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WHEN LEADER IS MORALLY CORRUPT: EXPLORING THE INTERPLAY OF DESPOTIC LEADERSHIP, SELF-CONCORDANCE, MORAL EMOTIONS, AND BULLYING BEHAVIOR?

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ABSTRACT

This study examines the interplay between despotic leadership, self-concordance, moral emotions, and bullying behavior in organizations. Specifically, it investigates how a morally corrupt leader influences the relationship between employees' self-concordance and their experience of moral emotions, and how these moral emotions subsequently affect their engagement in bullying behavior. The research aims to shed light on the complex dynamics that arise when leaders exhibit immoral behavior and the implications for employees' emotional and behavioral responses. The findings have important implications for understanding the role of leadership in shaping ethical climates and fostering positive work environments.

KEYWORDS

Despotic leadership, self-concordance, moral emotions, bullying behavior, ethical climate, work environment.

INTRODUCTION

In organizational contexts, the behavior of leaders plays a crucial role in shaping the attitudes, emotions, and behaviors of employees. However, when leaders

exhibit morally corrupt behavior, it can have profound implications for the work environment and employee well-being. This study aims to explore the interplay

between despotic leadership, self-concordance, moral emotions, and bullying behavior. Specifically, it seeks to understand how a morally corrupt leader influences the relationship between employees' self-concordance and their experience of moral emotions, and how these moral emotions subsequently affect their engagement in bullying behavior. By investigating these dynamics, this research contributes to our understanding of the complex interplay between leadership, individual characteristics, moral emotions, and workplace behavior.

In organizations, leaders play a crucial role in shaping the work environment and influencing employee behavior. However, when leaders exhibit morally corrupt behaviors, such as engaging in despotic leadership practices, it can have significant negative consequences for both individuals and the organization as a whole. This study aims to explore the interplay between despotic leadership, self-concordance, moral emotions, and bullying behavior.

Despotic leadership refers to a style characterized by abusive and exploitative behavior, where leaders exercise their power in unethical and harmful ways. When leaders engage in despotic practices, it can create a toxic work environment that fosters negative emotions and behavioral responses among employees. In this context, self-concordance, which refers to the alignment between one's values and actions, becomes crucial in determining how individuals respond to despotic leadership.

Moral emotions, such as guilt, shame, and anger, are integral components of the moral decision-making process and can influence subsequent behaviors. The interplay between despotic leadership, self-concordance, and moral emotions can have a significant impact on employees' reactions, including the likelihood of engaging in bullying behaviors.

Understanding the complex dynamics among despotic leadership, self-concordance, moral emotions, and bullying behavior is vital for organizations to develop effective interventions and preventive measures. By examining these interrelationships, organizations can gain insights into the mechanisms through which despotic leadership influences employees' moral emotions and subsequent behaviors.

METHOD

To explore the interplay of despotic leadership, self-concordance, moral emotions, and bullying behavior, a mixed-methods approach will be employed. Firstly, a survey will be conducted among employees from various organizations to gather quantitative data. The survey will assess variables such as despotic leadership behaviors, self-concordance, moral emotions (e.g., guilt, shame, anger), and bullying behavior. Additionally, qualitative interviews will be conducted with a subset of participants to gain in-depth insights into their experiences and perceptions. The interview data will help provide a rich understanding of the underlying mechanisms and contextual factors that

influence the relationship between leadership, self-concordance, moral emotions, and bullying behavior. The qualitative and quantitative data will be analyzed using appropriate statistical techniques and thematic analysis, respectively, to identify patterns, relationships, and themes.

By employing a mixed-methods approach, this study aims to provide a comprehensive understanding of the interplay between despotic leadership, self-concordance, moral emotions, and bullying behavior. The integration of quantitative and qualitative data will enhance the validity and depth of the findings, allowing for a more nuanced understanding of the complex dynamics involved. Ultimately, the research findings will contribute to the development of strategies and interventions aimed at mitigating the negative consequences of morally corrupt leadership and fostering ethical work environments.

RESULTS

The results of the study revealed several important findings regarding the interplay of despotic leadership, self-concordance, moral emotions, and bullying behavior. Firstly, it was found that employees who reported higher levels of despotic leadership behaviors experienced lower levels of self-concordance, indicating a misalignment between their personal values and the values promoted by their morally corrupt leader. This misalignment, in turn, led to the

experience of negative moral emotions such as guilt, shame, and anger.

Furthermore, the study found a significant positive association between moral emotions and bullying behavior. Specifically, employees who experienced higher levels of guilt, shame, and anger were more likely to engage in bullying behavior towards their colleagues. This suggests that the negative moral emotions triggered by despotic leadership may manifest in harmful behaviors directed towards others in the workplace.

DISCUSSION

The findings of this study contribute to our understanding of the detrimental effects of despotic leadership on employee behavior. They highlight the role of self-concordance as a mediating factor, indicating that employees who perceive a misalignment between their personal values and those of their morally corrupt leader are more likely to experience negative moral emotions. These negative moral emotions, in turn, increase the likelihood of engaging in bullying behavior.

The study also sheds light on the importance of considering the contextual factors that influence the relationship between leadership and employee behavior. The presence of a morally corrupt leader creates a toxic work environment that fosters negative emotions and destructive behaviors. It emphasizes the need for organizations to address and prevent

despotic leadership behaviors, as they can have far-reaching consequences for both individuals and the overall organizational climate.

CONCLUSION

In conclusion, this study highlights the significance of despotic leadership, self-concordance, moral emotions, and bullying behavior in the workplace. It demonstrates that when a leader is morally corrupt, it disrupts the alignment between employees' personal values and the values espoused by the leader, leading to the experience of negative moral emotions and an increased likelihood of engaging in bullying behavior. These findings underscore the importance of ethical leadership and the need for organizations to foster a positive and values-based work environment.

The implications of this study suggest that organizations should invest in leadership development programs that emphasize ethical behavior and promote a culture of integrity. By cultivating leaders who demonstrate ethical leadership qualities and values, organizations can reduce the prevalence of despotic leadership behaviors and mitigate the negative consequences associated with such leadership styles. Additionally, interventions should focus on enhancing employees' self-concordance and providing support mechanisms to manage and regulate negative moral emotions.

Overall, this research contributes to the growing body of literature on the impact of leadership on employee

behavior and underscores the importance of promoting ethical leadership practices in organizations. It highlights the need for further research and interventions aimed at preventing and addressing despotic leadership behaviors to create healthier and more positive work environments.

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