 Correlation Analysis

Table 1, Correlations

Variables	1	2	3	4	5	6	7	8
1. Gender	-							
2. Age	.024	-						
3. Qualification	.166*	-.049	-					
4. Experience	.102	.508**	-.107	-				
5. PT	.033	.214	.076	.107	-			
6. SE	.112	.031	.088	-.082	-.516**	-		
7. CWS	.031	.048	-.049	-.043	.335**	.254**	-	
8. WA	.068	.006	-.068	-.131	.456**	-.395**	-.221**	-

*. Correlation is significant at the 0.05 level (2-tailed)

** . Correlation is significant at the 0.01 level (2-tailed)

(PT= Petty Tyranny, SE= Self Efficacy, WA= Work Alienation and CWS= Coworker Support)

Table shows that the correlation between the variables of this study. Petty Tyranny is negatively, highly and significantly correlated with Self Efficacy of employees with (r=-.516,

p= .013), and Petty Tyranny and Coworker Support are moderately and significantly correlated with (r=.335, p= .003) Petty Tyranny is moderately and significantly correlated with Work Alienation with (r=.456, p=.000). Correlation between Self Efficacy and Coworker Support is low and significant with (r=.254, p= .000) Self Efficacy is negatively and significantly correlated with Work Alienation (r=-.395, p=.000). Coworker Support is weakly and significantly correlated with Work Alienation with (r=-.221, p=.014).

4.2 Regression Analysis

Table 2. Regression analysis for direct effect of Petty Tyranny on Workplace Alienation

Variables	B	SE	T	p	LL 95%CI	UL 95%CI
Constant	1.220	.288	4.23	.003	.6534	1.7873
Petty Tyranny→Work Alienation	.5347	.1377	3.8834	.0001	.8058	.2637

n=278, Control variables were, Gender, Age, Experience and Qualification, * P < .05; ** P <.01

The following hypothesis was presented in the present study that Petty Tyranny has positive impact on Work Alienation of employees at workplace. The results in the above table provide a strong justification for the Hypothesis 1 of the study. AS there is no zero present between the LL 95% Confidence interval and UL 95% Confidence interval (.8058, .2637). Hence the first hypothesis of the study is accepted.

4.2 Mediation analysis

The present have used mediator i.e. Self Efficacy as the underlying mechanisms between Petty Tyranny (IV) and Work Alienation (DV). The results of the mediation analysis for this study are as follows:

Table 3. Mediation analysis results for Self Efficacy

Effect of IV on M		Effect of M on DV		Direct effect of IV on DV in presence of M		Indirect effect of IV on DV	Bootstrap results for indirect effects	
B	t	B	T	B	t	β	LL 95 CI	UL 95 CI
-.191**	-14.6	-.70**	-12.1	.534**	3.88	.1734*	.0592	.3026

n=278, Control variables were, Gender, Age, Experience and Qualification, * P < .05; ** P < .01

(IV= Petty Tyranny, M= Self Efficacy and DV= Workplace Alienation).

Hypothesis 2, of the study predicts Self Efficacy a possible mediator between the relationship of Petty Tyranny and Workplace Alienation. From Table 2, it can be observed that the indirect effect of Petty Tyranny on Workplace Alienation through Self Efficacy has the upper and lower limits of .0592 and .3026 and zero is not present in the 95% confidence interval, thus we can conclude that Self Efficacy mediates the Petty Tyranny and Workplace Alienation relationship and our second hypothesis is hence accepted. The overall model is also highly significant where F=23.81 and p=.0000. This is important to note that when the mediator is excluded from the IV-DV relation, the strength of the relationship between Petty Tyranny and Workplace Alienation decreases. That proves that mediator links this relationship between IV and DV, and provides a strong support to the acceptance of hypothesis 2.

4.3 Moderation Analysis

Table 4 Moderation analysis results for Coworker Support on relationship of Petty

Tyranny and Work Alienation

Variables	B	SE	T	P	LL	UL
					95%CI	95%CI
Constant	1.220	.288	4.23	.003	.6534	1.7873
Petty Tyranny× Coworker Support → Work Alienation	-.1342	.0410	-3.2733	.0001	-1.01	-.155

n=278, Control variables were, Gender, Age, Experience and Qualification, * P < .05; ** P < .01

Hypothesis 3rd of the study predicts that Co-worker Support moderates the relationship between Petty Tyranny and Workplace Alienation; such that if Co-worker Support is high than the relationship between Petty Tyranny and Workplace Alienation would be weakened. From Table 3, it can be observed that interaction term of “Petty Tyranny and Co-worker Support” moderates on the relationship of “Petty Tyranny and Workplace Alienation” has the upper and lower limits of -1.01 and -.155 and zero is not present in the 95% confidence interval, thus we can conclude that Co-worker Support moderates Petty Tyranny and Workplace Alienation relationship. The negative sign indicates that moderator change the direction of the relationship such that if Co-worker Support is high than the relationship between Petty Tyranny and Workplace Alienation relationship would be weakened. Hence it fully supports the acceptance of 3rd hypothesis. Overall model is also highly significant where F=21.81 and p=.000.

Moderation Graph:

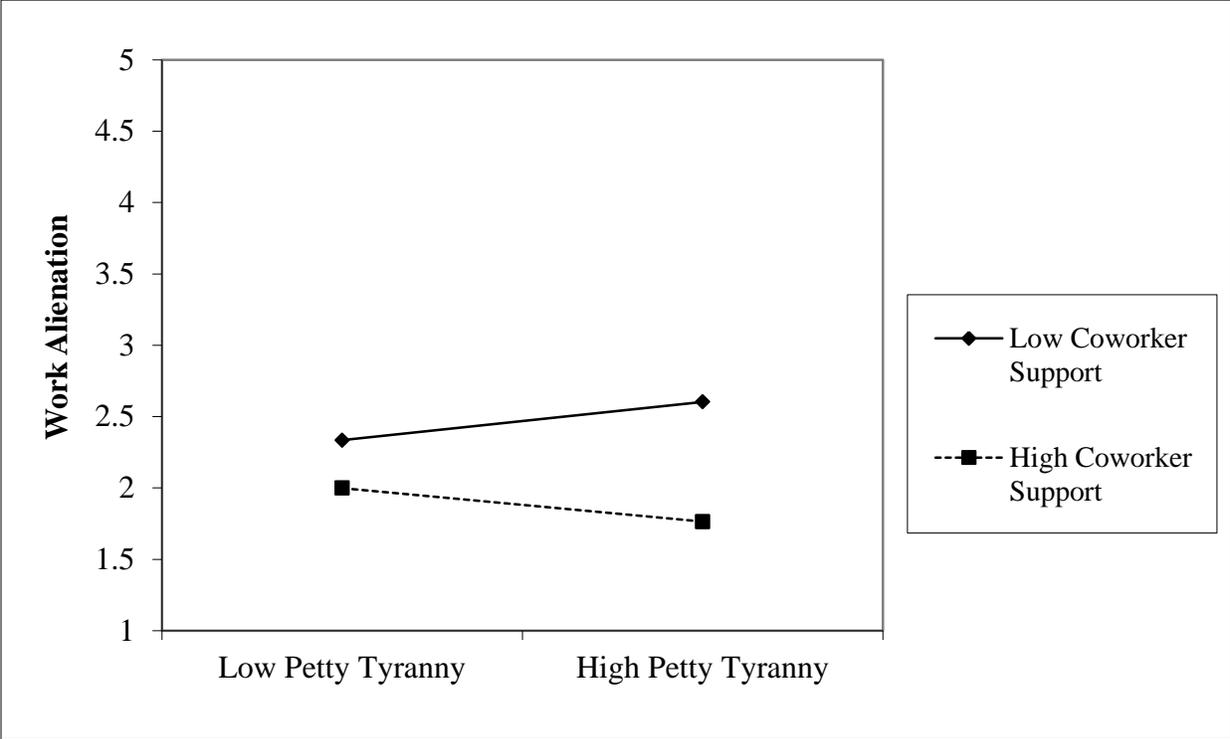


Table 4.6: Hypothesis Results Summary

H1: *There is a positive association between Petty Tyranny and employees Work Alienation*

(Accepted).

H2: *H2: Petty Tyranny is negatively related with Self-Efficacy in Public sector of Pakistan.*

(Accepted).

H3: *H3: Self-Efficacy has significantly negative relationship with Work Alienation.*

(Accepted).

H4: *Self Efficacy establishes a liaison between Petty Tyranny and Work Alienation.*

(Accepted).

H4: *Coworker support moderates the rapport between Petty Tyranny and Work Alienation*

(Accepted).

CHAPTER 5

Discussion, Conclusion and Recommendation

This study is designed to figure out the relationship of petty tyranny and work alienation route through self-efficacy with interacting role of Co- workers support on the establishment of the independent effect of petty tyranny on employee work alienation. This chapter holds the discussion on the results brought forward after the analysis of the study.

5.1.1 Discussion On Research Question No 1:

The first question which current study was trying to answer was mentioned in chapter 1:

Question 1: What is the relationship between petty tyranny and work alienation?

In order to find answer to the 1st question, a hypothesis was developed and tested, that

H1: Petty Tyranny has a positive impact on Work Alienation.

The results of correlation analysis show that petty tyranny and employee work alienation are positively correlated with each other. The regression analysis indicates that petty tyranny is a positively significant determinant of employee work alienation. The results of the study have turned out to be consistent with former studies (Ashforth, 1994; Sulu, Ceylan & Kaynak, 2010, Ceylan and Sulu, 2011). Tyrannical leadership reflects cruel and unjust attitude toward the employees which is a major cause of high work alienation among them (Ashforth, 1989). Since it is quite obvious that as a response to such behaviour employees distant themselves from work place activities. The respondents of the present study are working in different Public sector organizations in Pakistan. In Pakistan the organizations mostly prefer to follow bureaucratic structures. Bureaucratic structure is highly formalized involving strict rules and regulations, and the supervisor is conscious about following procedures. In such strict

environment, employees perceive the behavior of their leaders unethical and negative. In response they quit their present job and exhibit work Alienation (Hodson, 2004).

The employees have also found good employment opportunities in other organization, such feelings of good job market also encourage employees to work alienation, where there is Tyrannical behavior and switch to a more favorable one. Along with this they are facing high abuse of leaders. Therefore whenever one is not rewarded or encouraged for his/her efforts, that person will be disappointed and will think of exerting less effort. As such employees feel belittled and embarrassed and as a result they will be less productive and show less commitment in work related activities (Allen & LaFollette, 1977).

Tyrannical leaders always like formal and strict environment they don't appreciate their employees and encourage them to participate, therefore in such environment employees cannot give their best of their abilities. These employees will reduce their involvement in activities and alienate themselves from work (Ceylan & Sulu, 2010). Literature provides evidence that this kind of leaders adversely affects employees' productivity, their sense of autonomy, responsibility and achievement which lead them to self-estrangement from work and these employees will not perform their duties with full devotion. Employees will not be able to perform tasks according to their competencies and skills which will reduce their involvement in work. Such treatment isolates employees from work and work place activities (Reed & Bullis, 2009).

Leaders' behaviors and actions towards employees create the perceptions of employees which lead them to react (Pelletier, 2010) so whenever a leader show cruel abusive and unsupportive behavior toward employees then it will create the perception of injustice and inequality in employees mind.

Results provide strong support for acceptance of 1st hypothesis of the study.

5.1.2 Discussion On Research Question No 2:

The second research question which this study attempt to answer was stated in chapter 1, that

Question 2: Does self-efficacy mediates the relationship of leaders' tyrannical behaviour with employees work alienation?

In order to find answer to the 2nd question, a hypothesis was developed and tested, that

H2: Self-Efficacy plays a mediating role between the relationship of petty tyranny and employee work alienation.

The results provide ample support for the acceptance of 2nd hypothesis, that the relationship between petty tyranny and employee work alienation is mediated by Self-Efficacy. Self-efficacy is the mediating route through petty tyranny to work alienation. Literature has also provided evidences that self-efficacy is a mediator through which negative leadership behavior lead to employees work place alienation. Petty tyrannical behaviour of leaders influences followers' level of self efficacy (Walumbwa, et al., 2011). Such behaviour will reduce the self-confidence of employees. The relationship among employer and employees is very important for the performance of employees because these relationships affect the employees' motivation and involvement (Moch, 1980). Tyrannical leadership will affect employees' psychological feelings and these employees will have low self-efficacy which will lead to the reduction in their work place participation and commitment. (Ferris, etal., 2014).

Employees who face tyrannical leadership will have low self-efficacy which will put them in depression and anxiety (Rottinghus, et al., 2009), thus they will be less motivated towards

their job and exhibit work alienation. Low self efficacy leads to reduce employees' productivity and demotivation at work place that cause high work alienation (Bandura, 1986).

In Pakistan mostly organizations follow bureaucratic structure having high level of status differentiation and centralization. It is very difficult for employees to communicate directly with their bosses. Resultantly, inappropriate communication channels lead to ambiguity, and this situation is problematic for both employee and leaders. Due to this communication gap, employees are confused about their role and are unable to perform it effectively. As a consequence, they have to face the harsh wording and strict behavior of their leaders and it will reduce employee self efficacy. These entire situations trigger the negative feeling of employees about their leaders and they have no other choice than to work alienation.

5.1.3 Discussion On Research Question No 3:

The third research question which this study attempt to answer was stated in chapter 1, that

Question 3: Does Co-Worker support moderates the relationship between Petty Tyranny and work alienation?

In order to find answer to the 3rd question, a hypothesis was developed and tested, that

H3: Co-workers support moderates the relationship between petty tyranny and employee work alienation; such that if Co-workers support is high at workplace than the relationship between petty tyranny and employee work alienation would be weakened.

It was proposed that Co-workers support will moderate the relationship between petty tyranny and employee work alienation, in such a way that in the presence of Co-workers support the

direction of their relationship with change from positive to negative. A strong support was found in the result for acceptance of that particular assumption.

The study used co-workers support as a moderator between petty tyranny and work alienation. In collectivist culture like Pakistan if co-worker support is high then it will weaken the relationship between petty tyranny and work alienation. If leaders exhibit tyrannical behaviour then co-worker support becomes more relevant and important source of social support. However in response to the leaders' negative behaviour; it is quite possible that employees observe their peers and co-workers to come up with moral and social support for them which may relieve their helplessness caused by such behaviour. (Duffy , et al., 2002). In this study co-worker support moderate the relationship among a tyrannical behavior of a leader and employee work alienation.

5.2 Conclusion

The purpose of the present study was to find the relationship between petty tyranny and employee work alienation; it also studies the mediating role of self-efficacy in relationship between petty tyranny and employee work alienation. Furthermore it examines the moderating role of co-worker support between petty tyranny and work alienation. The study was conducted in various public sector organizations in Pakistan. The data was analyzed and it was found that there is significantly positive relationship between petty tyranny and work alienation; moreover it is argued that self-efficacy positively mediates the relationship between petty tyranny and work alienation. Furthermore

Result of the study supported all five hypotheses .The study was conducted in Public sector of Pakistan. According to results petty tyranny is positive related with work alienation mean as petty tyranny increases, work alienation will also increases. Self-efficacy was proved as

mediator between petty tyranny and employee work alienation, this relation fully is mediated by self-efficacy. Petty tyranny will affect the self-efficacy level of employees which will lead them to alienation of work. According to results co-workers support moderate the relationship between petty tyranny and employee work alienation in public sector of Pakistan. Findings proved that whenever employee faces injustice and unsupported behavior by leaders their self efficacy will be affected that further leads the employee to react against tyrannical leader. The main finding of current study is co-workers support an important buffer to the tyrannical leadership.

5.3 Theoretical Implications

Previous studies talked and discussed that the petty tyranny impact on work alienation, but this study extended this work by describing mechanism through which this relationship occurs. Study used self efficacy as a mediator that led petty tyranny to work alienation because it is this psychological factor that force or lead them to behave and react (Heck, Bedeian & Day, 2005). This study proved this relationship that Self-efficacy mediates this relation of petty tyranny and work alienation. The study also used Co-worker Support as a moderator because before this work on petty tyranny has been done in western cultures, but Pakistan has different context so this study helped to check whether the relationship which was conducted in other western countries relates with Pakistan context or not. This study reflects that Pakistan is being a collectivist society the importance of Co-workers supports becomes more important. Co-workers support buffer the relationship of tyrannical leader and employee alienation.

5.4 Practical Implications

Current study has several practical implications which provide good suggestions for the organizations. This study will assist for potential researchers, policy makers and managers. It

will provide helpful mechanism to organizations to handle with work alienation among employees due to tyrannical behaviour of leaders as now days employees' less productivity is a prime outcome of negative behaviour of leaders for organizations. This study organization will be able to know the reasons of this problem. Employees and employer relationships are given importance in these days so this study will help organizations to make healthy and supportive relationship.

Present study will help policy makers to deal with these destructive problems of Petty Tyranny and work alienation. With help of this study they can hire such leaders who have supportive and friendly nature and who have the ability to influence and inspire their employees. Because helping and friendly natured leader have the ability to make their subordinates more productive. This study will help policy makers to make flexible and healthy environment where employees have the freedom and autonomy to perform their jobs properly so their commitment level will increase. So policy makers can get benefits from this study in hiring and selection of their workforce especially leaders.

This study will help future researcher to further work on this model. Researcher could take support from present study to work on these concepts. Researcher could be help by these cultural results which are unique results in this sector. And researcher could even further work on other dimensions of culture. The model can be studied with different dimension of culture like uncertainty avoidance can generate the different results. Next section will discuss the limitations and future directions of the study.

Organizations should also discourage the tyrannical and aggressive behavior of leaders. The organizations should play their role in rectifying organizational processes. They should promote whistle blowing policies in order to report the unethical conduct of both employee

and leaders. And the whistle blowers should be encouraged to report confidently. The leaders should also be encouraged to promote ethical and justice climate at workplace. The leaders are the representative of organization; they should be guided to fulfill the organizational obligation in contract. It will motivate the employees to play their role effectively. Though organizations know the cost associated with the tyrannical leadership, but they are unable to properly assess the situation. Therefore, it is suggested that organization should hire competent managers, and introduce continuous training programs for managers and leaders. It will help them to treat their subordinates in an effective manner, and the subordinate will also rarely involve in negative practices like workplace deviant behavior, organizational cynicism, and work alienation.

5.5 Limitations

The underlined study has some reservations, which includes the limitations of the sample size of the study. It exposes only public sector with the sample of 320 respondents. Different sectors may possibly have different results and the increase of the sample size can strengthen the soundness of the analysis.

Moreover, it was quite difficult to approach all the organization; therefore some questionnaires are self-administered, some are filled through post and electronic mails. Hence the adequacy of the data can affect the results of the study.

The variable of scale of Self-efficacy is measured through self-reported scales that may increase the chances of common biased method. Since it is natural phenomenon as a human

that one will always show as high self-efficacy person. This study used Co-worker support as a moderator in this study, while by using other moderators result could be different.

5.6 Future Research

Limitations of the study can be used as future directions.

The current study tried to overcome and remove existing flaws in all aspects but still it has some limitations that must be considered and applied in future:

The findings of the study can be generalized on other sectors of Pakistan since change of sector could change the results of the proposed model. By adding other mediator like determination, participation, enthusiasm etc result can be different. Further researcher can initiate the comparison between two separate demographics that would change the strength of the results.

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