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# Quantifying Forced Citizenship Behaviors among Healthcare Professionals: Data-Driven Insights into Nurse Destructive Leadership Effects

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### Chronicle

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### Abstract

Destructive leadership and its outcomes have emerged recently. It has gained much attention in recent decade as it challenges the organizations. Purpose of present study is to explore the destructive leadership as an antecedent for compulsory citizenship behavior and emotional exhaustion in presence of hindrance stress as a mediator. Its quantitative study combined with survey method for data collection. Questionnaires have been adopted and data were collected from healthcare employees (Nurses) working in public sector hospitals in Lahore about the leadership of head nurses. 250 questionnaires were distributed and received 170 valid responses. SPSS has been used for data analysis. Frequency, correlation, descriptive, regression and mediation analysis have been performed to obtain the results. Results highlighted that there is significant positive impact of destructive leadership on compulsory citizenship behavior and emotional exhaustion of employees. Further results also reported that hindrance stress is significant positive mediation between relationship of destructive leadership, compulsory citizenship behaviors and emotional exhaustion of employees. Conclusion, limitations and future directions are provided in later sections of study.

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**Keywords:** Nurse leadership, Nurse behaviors, nurse emotional exhaustion, compulsory citizenship behaviors, nurse stress.

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## INTRODUCTION

Society has observed the destructive leadership by the leaders who has abused their powers which resulted in high losses in energy and financial sectors and contributed in huge economic and social losses in organizations (Aasland et al., 2010). Leaders who get involved in destructive leadership, they ultimately violates and disrupt the organizational objectives, tasks, resources, productivity and well-being of their employees (Johnson & Spector, 2007). It results in significant detrimental effects on both the employees and organizations (Martin, 2014). Leadership research has extensively focused on the positive aspects of leadership and behaviors. Positive leader's behaviors contribute in increased productivity and other positive other organizational outcomes. However, the trend has

changed and in last 20 years negative leadership and its outcomes have been studied extensively. Destructive aspects of leadership at both the individual and organizational level has been studied. Destructive leaders tend to negatively influence the employees by abusing, manipulating and using them for their own purpose. These leaders tend to negatively reduce the well-being of the organizations and employees as well and are not desired at any level in organizations (Mackey et al.,2017; Schyns & Schilling, 2013). Therefore, the study aims to examine the relationship between destructive leadership and its outcomes which are discussed in the next section of the introduction. Destructive leadership is negative in nature and scholars have agreed that negative leadership drives a different kind of OCB, which has been named as CCB. Compulsory citizenship behavior means that individuals compromise their willingness to show an extra role behavior due to some work-related factors or pressure to show organization citizenship behavior (Zhao et al., 2014).

Emotional exhaustion has negative impacts for both the employees and organizations and due to its negative nature it is considered to be the vital construct in organizational studies (Halbesleben & Buckley, 2004). Both the personal and situational aspects are considered as antecedents for the emotional exhaustion (Wang, Bowling, & Eschleman, 2010). Compulsory citizenship behavior is non-voluntary. It was contended that when external pressure is applied on employees they will lose their OCB with its voluntary components of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, it will lead them towards the compulsory citizenship behavior (He et al., 2018). Hindrance stress is relatively new concept in domain of organizational studies. Stress has been categorized as challenging or hindrance. Researchers have presented empirical evidence that challenging stress is positively linked with performance, motivation, satisfaction at job, and organizational commitment.

Whereas hindrance stress is negatively linked with the mentioned job outcomes (N. P. Podsakoff et al.,2007). It was also stated that hindrance stressors are demands at work settings which restrict or disrupt the way of individuals' work accomplishments and that are not aimed to be linked with expected gains of an individual (Cavanaugh et al., 2000). Organization citizenship behaviors' key antecedents are perception of employees regarding behavior of leader and fairness (Babcock-Roberson & Strickland, 2010; Ehrhart, 2004). Based on P. M. Podsakoff, MacKenzie, and Organ (2006) it is said that leaders behaviors drive the employee's voluntary behaviors. In such scenario negative leadership will result in extra stress (Haider et al., 2018) and will also lead towards the compulsory citizenship behaviors which is non-voluntary aspect of organization citizenship behavior. It's noteworthy to mention that destructive leadership and compulsory citizenship behaviors both are relatively dominating and have become serious issue in workplace (Martinko et al., 2013).

Previously studies have emphasized only on the OCB, but some researchers have reached on a consensus that there is also another direction of OCB which is non-voluntary which is known to be compulsory citizenship behavior. According to Wu, et al., (2018) destructive leadership and compulsory citizenship behavior relationship has not gained much attention. Haider et al. (2018) attempted to study the destructive leadership impact on turnover intentions and deviant behaviors. Longitudinal study has revealed that destructive leadership is positively related with negative outcomes. It was

suggested that further outcomes of destructive leadership must be studied to have better understanding about how do it affects the employees. Therefore, the present study will address the research gaps by providing the empirical evidence on how the destructive leadership tends to influence the compulsory citizenship behavior. Additionally, it adds to the existing literature by examining the mediation mechanism between the destructive leadership and employee behaviors. The study seeks to explore the destructive leadership as an antecedent for compulsory citizenship behavior and emotional exhaustion in presence of hindrance stress as a mediator. Following research questions and objectives will be addressed in the study:

- What will be the impact of destructive leadership impact on employees' compulsory citizenship behaviors and emotional exhaustion among nurses?
- What will be role of hindrance stress in relationship between destructive leadership, employees' compulsory citizenship behaviors and emotional exhaustion among nurses?

Aligned with the research questions of study Zhao et al. (2014) has reported that when citizenship behavior is enforced on an employee, his/her job satisfaction will be reduced. Numerous studies have been conducted on compulsory citizenship behaviors but still there is need for more empirical evidence to support this dilemma.

## **LITERATURE REVIEW**

### **Destructive leadership, Compulsory citizenship behaviors and emotional exhaustion**

The empirical evidence is increasing regarding the impact of aggressive leadership and its outcomes. It results in the outcomes such as anxiety, depression (Tepper, 2000) burnout (Wu & Hu, 2009). Autocratic leadership results in stress among the employees and burnout (Fontaine et al., 2010; Schilling, 2009). Emotional exhaustion is the fundamental aspect of burnout (Johnson & Spector, 2007). Empirical evidence suggests that in case employees undergo alienation or abused by peers within an organization simultaneously. Such exposure may lead towards interpersonal pressure and force employee to exhibit the compulsory citizenship behavior (Xu et al., 2015). Various factors have been accounted for emotional exhaustion. Previous literature pointed out that situations are greater predictor for emotional exhaustion as compared to personal differences (Moore, 2000).

In light of literature it can be argued that leader's behaviors also do contribute towards the emotional exhaustion as leadership negative behaviors results in stress for the employees (Haider et al., 2018). Leader's support and group cohesiveness play a vital in lessening the emotional exhaustion (Qureshi & Sajjad, 2015). Emotional exhaustion takes place in presence of excess demands as compared to the ability of an individual while interacting with others. Leadership ask for interpersonal relationship between the leaders and follower, but when there is negative leadership such as abusive it will lead towards the emotional exhaustion of employees ( Wu & Hu, 2009).

### **Mediating role of Hindrance stress**

Employees are autonomous in the organizations and exhibit citizenship behaviors. When employees experience stress in work settings they think that their job autonomy is compromised. Similar case is with the hindrance stress. When employees are imposed

the hindrance stress by their immediate supervisors and is of greater strength it will lead towards low self-control and autonomy at employee end (Deci & Ryan, 1987). Xie et al.,2008) stated that employees in China are inclined to follow their higher authority and violates their self-efficacy, they always try to please their supervisors due to pressure imposed on them. Pakistan is neighbor and friend of China and share same organizational context regarding business environments. Wu et al. (2018) attempted to study the relation between destructive leadership and compulsory citizenship behaviors with the mediating role of hindrance stress. Study concluded that hindrance stress is positive and significant mediator between relation of destructive leadership and compulsory citizenship behavior.

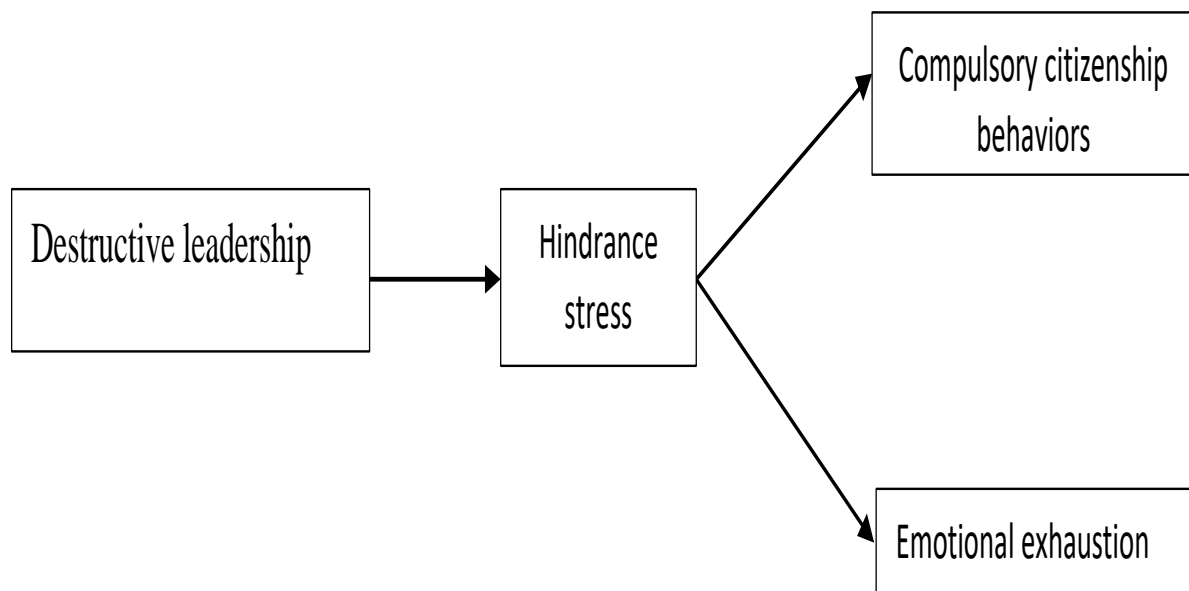
### HYPOTHESIS AND RESEARCH MODEL

**H1:** There is significant relationship between destructive leadership and compulsory citizenship behavior

**H2:** There is significant relationship between destructive leadership and emotional exhaustion

**H3:** Hindrance stress is significant mediator between relationship of destructive leadership and compulsory citizenship behavior

**H4:** Hindrance stress significantly mediates relationship between destructive leadership and emotional exhaustion



**Figure 2.**  
**Research Framework**

## METHODOLOGY

Purpose of present study is to explore the destructive leadership as an antecedent for compulsory citizenship behavior and emotional exhaustion in presence of hindrance stress as a mediator. Quantitative approach has been adopted for the study. Harry and Lipsky (2014) has postulated that qualitative research methods involved small sample sizes which ultimately lead towards the less generalizability as compared to quantitative research methods.

### Questionnaire and Measures

Questionnaire has been adopted for this study. Questionnaire consisted upon two sections. First section addressed the demographic questions regarding respondents such as Gender, Education, and Age. Destructive leadership has been measured with a 5 item measure developed and validated by (Mitchell & Ambrose, 2007). Compulsory citizenship behavior has been measured with five item scale (Vigoda-Gadot's, 2007). Hindrance stress has been measured by three item scale (Jeffrey A LePine et al., 2004). Emotional exhaustion has been measured by six items (Wharton, 1993).

### Sampling and Sample size

Non-probability sampling can be used where population as a whole cannot be covered (Etikan et al., 2016). Convenience sampling has been used in this study. As per thumb rule sample size is to be calculated by multiplication of the number of questions in an instrument with 10. Hair et al. (2011) 100 is the minimum sample size when there are five or fewer constructs in model. Sample size for current study is 250. It is sufficient sample size because it meets afore-mentioned minimum requirement.

### Data collection and Data analysis

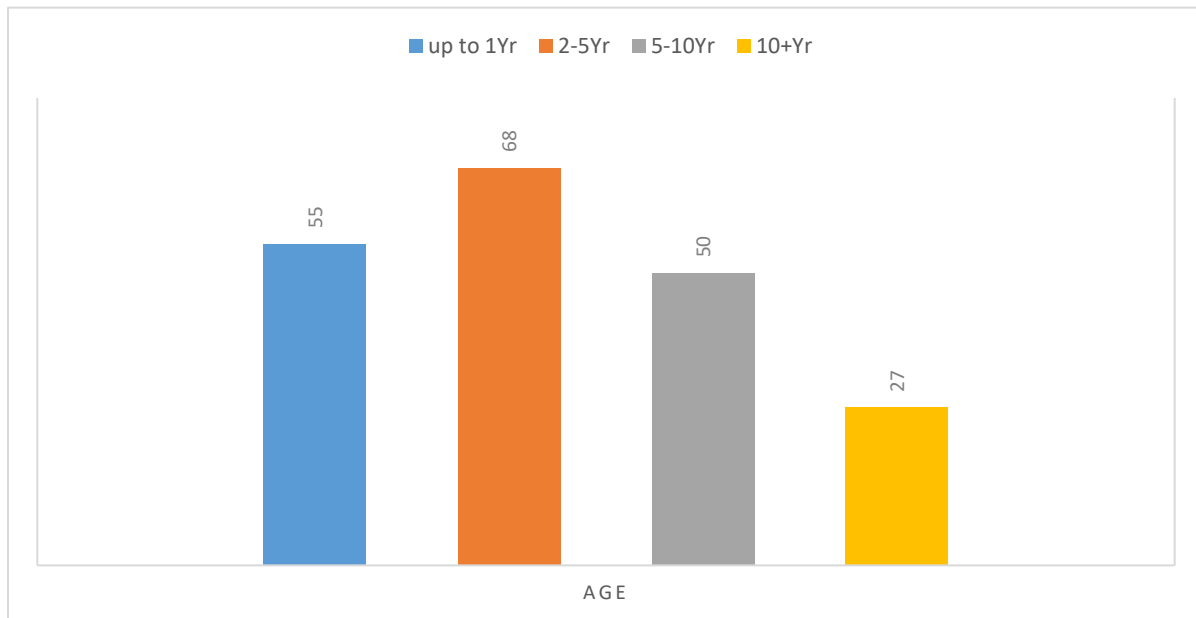
250 questionnaires have been distributed among the respondents. 170 questionnaires were collected as duly filled by the respondents resulting in 68% response rate. Questionnaire were distributed by the researcher and for this prior permission from the head nurses was obtained. The study did not require the ethical approval since it did not involve the clinical trials. For data analysis SPSS has been used. Initially data screening was performed by dealing with missing values, outliers. Descriptive analysis, Correlation analysis, Regression and Mediation analysis has been performed.

## RESULTS

### Demographic analysis

Responses of 170 respondents were considered for study. 30% of the employees were females and remaining 70% majority of the respondents were male. 35% of the respondents belonged to age group up to 25-year, 55% fell between age group 26-45 year, and 10% respondents were between age group of 46-55 (Refer figure 2). As concerned to educational level of respondents 45% were holding Bachelors' degree, 46% were holding Masters' degree and 9% were holding other educational degrees (Diplomas etc.). As concerned to employment nature, 60% respondents rated

themselves as permanent employees, 35% respondents rated themselves as contractual employees, and remaining 5% respondents belonged to other job categories.



**Figure 2.**

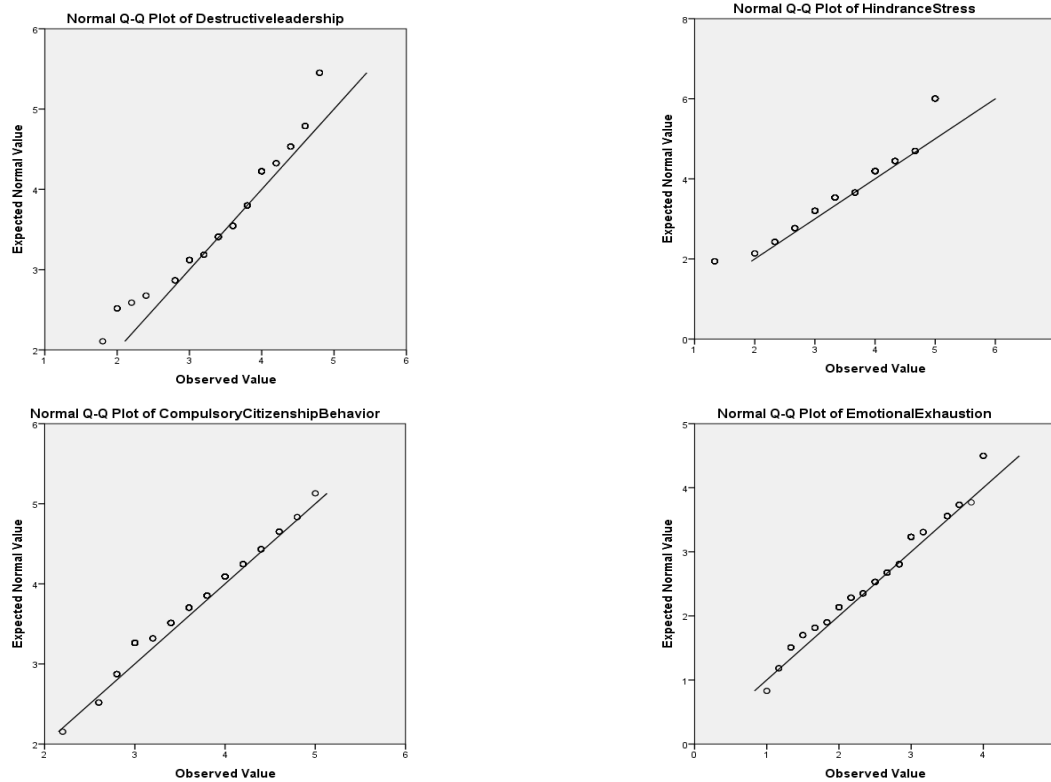
**Age-wise respondents' distribution**

Below table 2 shows the correlations between the variables of the study. It shows the high correlation between the DL and CCB. It establishes that the higher nurse destructive leadership results in higher compulsory citizenship behaviors among the nurses. Additionally, the higher correlations found between the head nurse destructive leadership and emotional exhaustion. It affirms that the higher negative leadership by a head nurse will result in higher emotionally exhausted nurses. Besides, table 2 also shows the mean, and standard deviation for the variables. CCB found to have higher mean value 2.20 and EE found to have lowest mean value of 1.00. Additionally, all the values of the reliability are greater than 0.70. Whereas all the values of skewness and kurtosis fall between the range of -2 to +2. It affirms that there is no issue with the data reliability and validity. The study also visualized the data normality by Q-Q plots in SPSS (Refer figure 3).

**Table 2.**

**Correlations**

	DL	HS	CCB	EE	Alpha	Mean	SD	Skewness	Kurtosis
DL	1				.800	1.80	3.6720	-.716	.507
HS	.188**	1			.750	1.33	3.5750	-.339	-.187
CCB	.333**	.237**	1		.854	2.20	3.5460	.233	-.572
EE	-.251**	-.062	-.249**	1	.814	1.00	2.5458	-.051	-.554



**Figure 3.**  
**Q-Q plots**

The results of hypotheses testing are presented in table 3. The results indicate that the independent variable DL significantly predicts HS, with a positive coefficient of 0.257. Hence, hypothesis H1 is accepted. Additionally, the table also shows that the HS significantly influences the CCB and EE with a beta value of .155 and .501 respectively. The results are significant hence, indicating that hypotheses H2 and H3 are accepted. Additionally, the results also revealed that HS is a significant mediator. Thus, both hypotheses H4 and H5 are accepted. In summary, all the relationships in the model appear to be statistically significant based on the provided significance values (p-values), and the R-squared values indicate the proportion of variance in the dependent variable explained by the independent variables in each regression equation.

**Table 3.**  
**Hypothesis Testing**

	Beta	Std. Error	T value	Sig. value	R <sup>2</sup>	Decision
DL--> HS	.257	.095	2.695	0.008	0.35	Supported
HS--> CCB	.155	.045	3.433	0.001	0.56	Supported
HS--> EE	.501	.057	2.324	0.001	0.12	Supported
DL--> HS --> CCB	.296	.059	4.970	0.000	.133	Supported
DL--> HS --> EE	.271	.077	3.528	0.000	.053	Supported

## DISCUSSION

Destructive leadership is recently emerged concept. Study followed a rational that destructive leadership has an impact on compulsory citizenship behavior and emotional exhaustion. Further the hindrance stress has been considered as a possible mediator. Quantitative approach combined with survey method has been adopted to carry out the study. Study has reported that destructive leadership positively influences the compulsory citizenship behaviors of employees. Furthermore, study also reported a significant positive relationship between destructive leadership and emotional exhaustion. Findings of the study are in line with previous studies. Regarding the mediation relationships study findings reported that hindrance stress is significant mediator between relationship of destructive leadership and compulsory citizenship behavior. Which means that when employees are abused and forcefully asked to do beyond their job duties it results in other form of OCB which is known to be the compulsory citizenship behaviors?

Findings also confirmed significant positive mediation between relationship of destructive leadership and emotional exhaustion. The entire hypothesis H1, H2, H3 and H4 have been accepted. Based on the study findings it is concluded that when employees confront the destructive leadership they tend to exhibit compulsory citizenship behavior and get more involved in emotional exhaustion. Hindrance stress found to increase the impact of destructive leadership. Current study is consistent with previous studies (Haider et al., 2018; Wu, et al., 2018). Current study has contributed in the compulsory citizenship behaviors literature. In line with the findings of previous studies current study has also extended the literature on relationship between destructive leadership and compulsory citizenship behavior. Destructive leadership has been considered as an antecedent for the compulsory citizenship behavior (Wu, et al., 2018). Current study has strived hard to be perfect in all sense. However, these are the following limitations of current study: Study focused on the destructive leadership influence on the compulsory citizenship behavior and emotional exhaustion of nurses, whereas it lacks the view side from the managerial perspective. Small sample size has been used in this study. Respondents did not fill the questionnaires with full attention; this may be due to the time constraint. Comparative studies can be conducted in future to have broader insights in destructive leadership domain. Researchers may consider different sectors such as IT, Education, NGOs etc. for future studies.

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**Availability of data and material:** In the approach, the data sources for the variables are stated.

**Authors' contributions:** Each author participated equally to the creation of this work.

**Conflicts of Interests:** The authors declare no conflict of interest.

**Consent to Participate:** Not Applicable



**Consent for publication and Ethical approval:** Because this study does not include human or animal data, ethical approval is not required for publication. All authors have given their consent.

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