

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

Saeed Ahmad

Imperial College of Business Studies, Lahore.

Email: saeedahmadkhayal@yahoo.com

Hafiz Ahmad Ashraf

University of Central Punjab, Lahore.

Email: ucpahmad@gmail.com

Amjad Islam

Ph.D Scholar, Management Sciences, Bahria University, Lahore.

Email: amjadswaati@yahoo.com

Afzal Ahmad

Imperial College of Business Studies, Lahore.

Email: lfzaal.9571@gmail.com

Usman Ali

Laboratory college, University of agriculture, Faisalabad.

Email: scholarms81@gmail.com

Received on: 28-10-2023

Accepted on: 02-12-2023

Abstract:

This study aims to provide empirical evidence of the direct impact of tyrannical leadership on employee ostracism and burnout within organizational settings. Additionally, it explores the indirect influence of tyrannical leadership on employee ostracism and burnout, with a focus on the mediating mechanism of organizational dehumanization. Furthermore, this research underscores the exacerbating role of trait anxiety in the relationship between tyrannical leadership, employee ostracism, and burnout. The theoretical framework for this study draws upon both the betrayal trauma theory and the conservation of resources theory to formulate and test hypotheses. The findings of this study reveal a significant positive association between the presence of tyrannical leadership and subordinates' experiences of ostracism and burnout. Furthermore, the study demonstrates that workplace dehumanization serves as a partial mediator in the relationship between tyrannical leadership, employee ostracism, and burnout. These results have practical

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

implications for organizations, emphasizing the importance of implementing effective strategies to control and mitigate the detrimental effects of tyrannical leadership on employee well-being. Finally, this research contributes significantly to the theoretical understanding of both tyrannical leadership and dehumanization literature, shedding light on the complex dynamics at play in organizational contexts.

Keywords: Tyrannical Leadership, Trait anxiety, Employee Ostracism, Burnout

Introduction

Leadership is defined as an individual's ability to influence and motivate others in order to achieve business objectives (Hogan and Kaiser, 2005; Fischer & Sitkin, 2023). Leadership has traditionally been portrayed positively, emphasizing leaders' positive effects on employees and the overall work environment (Ashraf et al., 2023; Schilling, 2009). In recent years, there has been a significant increase in scholarly literature focusing on potentially harmful aspects of leadership (Griffin and Lopez, 2005; Nauman et al., 2018; Ahmad & Nauman, 2022; Emmerling et al., 2023). These studies show a growing understanding of the negative aspects of leadership, indicating a significant paradigm shift (Wu and Hu, 2009; Naseer et al., 2016). This shift emphasizes previously neglected negative effects that leaders can have on their followers (Harris & Jones, 2018; Gauglitz et al., 2023). The purpose of this research is to better understand and identify the negative consequences of leadership, while also providing valuable insights into the multifaceted nature of leadership.

Many terms have been used in the literature to categorize leaders' destructive behaviors, i.e., petty tyranny, leaders' abusive behavior, toxic leadership, despotic leadership, and tyrannical leadership (Ashraf et al., 2023; Tepper, 2007; Ashforth, 1994; Aronson, 2001; Einarsen et al., 2007). Tyrannical leadership is a dictatorial form that uses unforgivable power for self-benefit. (Ashforth, 1994, 1997). These leaders encompass behavior to abuse their authority, oppress their subordinates, and engage in behaviors such as appropriating credit for others' work, disregarding the needs of their subordinates, and imposing unwarranted punishments (Ashraf et al., 2023; Boudrias et al., 2021). This form of leadership primarily focuses on serving the self-interests, often at the followers' expense (Peng et al., 2018; Haider & Yean, 2023). Such leaders disregard the welfare of their employees or the organization, exploit, contempt, and manipulate their followers to accomplish their objectives (Einarsen et al., 2007; Hassan et al., 2023). Employees who perceive their leaders as tyrannical commonly experience ridicule, frustration, annoyance, and exhaustion (Skogstad et al., 2015).

Offermann et al. (1994) have identified ten negative aspects of tyrannical leaders: officious, assertive, authoritative, dishonest, power-seeking, self-absorbed, hostile, desirous, annoying, and demanding. These leaders' presence creates anxiety, perceived threat (Kant et al., 2013; Tafvelin et al., 2023; Rehan et al., 2023), and exhaustion (Ashforth, 1994, 1997). Similarly, such leadership approaches involve manipulation, belittlement, and bullying of followers (Skogstad et al., 2014). Tyrannical leadership establishes a negative relationship with subordinates, undermining employee performance and organizational effectiveness (Bennett & Robinson, 2003). Employees who perceive themselves as mistreated are more prone to be involved in harmful behaviors and to leave their jobs (Robinson & Greenberg, 1998; Emmerling et al., 2023). Research indicates that tyrannical leadership is positively associated with workplace withdrawal behaviors (Ashraf et al., 2023; Schyns & Schilling, 2013; Cao et al., 2023) and adversely associated with employee performance (Aasland et al., 2010;

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

Farghaly Abdelaliem et al., 2023) and work satisfaction (Ahmad & Nauman, 2022). Despite increasing evidence regarding the detrimental effects of tyrannical leadership on subordinates, there remains a significant gap in research regarding the specific adverse consequences of such leadership styles concerning employee ostracism and burnout.

For several reasons, the criterion variables of employee burnout and ostracism are crucial to consider in the context of tyrannical leadership. First, the presence of tyrannical leaders in the workplace creates a stressful environment for subordinates (Ashraf et al., 2023; Ashforth, 1994; Tepper, 2007; Ahmad & Nauman, 2022). These leaders are hostile to their subordinates, disregard them, and wield power over them (Wu & Hu, 2009). Second, such leaders' behaviors contribute to prolonged work-related stress, which eventually contributes to employee burnout, which is characterized by feelings of exhaustion, anonymity, and decreased professional efficacy (Iqbal et al., 2023; Arnold et al., 2015; Kelly & Hearld, 2020). Third, studies have shown that tyrannical leadership is associated with poor treatment of subordinates, which increases the likelihood of employee ostracism (Kanwal et al., 2019; Ashraf et al., 2023; Sarwar et al., 2017). These leaders purposefully ignore, exclude, limit access to resources, and subject individuals to silence or intentional exclusion from conversations (Zafar et al., 2023; Reicher et al., 2016). Hence, tyrannical leadership is a major source of workplace stress and can lead to employee ostracism and burnout.

According to research on workplace dehumanization, the presence of destructive leadership in the workplace creates a distressing environment (Riva & Eck, 2016; Valtorta et al., 2022). Workplace dehumanization, characterized by leaders or employers treating employees as mere commodities or property, leads to employee ostracism and burnout (Caesens et al., 2017; Testoni et al., 2022; Landry et al., 2023). Leaders engaging in behaviors such as exploitation, mistreatment, ridicule, selfishness, and lack of appreciation diminish employees' sense of humanity, resulting in feelings of being used as tools or commodities (Bell & Khoury, 2011; Samma et al., 2020). These circumstances lead employees to attribute blame to the leaders and the organization, causing severe negative impacts on followers and the overall workplace (Gip et al., 2023). Thus, both tyrannical leadership and dehumanization contribute to workplace exploitation, ultimately leading to prevalent outcomes such as employee ostracism and burnout.

Similarly, when followers experience anxiety, the impact of dark leadership and its negative influence becomes more pronounced (Pyc and Meltzer, 2017; Xue et al., 2023). According to Spielberger and Sydeman (1994), anxiety involves perceiving potentially harmful, hazardous, or unsafe events and plays a role in influencing mistreatment. Followers react differently when their leaders aggressively behave because they have different propensities (Olweus, 1978). Anxious followers are more prone to respond forcefully than non-anxious followers (Aquino and Thau, 2009; Islam et al., 2023). When employees lose the favor of tyrannical leaders, and the leaders' oppressive behavior becomes evident, adverse outcomes such as employee ostracism and burnout are likely to occur.

In addition, when followers are anxious, the impact of tyrannical leadership is exacerbated (Hogan and Hogan 2001, Wang et al., 2023; Nauman et al., 2018; Iqbal et al., 2023). Moreover, Tepper (2007) suggests that future studies may investigate whether followers' personality traits can moderate the detrimental effects of destructive leadership. Furthermore, followers' personality also significantly shapes their responses to tyrannical leadership (Ahmad &

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

Nauman, 2022; Batchelor et al., 2023). Hence, the present research proposes a positive relationship between employees' perceptions of tyrannical leadership and followers' anxiety, leading to increased employee ostracism and burnout. In addition, this study investigates the interplay between followers' personality factors and tyrannical leadership to comprehend their effects on employees.

Despite the extensive research conducted in the fields of business and human resources management, there is a lack of studies focusing on the banking and education sector, particularly concerning the interaction between tyrannical leadership, subordinate ostracism, and burnout. Additionally, investigations conducted in developing countries characterized by collectivism and culture with high power distance have highlighted the prevalence of workplace issues associated with negative leadership behavior (Hofstede, 2001). The current study explores the relationship between tyrannical leadership, employee ostracism, and burnout in Pakistan, an emerging nation facing challenges such as high poverty rates, uncertainty, and limited job opportunities (Ashraf et al., 2021; Naseer et al., 2016; Islam et al., 2023). Previous research has shown that leadership practices harm employees in Pakistan (De Clercq et al., 2018). The current study fills a knowledge gap by investigating the interactions between tyrannical leadership and employee outcomes in Pakistan's diverse cultural and socioeconomic settings.

The current study investigates the theoretical frameworks of betrayal trauma theory (Freyd, 1994, 1996) and conservation of resources theory (Hobfoll, 1989), which might assist in understanding hypothetical linkages between tyrants, employee ostracism, and burnout. According to betrayal trauma theory, experiencing betrayal from individuals or organizations can cause significant psychological distress, negatively impacting mental health and overall well-being (Freyd, 1997; Mahlangu, 2020). These effects manifest as emotions of betrayal, reduced trust, and diminished self-esteem (Freyd, 2023). The present study applies betrayal trauma theory to hypothesize that these leaders employ authority and control to subjugate subordinates, creating a fearful, intimidated, low-morale workplace. Such coercive behavior can be viewed as a betrayal because it breaches followers' confidence and expectations of their leaders (Morris, 2019). As a result, followers may feel severe psychological distress, resulting in employee ostracism and burnout.

Likewise, we can also understand this concept by employing the conservation of resources theory (Hobfoll, 1989, 2002); people endeavor to collect, conserve, and safeguard their resources. People experience stress when these resources are lost or perceived to be under threat, such as material, social support, personal well-being, and energy (Byrne et al., 2014; Tafvelin et al., 2023). According to the current study context, subordinates may perceive a reduction or jeopardization of their access to resources when subjected to a tyrannical leader (Fatima et al., 2018; Haider et al., 2023). As a result, they may engage in defensive behaviors to protect their resources, resulting in adverse outcomes such as ostracism and burnout. The study intends to investigate these relationships in the banking and educational sectors employees, particularly in cultures marked by high power distance and collectivism. This research seeks to contribute to existing knowledge on the negative aspects of leadership by exploring these unexplored connections.

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

Tyrannical Leadership and Burnout

Research has consistently demonstrated the negative impact of destructive leadership on subordinates, resulting in various adverse outcomes such as depression, anxiety, and burnout (Tepper, 2000; Hoel & Salin, 2003; Krasikova et al., 2013; Mackey et al., 2021). Burnout is characterized by the state of physical and mental exhaustion experienced by employees in their work (Kristensen et al., 2005), stemming from prolonged stress and leading to psychological draining, depersonalization and depletion of personal resources (Maslach and Leiter, 2016; Edú-Valsania et al., 2022). Dark leaders significantly contribute to employee burnout (Carlson et al., 2012; Gauglitz et al., 2023).

Similarly, Tepper's (2000) research revealed that followers who perceived their leaders as more destructive experienced elevated stress levels. Tyrannical leadership is recognized as destructive (Hogan & Hogan, 2001; Wu & Hu, 2009; Mirowska et al., 2021), which causes emotional exhaustion and work-related stress, ultimately leading to employee burnout. Several Scholars have demonstrated the negative associations between tyrannical leadership and subordinates' performance, work satisfaction, commitment, and well-being (Ahmad, Nauman, & Malik, 2022; Harvey et al., 2007; Walker et al., 2020; Li et al., 2023) and intentions to quit (Boudrias et al., 2021). Moreover, tyrannical leadership has been positively associated with employees' withdrawal behaviors and negatively associated with work engagement (Nielsen et al., 2016; Glasø et al., 2018).

The conservation of resources theory suggests an insight for understanding the relationship between destructive leadership and burnout (Hobfoll, 1989, 1994). COR theory posits that individuals seek to obtain and safeguard valuable physical, social, and personal resources (Hobfoll, 2000, 2018). When these resources become depleted or face threats, it leads to psychological stress, exhaustion, and burnout (Sliter et al., 2010). In addition, the betrayal trauma theory also provides insights into the association between tyrannical leadership and subordinate burnout. According to this theory, when employees feel betrayed or a breach of faith by those they rely on in job dependence, that leads to emotional stress (Freyd, 1994, 1996). These leaders generate an environment characterized by hostility, demeaning behavior, and a lack of trust, contributing to employees feeling betrayed (Haider and Yean, 2023; Younas al., 2023). The feelings of betrayal might cause desolation, mental weariness, depersonalization, and reduced effectiveness, leading to burnout.

Moreover, tyrannical leaders often impose excessive demands on subordinates while providing minimal support and resources, depleting their social and personal resources (Glasø et al., 2018). The loss of these precious resources and the negative emotional impact of tyrannical leadership can further contribute to burnout among subordinates. Therefore, perceptions of tyrannical leadership can result in the experience of betrayal and the harm of valuable resources, ultimately leading to burnout among employees.

H1: Leaders' tyrannical behavior is directly associated with followers' burnout.

Tyrannical leadership and employee ostracism

Employee ostracism refers to the perception of being disregarded, isolated, or ignored by the supervisor or the leadership (Sarfraz, Qun, & Shafique, 2019; Zhang et al., 2023; Leung et al., 2011). Employee ostracism encompasses various forms, such as exclusion from conversations and meetings, silent treatment, or intentional exclusion from work-related

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

activities (Kwan, Zhang, Liu, & Lee, 2018). Research has consistently demonstrated the significant negative impact of employee ostracism, such as elevated employees stress, reduced employee performance, work satisfaction, innovation and increased retaliatory behaviors (Ferris et al., 2008; Imran et al., 2023; De Clercq, 2019; Wu, Yim, Kwan, & Zhang, 2012).

Using the conservation of resources theory, individuals experience distress when they perceive a depletion of their valuable resources (Hobfoll, 1989). Consequently, they strive to acquire, protect, and maintain these physical, psychological, and social resources (Hobfoll, 2000, 2018). In the context of tyrannical leadership, such leaders' stressful and hostile work environments can deplete employees' resources, such as self-respect, self-confidence, self-interest and work ownership (Krasikova et al., 2013; Mirowska et al., 2021). Therefore, distress and resource diminution can contribute to subordinates' ostracism, as tyrannical leaders deliberately ignore and isolate followers, creating an environment where employees feel excluded (Nielsen et al., 2016).

Likewise, tyrannical leadership effects on employees can also be explained by using betrayal trauma theory. According to the betrayal trauma theory, individuals can undergo traumatic experiences when they are betrayed by someone they trust and depend on, including exploitation, disregarded, or ignored (Freyd, 1994, 1996). These leaders create a culture of fear, intimidation, and belittlement that breaches the trust and dependency employees have placed on them, which leads to feelings of vulnerability and powerlessness among employees (Ahmad and Nauman, 2022). The avoidance and disregard exhibited by these leaders contribute to a perception of isolation, ultimately resulting in employee ostracism, and have the potential to generate a similar sense of betrayal among employees who have placed their trust and dependency on them (Ahmad et al., 2023). These leaders often foster an atmosphere of nervousness, subjugation, and deprecation, which leaves subordinates feeling helpless and ineffective (Haider & Yean, 2023; Walker et al., 2020). The avoidance and disregard displayed by such leaders contribute to a perception of ignorance among subordinates, ultimately leading to ostracism.

H2: Leaders' tyrannical behavior is directly associated with followers' ostracism.

Mediating Role Workplace Dehumanization

The perception of workplace dehumanization, extensively discussed in social psychology and business literature, has been established by scholars (Haslam & Loughnan, 2014; Bell & Khoury, 2011). Studies define dehumanization as denying full humanity (Caesens et al., 2017; Haslam and Loughnan, 2014). There are two types of dehumanization: animalistic dehumanization, which denies the distinctive human traits that set people apart from animals, and other forms (Quiamzade & Lalot, 2023). Second, mechanistic dehumanization denies the expected value of human characteristics that differentiate humans from objects or machines (Megoran, 2022). While both types can occur in the workplace, mechanistic dehumanization tends to be more prevalent in organizational contexts. As a result, researchers have further developed the concept of workplace dehumanization, explicitly focusing on subordinates' perceptions of their organization's mechanistic dehumanization (Loughnan et al., 2009).

Moreover, both tyrannical leadership and organizational dehumanization play a role in

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

fostering workplace exploitation. Tyrannical leadership involves abusive behaviors by leaders, such as humiliation, manipulation, and belittlement, to achieve task completion (Hackney & Perrewé, 2018). These leaders exhibit disrespectful, hostile, and undermining behaviors towards subordinates (Ashforth, 1994; Ahmad et al., 2021), contributing to employees' mistreatment.

Previous research has consistently shown that workplace dehumanization considerably adversely influences employee psychological health and workplace success (Khan, & Ahmed, 2023). Those subordinates who endure workplace dehumanization are more likely to suffer from emotional exhaustion and psychological distress and have a higher intention to leave their organization, while job satisfaction decreases (Bell & Khoury, 2011; Landry et al., 2023). The experience of workplace dehumanization diminishes employees' sense of self-importance and creates a psychological distance between them and the organization (Christoff, 2014). In light of the discussion above, we hypothesized that tyrannical leadership is positively associated with perceptions of workplace dehumanization. Additionally, perceptions of workplace dehumanization are mediated between tyrannical leadership and employee experiences of ostracism and burnout.

H3: Perceptions of workplace dehumanization are mediated between tyrannical leadership and (a) employee ostracism and (b) burnout.

Moderating Role of Trait Anxiety

Trait anxiety, as defined by Auerbach and Spielberger (1972), refers to a stable individual tendency characterized by frequent and intense experiences of anxiety or anger. Similarly, trait anxiety comprises a variety of feelings, emotions, and physiological mechanisms behind uncomfortable sensations (Nitschke, 1998; Hasani & Rezaee, 2014; Kemer et al., 2023). Endler and Kocovski (2001) distinguish between trait anxiety and state anxiety, with trait anxiety representing enduring negative emotions such as fear and tension and state anxiety referring to transient emotional states associated with anxiety. In the workplace, trait anxiety can lead to cognitive biases and narrowed attention, potentially hindering job performance (Leal et al., 2017; Zahlquist et al., 2023). Hence, it is essential to differentiate these concepts when examining the impact of anxiety in work settings (Szabo et al., 2023).

Endler and Parker (1990) suggested four types to evaluate the trait anxiety of followers. The initial type, termed "social evaluation," pertains to an employee's tendency to experience heightened anxiety when subjected to scrutiny or evaluation by others (Llera and Newman, 2023; Yousaf et al., 2023). The second factor, "physical danger," evaluates an employee's inclination to be apprehensive about physical risks or the potential for harm. The third aspect, ambiguous circumstances, refers to an employee's uneasiness in unexpected, uncertain, or unpredictable situations (Wu et al., 2020; Endler et al., 1994). Finally, the fourth category, daily routine trait anxiety, assesses employees' levels of worry in regular, non-harmful, and risk-free occurrences that occur in their everyday lives (Meijer, 2001).

Moreover, High levels of trait anxiety have been identified as detrimental to both employees and organizational performance (Gambetti & Giusberti, 2012; Knowles & Olatunji, 2020; Kemer et al., 2023). Extensive research indicates that individuals with high trait anxiety may

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

experience difficulties in learning, exhibit negative perceptions of their work environment, and engage in unprofessional conduct with coworkers (Cheng & McCarthy, 2018; Qu, Sun, & Ge, 2021). Anxious employees often confront unpleasant emotions, heightened uncertainty, and a lower degree of situation handling (Schindler et al., 2022). Furthermore, Zahlquist et al. (2023) describe that subordinates with high-trait anxiety display heightened sensitivity to harmful behaviors from leaders and sense perilous situations compared to low-trait anxiety subordinates.

Existing research has provided evidence of the adverse effects of destructive leadership on subordinates' family lives, which are exacerbated when subordinates experience anxiety (Ali, 2019; Xi et al., 2022; Zahlquist et al., 2023; Zafar et al., 2023). Moreover, Kant et al. (2013) discovered a direct association between dark leadership and emotional exhaustion and an adverse association with life satisfaction, particularly among anxious employees. Such employees may negatively respond to tyrannical leadership, decreasing work efficiency and outcomes (Mawritz et al., 2014; Trépanier et al., 2019). Additionally, anxious employees are more prone to perceive negative leadership behavior (Nauman et al., 2018). Tyrannical leaders who employ tactics such as humiliation, belittlement, and manipulation to achieve tasks demonstrate an authoritarian and obedience-oriented leadership style, often disregarding their subordinates' well-being (Mirowska et al., 2021). Such leadership has been found to contribute to workplace ostracism and burnout, especially among anxious subordinates.

The conservation of resources theory proposes that employees are likely to experience psychological stress when they perceive a loss or threat to their valuable resources (Hobfoll, 2001). They actively strive to acquire, retain, and safeguard these resources as they are crucial for their well-being. When followers are unable to preserve their resources effectively may lead to exhaustion and burnout. Particularly when they are required to suppress or fake their emotions (Sliter et al., 2010; Batchelor et al., 2023). Tyrannical leaders have the potential to deplete the resources of their subordinates, which can result in a loss of personal resources such as self-esteem and internal capabilities (Boudrias et al., 2021). Consequently, these leadership behaviors contribute to workplace ostracism and burnout among subordinates, and these outcomes are closely related to the experience of workplace dehumanization. We argued in these circumstances that trait anxiety exacerbates the relationship between tyrannical leadership and dehumanization, as well as the relationship between tyrannical leadership and employee burnout and ostracism. Trait anxiety intensifies the hostile impact of tyrannical leadership by amplifying the perceived dehumanization experienced by employees, thereby increasing their levels of burnout and ostracism.

In addition to the conservation of resources theory, the betrayal trauma theory sheds light on the concept of organizational betrayal and its impact on subordinates. According to Freyd (1997), when someone betrays employees they rely on, such as a tyrant, resulting in substantial physical and mental consequences. Anxious subordinates may be particularly prone to the harmful impacts of tyrannical betrayal trauma. Their tendency to underestimate the risk of events and their challenges with emotion management can exacerbate the impact of betrayal (Eysenck et al., 2007). Tyrant betrayal trauma can create vulnerability, diminish

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

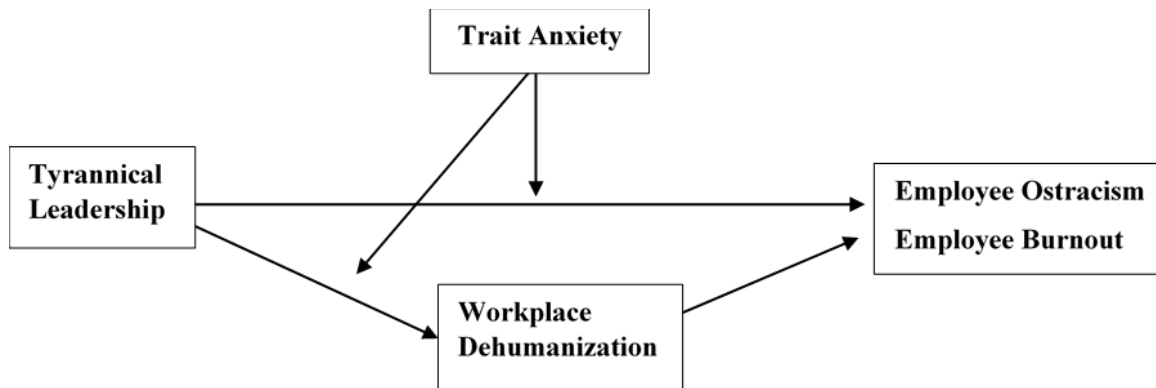
hope, and contribute to low self-esteem (Freyd, 2003). Therefore, subordinates with high trait anxiety are more likely to burnout and experience workplace ostracism.

The negative consequences of tyrannical leadership's betrayal trauma, such as burnout and workplace ostracism, are significant and can profoundly impact followers. When employees experience betrayal trauma, they frequently withdraw from their jobs and coworkers, depleting necessary psychological and social resources (Hobfoll, 2001). This depletion of resources is especially pronounced in employees with high levels of trait anxiety because they may struggle to conserve resources and are more vulnerable to negative emotions. Based on betrayal trauma, employees with high trait anxiety can amplify the hurtful impact of tyrannical leadership, increasing the likelihood of burnout and workplace ostracism. The combination of high trait anxiety and betrayal trauma creates a challenging environment for followers, amplifying their heightened sensitivity to negative emotions and resource conservation difficulties. As a result, subordinates with high trait anxiety are more likely to experience burnout and have a higher proclivity for workplace ostracism as they try to distance themselves from the negative consequences of their traumatic experiences.

H4: Trait anxiety moderates the relationship between tyrannical leadership and (a) employee ostracism and (b) burnout.

H5: Trait anxiety moderates the relationship between tyrannical leadership and employee ostracism and burnout via workplace dehumanization.

Figure 1: Theoretical model of tyrannical leadership



3.0 Measurement

Data collection and sampling procedures

This study collected data from personnel working in Pakistan's banking and education sectors using a survey method. The researchers established access to these organizations through personal relationships and obtained permission for participation. Participants were informed that their replies would remain anonymous, with no personal information shared, to maintain confidentiality. They were also informed that only aggregated results would be analyzed to protect their privacy and minimize potential social desirability bias. The researchers made additional efforts to increase the response rate by following up with late

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

participants and those who did not respond, aiming to gather valuable data (Ahmad et al., 2022; Younas et al., 2023).

The data collection process involved two on-site surveys—the first questionnaire measured independent and moderating variables, and the second assessed mediating and criterion variables. 485 employees were given the surveys, and 420 responses were received. Only the respondents who did the first survey (420 participants) received the second survey, which resulted in 377 questionnaires being filled out. Eight incomplete questionnaires were excluded from the analysis to ensure data quality due to missing values exceeding 15%. Additionally, 12 outlier responses were detected and removed from the dataset. The final sample size used for the analysis was 357 participants.

The two questionnaires were distributed three weeks apart to ensure an appropriate time gap between surveys (Johnson et al., 2011). The questionnaires were administered in English, considering their widespread usage in schools and most regional companies. Graduate-level students were preferred as participants to ensure a high level of proficiency in English, thereby enhancing their comprehension and accuracy in responding to the survey questions. This criterion aimed to maintain the data quality and reliability of the collected information.

Measures

We adapted an existing scale that had already been validated across multiple cultures, geographies, and work contexts to measure the study's variables. This approach helped reduce the likelihood of measurement biases and increased the comparability of the study's findings with previous research (Rosenman et al., 2011). This study taps into well-established constructs and utilizes reliable measurement scales by utilizing established instruments.

To ensure the accuracy of our measurements, we conducted confirmatory factor analyses on all variables. This statistical method compares observed data to a proposed measurement model. CFA helped us determine convergent validity (how closely items within a construct are related) and discriminant validity (how distinct the constructs are from each other). This study utilized CFA to verify that the survey items used to measure the desired constructs appropriately and were distinct (Schreiber et al., 2006). This study ensured that our survey tools were valid and reliable for evaluating the variables we were interested in by using this meticulous approach to measurement selection and validation, ultimately improving our data's quality and accuracy (Brown, 2015). In addition, Participants were asked to rate how frequently they perceive this behavior, with answers ranging from "never" (1) to "frequently, almost always" (5).

The present study used the Caesens et al. (2017) organization dehumanization scale, which consists of eleven items. Participants were shown statements depicting various aspects of dehumanization and requested to rate them on a five-point scale, "My organization regards me as a number," for example, is a scale item. In addition, Thatcher and Jason (2002) developed a four-item trait anxiety scale. This scale measures an individual's proclivity for excessive anxiety and nervousness. Respondents are asked to elicit responses, such as "I

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

worry about things too much" and "I feel nervous and anxious."

Moreover, we used Ferris et al. (2008) 10-item scale to assess workplace ostracism. This scale has previously been used in studies and has shown strong psychometric properties (Ferris et al., 2015; Wu et al., 2012). Respondents stated, "Others refuse to talk to me at work" and "Others avoid me at work." To assess burnout, we used the emotional exhaustion subscale of the Oldenburg Burnout Inventory developed by Halbesleben and Demerouti (2005). This subscale included eight items to assess employees' feelings of work-related emotional depletion and exhaustion. On a standardized Likert scale, participants rated their level of agreement with statements such as "After my work, I usually feel worn out and weary."

Common Method Bias Analysis

The researchers used the Harman single-factor test to address the study's potential issue of common method bias. This test determines whether a single dominant factor, possibly due to common method bias, accounts for a significant portion of the total variance in the data (Bagozzi and Yi, 1990). According to the Harman single-factor test results, one factor explained only 39% of the total variation. This result, which was less than the 50% criterion, indicates that common method bias was not a significant issue in the current study (Podsakoff et al., 2003). The researchers used this test to ensure that the findings were not unduly influenced by common method bias, thereby improving the accuracy and reliability of the study results.

In addition, preliminary tests were conducted to determine the data's suitability for factor analysis. The Kaiser-Meyer-Olkin (KMO) measure was used to assess the sample size's suitability for factor analysis. The KMO measure yielded a value of 0.916 in this study, exceeding the recommended threshold of 0.80 (Cerny and Kaiser, 1977), indicates that the sample size was sufficient for conducting factor analysis, strengthening the study's findings. Furthermore, Bartlett's test of sphericity was employed to assess whether the correlation matrix significantly deviated from an identity matrix. The test yielded a significance value of less than 0.005, indicating that the inter correlations between variables were significant (Tabachnick and Fidel, 2013) and confirms that the extracted factors accurately represent the underlying variables in the study, further strengthening the robustness and validity of the factor analysis outcomes.

Confirmatory factor analysis (Time-1 and Time-2 variables)

A confirmatory factor analysis (CFA) was performed to examine the discriminant validity of the variables. As shown in Table 1, the findings consistently revealed that the unconstrained two-factor or multiple-factor models better fit the data than the constrained single-factor model. These findings imply that the study's variables are distinct and measure various constructs (Anderson and Gerbing, 1988).

Furthermore, a comprehensive measurement model was employed, encompassing all five study variables: TL (tyrannical leadership), OD (organizational dehumanization), EO (employee ostracism), and EB (employee burnout). Hair et al. (2018) described the values of loading (i.e., ≥ 0.50), and the study found that each variable item had factor loadings of 0.5 or higher, suggesting an acceptable level of measurement validity. These results imply that the

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

items reflect their respective constructs well and contribute to the overall measurement model.

The study also included various goodness-of-fit indices to improve the analysis's comprehensiveness. The indices used were the chi-square ($\chi^2/df \leq 3.0$), comparative fit index (CFI ≥ 0.90), root mean square error of approximation (RMSEA ≤ 0.08), and standardized root mean square residuals (SRMR ≤ 0.10), (Williams et al., 2009), and model was found to be fit (i.e., $\chi^2/df = 2.09$, RMSEA = 0.055, CFI = 0.90, SRMR = 0.076). These indices help to refine the analysis and assess the overall fit of the measurement model (see Appendix A1).

Table 1: Results of Confirmatory Factor Analysis

Sr. #	Measurement Models	χ^2	df	χ^2/df	CFI	RMR	RMSEA
	For Time 1						
1	TL-TA (2 factors)	262	103	2.54	.95	.057	.066
	TL-TA (1 factor)	800	104	7.69	.8	.169	.137
	For Time 2						
2	OD-EO-EB (3 factors)	834	371	2.24	.93	.065	.059
	OD-EO-EB (1 factor)	3882	377	10.29	.447	.291	.162
3	OD-EO (2 factors)	529	208	2.54	.94	.052	.066
	OD-EO (1 factor)	2395	189	12.67	.546	.319	.181
4	OD-EB (2 factors)	411	147	2.79	.93	.074	.071
	OD-EB (1 factor)	1623	152	10.68	.608	.262	.165
5	EO-EB (2 factors)	380	153	2.86	.938	.053	.072
	EO-EB (1 factor)	1607	135	11.90	.629	.298	.175
6	TL-TA-OD-EO-EB (5 factor)	1948	932	2.09	.90	.076	.055
	TL-TA-OD-EO-EB (1 factor)	6728	945	7.12	.445	.212	.131

Descriptive Statistics and Correlation analysis

Following the advice of Ahmad, Islam, Sadiq and Kaleem (2021), several data test were performed i.e., missing values, outliers, normality, and collinearity due to their potential to influence the research findings. The Mahalanobis distance test was employed to identify outliers, with a significance level set at $p < 0.01$. Following the procedure outlined by Ghorbani (2019), 12 outlier responses were identified and subsequently removed from the dataset. To assess data normality, kurtosis value (within ± 3) and skewness (within ± 1), as recommended by Blanca (2013), Tolerance (> 0.1), were examined and showed that the data was normally distributed, meeting the assumptions of normality, displayed in Table 2.

In addition, tyrannical leadership is positively correlated with workplace dehumanization (.284), trait anxiety (.362), ostracism (.496), burnout (.454) and workplace dehumanization is positively correlated with trait anxiety (.398), ostracism (.307), burnout (.285). Lastly, the correlation among the variables was examined to ensure that there were no issues of collinearity. Following the guidelines provided by Tabachnick and Fidel (2019), correlation coefficients were performed and ensured that they were below 0.85, indicating the absence of collinearity issues. The correlation coefficients are shown in Table 3.

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

Table 2: Descriptive Statistics

Variables	N	Min	Max	Mean	SD	Skewness	Kurtosis	Tolerance
Tyrannical Leadership	357	1.50	4.75	3.3367	.99705	-.525	-1.165	0.356
Dehumanization	357	1.45	5.00	3.2702	.92323	-.386	-1.259	0.302
Trait Anxiety	357	1.00	5.00	3.1933	1.04134	-.372	-1.218	0.439
Employee Ostracism	357	1.40	4.60	3.4555	.85328	-.937	-.558	0.317
Employee Burnout	357	1.25	5.00	3.3283	.95204	-.666	-.774	0.409

Variables	TR	OD	TA	EB	EO
Tyrannical leadership	(.94)				
Organizational dehumanization	.284**	(.90)			
Trait Anxiety	.362**	.398**	(.86)		
Employee Burnout	.454**	.307**	.208**	(.88)	
Employee Ostracism	.496**	.285**	.412**	.237**	(.94)

N=357, TL= Tyrannical Leadership, OD=Organizational Dehumanization, EO= Employee Ostracism, EB= Employee Burnout. Significant level $P < .05^*$, $P < .01^{**}$, $P < .001^{***}$

Table 3: Correlation Analysis**Regression Analysis**

The regression analysis results show a significant positive relationship between tyrannical leadership and employee ostracism ($\beta = .424$, $t = 10.77$, $p < .000$). The first hypothesis, which suggests that increased tyrannical leadership leads to increased employee ostracism, is supported. Thus, tyrannical leadership significantly impacts employee ostracism and explains 42% of the variation. Moreover, the regression model accounts for 24.6% of the variance in employee ostracism ($R^2 = .246$), exhibited in Table 4.

The regression analysis outcomes confirm a significant positive association between tyrannical leadership and employee burnout ($\beta = .434$, $t = 9.60$, $R^2 = .206$, $p < .000$). The second hypothesis suggests that as the influence of tyrannical leadership increases, employee burnout also increases, is supported. The p-value, lower than .01, suggests that the relationship between tyrannical leadership and employee burnout is statistically significant. Therefore, tyrannical leadership significantly impacts employee burnout and contributes

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

43% of the variation. Additionally, the regression model accounts for 20.6% of the variance in employee ostracism ($R^2 = .206$).

Sr. No.	Variables	β	T	R^2	P
H1:	TL - EB	.434***	9.60	.206	.000
H2:	TL- EO	.424***	10.77	.246	.000
N=357, TL= Tyrannical Leadership, OD=Organizational Dehumanization, EO= Employee Ostracism, EB= Employee Burnout. Significant level $P < .05^*$, $P < .01^{**}$, $P < .001^{***}$					

Table 4: Regression Analysis

Mediation Analysis

In this study, we use Hayes's (2012) Bootstrapping method for mediation analysis instead of the Baron and Kenny (1986) method that was commonly used in past studies. Hayes (2012) argues that the Baron and Kenny method is outdated because which only considers the condition of full mediation; however, there can also be cases of partial mediation where other variables mediate the association between the independent and dependent variables. Hayes (2012) further explains that mediation can exist even when there is no direct relationship between the independent and dependent variables, in contrast to Baron and Kenny (1986), who states that significant direct relationships must occur for mediation. The present study was conducted in the field of social sciences, which often collected data from diverse situations, conditions, and respondents. Therefore, the current study employed Hayes's (2012) bootstrapping techniques. Bootstrapping involves dividing the data into smaller sub-samples, increasing the robustness and precision of the analysis.

The first step of the mediation model shows a significant relationship between tyrannical leadership and employee ostracism ($b = .386$, $df_2 = 354$, $t = 9.54$, $se = .046$, $p < .001$, 95% CI [.3086, .4664]). The second step, the regression of tyrannical leadership on organizational dehumanization, is also significant ($b = .2627$, $R^2 = .080$, $df_2 = 355$, $t = 5.57$, $p < .001$, 95% CI [.1700, .3553]). Proceeding to the third step, the mediator, organizational dehumanization, shows a significant relationship with employee ostracism ($b = .1449$, $df_2 = 354$, $t = 3.30$, $p = .001$, 95% CI [.0588, .2310]). In the fourth step, considering organizational dehumanization as a mediator, the regression analysis reveals that tyrannical leadership remains a significant predictor of employee ostracism ($b = .4247$, $df_2 = 355$, $se = .039$, $t = 10.76$, $p = .001$, 95% CI [.3471, .5022]), showed in Table 5.

The indirect effect of X (tyrannical leadership) on Y (employee ostracism), mediated by organizational dehumanization, is .0381 with a 95% CI [.0140, .0674] confidence interval that does not include zero. Therefore, the effect is significantly greater than zero at $\alpha = .05$. Hence, Following Hayes's (2012) criterion, supporting the hypothesis that organizational dehumanization partially mediates the relationship between tyrannical leadership and employee ostracism as the studies' direct relationship is significant.

In the second mediation model, the regression analysis shows a significant relationship between employee perceptions of tyrannical leadership and employee burnout ($b = .381$, $df_2 = 354$, $t = 4.01$, $se = .046$, $p < .001$, 95% CI [.2904, .4018]). In step 2, the regression of employee perceptions of tyrannical leadership on organizational dehumanization, which serves as the mediator, is also significant ($b = .2627$, $R^2 = .080$, $df_2 = 355$, $t = 5.57$, $p < .001$, 95% CI [.1700, .3553]). In step 3, controlling for tyrannical leadership, the mediator organizational

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

dehumanization remains significant in its relationship with employee burnout ($b = .200$, $df_2 = 354$, $t = 4.01$, $p = .001$, 95% CI [.1022, .2981]). Moving to step 4, the regression analysis indicates that employee perceptions of tyrannical significantly predict employee burnout, considering organizational dehumanization as a mediator ($b = .4337$, $df_2 = 355$, $se = .452$, $t = 9.60$, $p = .001$, 95% CI [.3449, .5225]), showed in Table 5.

The indirect effect size of X (tyrannical leadership) on Y (employee burnout), mediated by organizational dehumanization, is .0526 with a 95% CI [.0216, .0907] confidence interval that does not include zero. Therefore, the effect is significantly greater than zero at $\alpha = .05$. Based on these findings; we argued that organizational dehumanization partially mediates the relationship between tyrannical leadership and employee burnout as the studies' direct relationship is significant.

Table 5: Mediation Analysis

Sr. No.	Bootstrap results of Indirect effect	Effect	SE	LLCI	ULCI
H3a:	TL→OD→EO	.0381***	.0136	.0140	.0674
H3b:	TL→OD→EB	.0526***	.0179	.0216	.0907
N=357, TL= Tyrannical Leadership, OD=Organizational Dehumanization, EO= Employee Ostracism, EB= Employee Burnout Significant level $P < .05^*$, $P < .01^{**}$, $P < .001^{***}$					

Moderation Analysis

The study utilized Hayes' (2012) bootstrapping method to examine moderation in both direct and indirect effects. This approach, widely adopted by researchers, is exemplified in works by Ahmad, Nauman and Malik (2022), and Ahmad et al. (2021).

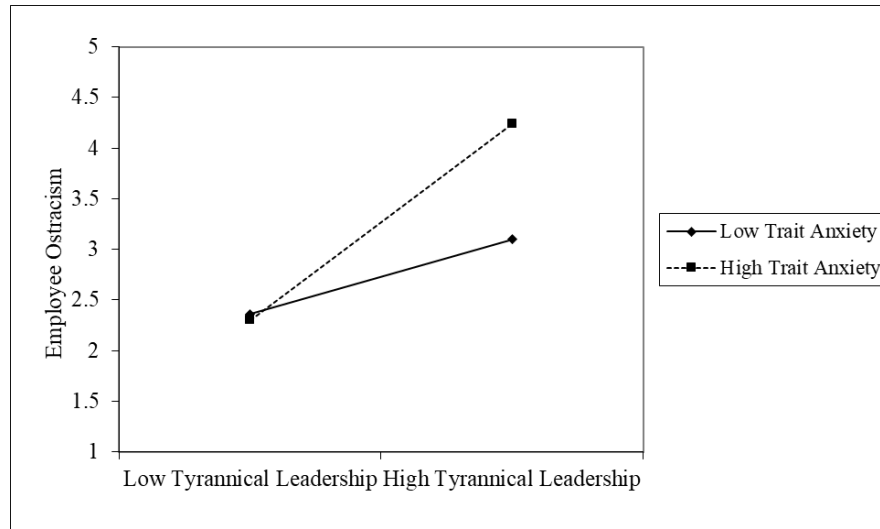
The study's findings reveal a noteworthy positive relation between tyrannical leadership and subordinates' ostracism ($\beta = .656$, $SE = .110$, $p = .000$, 95% CI [0.4408, 0.8720]). Similarly, employee ostracism is positively linked with trait anxiety ($\beta = .5653$, $SE = .120$, $t = 4.77$, $p = .000$, 95% CI [0.3323, 0.7983]). Moreover, a significant negative interaction effect displays between tyrannical leadership and trait anxiety on employee ostracism ($\beta = .1061$, $SE = .034$, $R^2 = .33$, $p = .000$, 95% CI [.1737, .0385]), indicating that trait anxiety significantly and adversely influences the tyrannical leadership-employee ostracism relationship ($\Delta R^2 = .02$), displayed in Table 6.

Figure 2 shows that trait anxiety moderates the relationship between tyrannical leadership and employee ostracism, employees with higher trait anxiety amplifying the impact of tyrannical behavior on ostracism levels.

Figure 2

Interactive Effect of Tyrannical Leadership and Trait Anxiety on Employee Ostracism

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout



The analysis reveals a significant positive association between tyrannical leadership and employee burnout ($\beta = .677$, $SE = .131$, $t = 5.14$, $p = .000$, 95% CI [0.4188, 0.9178]). Similarly, trait anxiety positively links with employee burnout ($\beta = .333$, $SE = .142$, $t = 2.33$, $p = .000$, 95% CI [0.0530, 0.6132]). However, the interaction effect of tyrannical leadership and trait anxiety on employee burnout is significant and negative ($\beta = .0882$, $SE = .0413$, $R^2 = .218$, $p = .000$, 95% CI [.1695, .0069]), indicating that trait anxiety substantially and adversely affects the connection between tyrannical leadership and employee burnout ($\Delta R^2 = .01$).

Figure 2 shows that when trait anxiety is high, an increase in tyrannical leadership corresponds to an increase in employee burnout, emphasizing employees' trait anxiety's moderating role in the tyrannical leadership-employee burnout relationship.

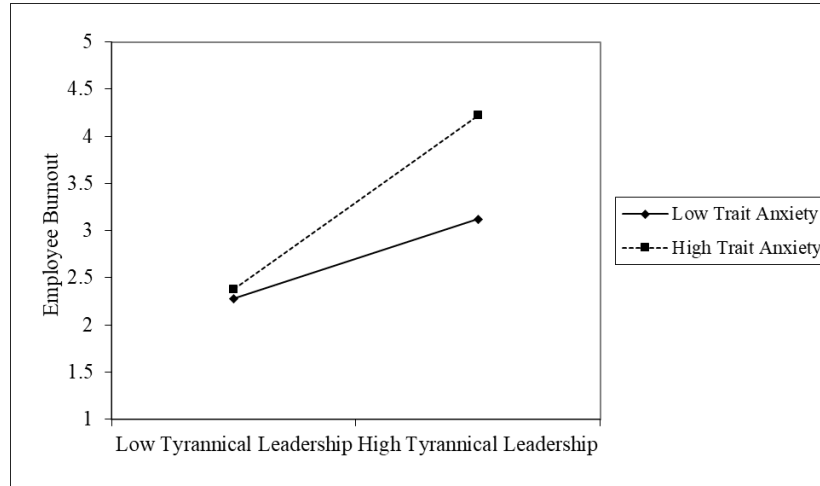
Table 6: Moderation Analysis Direct Effect

Variables	β	SE	P	LLCI	ULCI
H4a: TL \times TA \rightarrow EO	.1061***	.0344	.000	.1737	.0385
H4b: TL \times TA \rightarrow EB	.0882***	.0413	.000	.1695	.0069
Conditional Direct Effects (TL* TA \rightarrow EO)					
	Effect	SE	LLCI	ULCI	
-1SD	.4708	.0441	.3568	.5847	
M	.2851	.0579	.1984	.3718	
+1SD	.2055	.0596	.0883	.3228	
Conditional Direct Effects (TL* TA \rightarrow EB)					
	Effect	SE	LLCI	ULCI	
-1SD	.5236	.0697	.3866	.6606	
M	.3694	.0530	.2651	.4736	
+1SD	.3032	.0717	.1623	.4442	
N=357, TL= Tyrannical Leadership, OD=Organizational Dehumanization, EO= Employee Ostracism, EB= Employee Burnout, significant level $P < .05^*$, $P < .01^{**}$, $P < .001^{***}$					

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

Figure 3

Interactive Effect of Tyrannical Leadership and Trait Anxiety on Employee Burnout



Moderation Analysis Indirect Effect

The results strongly affirm the hypothesis that trait anxiety moderates the link between tyrannical leadership and subordinate ostracism, with mediation by workplace dehumanization (Table 7). The significant and negative interaction effect of tyrannical leadership and trait anxiety on employee ostracism, mediated by organizational dehumanization ($\beta = .0956$, $SE = .0407$, $t = 2.34$, $R^2 = .193$, $\Delta R^2 = .013$, $p = .001$, 95% CI [0.1757, 0.0155]).

Moreover, the study identified a significant and positive impact of tyrannical leadership on organizational dehumanization ($\beta = .4325$, $SE = .129$, $t = 3.33$, $p = .001$, 95% CI [0.1772, 0.6879]). Additionally, organizational dehumanization significantly contributes to employee ostracism ($\beta = .1449$, $SE = .0438$, $t = 3.30$, $p = .001$, 95% CI [0.0583, 0.2310]), while tyrannical leadership also holds a significant positive effect on employee ostracism ($\beta = .3866$, $SE = .0406$, $t = 9.83$, $p = .001$, 95% CI [0.3068, 0.4664]). These findings confirm the proposed hypothesis.

Furthermore, the study's findings support the hypothesis that trait anxiety moderates the connection between tyrannical leadership and subordinate burnout, mediated by organizational dehumanization (Table 7). The interaction effect of tyrannical leadership and trait anxiety on employee burnout, mediated by organizational dehumanization, is significant and negatively impact ($\beta = .0956$, $SE = .0404$, $t = 2.34$, $R^2 = .19$, $\Delta R^2 = .013$, $p = .001$, 95% CI [0.1757, 0.0155]). Additionally, significant and positive impact of tyrannical leadership on organizational dehumanization ($\beta = .432$, $SE = .129$, $t = 3.33$, $p = .001$, 95% CI [0.1772, 0.6879]). Moreover, organizational dehumanization exhibits a positive and significant effect on employee burnout ($\beta = .2001$, $SE = .0498$, $t = 4.01$, $p = .001$, 95% CI [0.1022, 0.2981]), while tyrannical leadership also significantly and positively impacts employee burnout ($\beta = .3811$, $SE = .0461$, $t = 8.26$, $p = .001$, 95% CI [0.2904, 0.4718]).

Figure 4 depicts the result of $R^2 = .013$, The slope of the graph shows that when trait anxiety

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

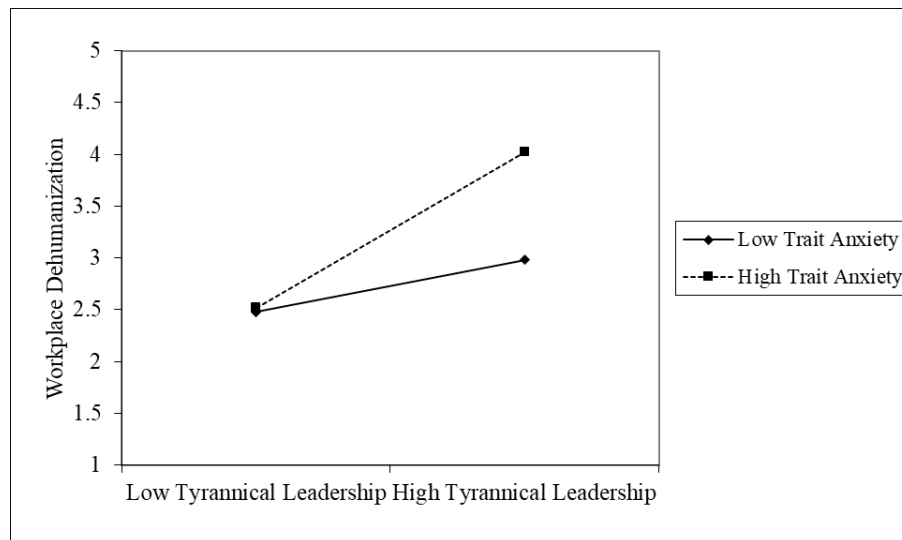
is high, employee ostracism and burnout intensifies with increased tyrannical leadership behavior through organizational dehumanization.

Table 7: Moderation Analysis Indirect Effect

Variables	β	SE	t	p	LLCI	ULCI
TL \times TA \rightarrow OD	.095***	.040	2.34	.000	.1757	.0155
Index of Moderated Mediation	Index		SE	LLCI	ULCI	
TL*TA \rightarrow OD \rightarrow EO	.0191		.0118	.0460	.0002	
Index of Moderated Mediation	.0139		.0091	.0350	.0001	
TL*TA \rightarrow OD \rightarrow EB						
N=357, TL= Tyrannical Leadership, OD=Organizational Dehumanization, EO= Employee Ostracism, EB= Employee Burnout						
Significant level P<.05*, P<.01**, P<.001***						

Figure 4

Interactive Effect of Tyrannical Leadership and Trait Anxiety on Workplace Dehumanization



Discussion

The present research explores various concepts within the conservation of resources Hobfoll, (1989) and the betrayal trauma theory Freyd, (1996) perspective, providing empirical evidence for tyrannical leadership's direct impact on employee ostracism and burnout. Moreover, this study offers empirical evidence for the indirect impact of tyrannical leadership on employee ostracism and burnout, mediated by organizational dehumanization. The results revealed that workplace dehumanization partially mediates the relationship between

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

tyrannical leadership and negative employee experiences. Furthermore, the study emphasizes the exacerbating impact of trait anxiety on the association between tyrannical leadership and subordinates' outcomes. These results are consistent with previous research (Ahmd et al., 2022; Nauman et al., 2018; Skogstad et al., 2015; Boudrias et al., 2021) and underscore the detrimental consequences of tyrannical leaders, particularly in condition with heightened anxiety levels.

These findings are essential as they provide valuable insights into the adverse aspects of leadership, organizational dehumanization, and the interrelationships among theoretical frameworks. Moreover, this research presents strong evidence of the detrimental effects of tyrannical leadership, emphasizing the significance of considering subordinates' anxiety levels and integrating different theoretical perspectives. The present study enhances our knowledge in the field of business and leadership by expanding our understanding of the adverse outcomes of tyrannical leadership, particularly concerning subordinates' ostracism and burnout.

Theoretical Implications

This study makes important theoretical contributions to our understanding of the dark side of leadership and dehumanization literature. In the context of Pakistan, this research examines the connections between tyrannical leadership, employee ostracism, and burnout. According to Hofstede (2001, 2011), this cultural setting is characterized by high collectivism, uncertainty avoidance, and power distance. Examining these links in this cultural context broadens our understanding of these topics and provides insights unique to the Pakistani environment (Naseer et al., 2016; Ahmad et al., 2023).

This study adds to previous research on the detrimental effects of leadership by focusing on the effects of tyrannical leadership in Pakistani culture (Ahmad and Nauman, 2022). The study clarifies how dehumanization and tyrannical leadership interact, showing how these dynamics lead to employee ostracism and burnout. The results highlight the negative consequences of tyrannical leadership because they show how psychological exhaustion, low self-efficacy, and a sense of social isolation affect employees. Particularly when these employees perceive neglect and isolation within the workplace.

Practical Implications

Present study witnessed the detrimental effects of tyrannical leadership on employee behavior, particularly in the service sectors, holds essential practical implications. Organizations should avoid tyrannical leaders because their presence can hurt employee well-being and cause a disconnect between workers and their jobs (Skogstad et al., 2015). When tyrannical leaders are present, measures should be adopted to address workplace burnout and ostracism. Employees may report oppressive supervisors with ease and confidentiality when the human resources office is easily accessible, protecting them from manipulation or harm. Tyrannical leadership can be prevented and managed with the help of adequate checks and balances and prompt resolution of complaints through thorough investigations.

Organizations can implement merit-based acknowledgement and rewards programs, such as company recognition and job promotion opportunities, to minimize workplace burnout and

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

ostracism. These systems boost employees' self-esteem and alleviate adverse outcomes. Moreover, these problems may be addressed by psychological training programs that give employees coping skills to lessen the consequences of tyrannical leadership.

The human resources department plays a critical role in fostering a positive organizational climate that discourages tyrannical leadership and assists affected employees. Employee engagement in rehabilitation programs is critical for addressing workplace burnout and ostracism. These activities may include promoting relaxation techniques, empowering employees to take personal control of their work environment, facilitating psychological detachment from work during non-work hours, and encouraging physical activity. The human resources department can actively contribute to the recovery and overall well-being of employees who have been impacted by tyrannical leadership, burnout, and ostracism by creating a supportive environment and ensuring the availability of necessary resources.

Study Limitations, Strengths, and Future Research Directions

One notable limitation of the current research is its restricted participant sample, consisting solely of individuals from the banking and education sectors. Future studies should include a more diverse range of participants, including those from various service sectors, like sales and office workers, and those from various occupations, to enhance the generalizability of the findings. Another limitation of relying solely on self-report data is the possibility of common method variance. However, the research design effectively addresses this concern by collecting data for the independent, moderator, mediator, and outcome variables at different times.

Additionally, this study employing a time-lagged design assists in addressing concerns related to common method variance and reverse causality in mediation models. The study's high response rate and time-lagged design with matched responses from the same employees enhance the accuracy of the results and mitigate potential self-selection bias. Using a time-lagged design allows for examining variables at different points, reducing the likelihood of spurious relationships and providing more robust evidence of causality. Moreover, the introduction of a time gap of three weeks between predictor and criterion variables, as demonstrated by Johnson et al. (2011), has been shown to reduce correlations by 43%, effectively mitigating common method variance concerns. Additionally, the correlations between variables in this study were found to be low to modest in size, suggesting the absence of common method variance concern.

One notable strength of this study is its contextualization within Pakistan, which provides an optimal environment for examining the adverse implications of tyrannical leadership in cultures characterized by high power distance, uncertainty, and collectivism, like in Pakistan, where employees must follow their superiors' directions and recognize power differences (Hofstede, 1991). Tyrannical leaders exhibit behaviors that reduce employees' psychological resources and intensify dehumanization insights, leading to workplace ostracism and burnout. Future research may investigate the tyrannical leadership effects daily, allowing for a deeper understanding of day-to-day variations in their impact. Additionally, investigating other potential moderators, such as emotional intelligence, organizational justice, and social support, would contribute to a more comprehensive understanding of tyrannical leadership dynamics. Expanding the scope of research in these areas would enhance our understanding

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

of the complexities involved in tyrannical leadership and its consequences.

Conclusion

This study adds to the body of knowledge on dark leadership by investigating the effects of tyrannical leadership on subordinates' feelings of ostracism and burnout. The study adds to our understanding of how tyrannical leaders can foster an environment that leads to employee feelings of ostracism and burnout. Moreover, we identified organizational dehumanization as a mediating variable in this relationship. Furthermore, our research demonstrates the interactional impact of trait anxiety and tyrannical leadership, which amplifies the adverse outcomes of employee ostracism and burnout. Finally, the presence of tyrannical leadership erodes subordinates' psychological health. Therefore, the study's findings emphasize the importance of service organizations implementing approaches that effectively control and mitigate the harmful effects of tyrannical leadership.

References

1. Ahmad, R., Ashraf, H. A., & Ishaq, M. I. (2021). Impact of Owners' Background including Caste on Entrepreneurial Aims and Aspirations in the Textile Sector in Pakistan. *South Asian Journal Of Contemporary Social Sciences*, 4(1), 29-45.
2. Aasland, M. S., Skogstad, A., Notelaers, G., Nielsen, M. B., & Einarsen, S. (2010). The prevalence of destructive leadership behavior. *British Journal of management*, 21(2), 438-452.
3. Ahmad, M. S., Khan, M. M., Mehmood, A., Ali, U., & Iqbal, M. N. (2021). Impact of Employee Perception Shaped by Despotic Leadership on the Job Performance of Employees: Investigating the Mediating Role of Work Engagement and the Moderating Role of Social Climate of Friendship Groups. *Journal of Management and Research*, 8(2), 62-97.
4. Ahmad, R., Nauman, S., & Malik, S. Z. (2022). Tyrannical leader, Machiavellian follower, work withdrawal, and task performance: Missing links in construction projects. *Journal of Construction Engineering and Management*, 148(7), 34-45.
5. Ahmad, S., Ashraf, h. A., Iqbal, j., Munir, w., Iqbal, y., & Ali, U. (2023). Silenced by despotic leadership: investigating the mediating effect of job tensions and moderating influence of psycap on employee silence. *Russian Law Journal*, 11(1), 123-132.
6. Ahmad, S., Islam, T., Sadiq, M., & Kaleem, A. (2021). Promoting green behavior through ethical leadership: a model of green human resource management and environmental knowledge. *Leadership & Organization Development Journal*, 42(4), 531-547.
7. Ashraf, H. A., Ishaq, M. I., & Khan, M. M. (2021). EFQM enablers and business performance relationship: Examining mediating role of organizational learning culture in Pakistani textile sector. *Research Journal of Textile and Apparel*, 25(4), 431-443.
8. Ashraf, H. A., Iqbal, J., & Ahmad, M. (2023). Exploring the Nexus of Transformational Leadership, Individual and Organizational Factors in Mitigating Counterproductive Workplace Behavior. *Journal of Business and Management Research*, 2(2), 71-85.
9. Ashraf, H. A., Iqbal, J., Munir, W., Islam, A., & Bazmi, F. H. (2023). Unravelling the Threads of Abusive Supervision: Dynamics, Antecedents, Costs, and Consequences (2000-2023). *Journal of Policy Research*, 9(3), 52-62.
10. Ashraf, H. A., Iqbal, J., Bazmi, F. H., Munir, W., & Azeem, M. (2023). Unlocking Business Performance Potential: Quality Management, Innovation Performance and Organizational Learning Culture in Focus. *Journal of Asian Development Studies*, 12(3), 123-139.
11. Ashraf, H. A., Iqbal, J., & Shah, S. I. U. (2023). Connecting the Dots: How Organizational Commitment Mediates the HR Practices-Turnover Intention Link. *International Journal of*

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

- Management Research and Emerging Sciences*, 13(3), 157-179.
12. Ashraf, H. A., Iqba, J., & Anjum, W. (2023). Greening the Bottom Line: Investigating the Influence of Green Management Innovation on Firm Financial Performance in the Pakistani Manufacturing Sector. *Global Economics Review*, 8(2), 291-306.
 13. Ali, H. (2019). Impact of despotic leadership on employee's performance with the mediating role of anger rumination and moderating role of trait anxiety. Capital University.
 14. Anderson, J. C., and D. W. Gerbing. 1988. "Structural equation modeling in practice: A review and recommended two-step approach." *Psychol. Bull.* 103(3), 411. <https://doi.org/10.1037/0033-2909.103.3.411>.
 15. Aquino, K., & Thau, S. (2009). Workplace victimization: Aggression from the target's perspective. *Annual review of psychology*, 60(2), 717-741.
 16. Arnold, K. A., Connelly, C. E., Walsh, M. M., & Martin Ginis, K. A. (2015). Leadership styles, emotion regulation, and burnout. *Journal of Occupational Health Psychology*, 20(4), 481.
 17. Aronson, E. (2001). Integrating leadership styles and ethical perspectives. *Can. J. Adm. Sci.* 18(2), 244-256.
 18. Ashforth, B. (1994). Petty tyranny in organizations. *Hum. Relat.* 47, 755-778. doi: 10.1177/001872679404700701
 19. Ashforth, B. E. (1997). Petty tyranny in organizations: a preliminary examination of antecedents and consequences. *Can. J. Adm. Sci.* 14, 126-140. doi: 10.1111/j.1936-4490.1997.tb00124.x
 20. Auerbach, S. M., & Spielberger, C. D. (1972). The assessment of state and trait anxiety with the Rorschach test. *Journal of personality assessment*, 36(4), 314-335.
 21. Bagozzi, R. P., & Yi, Y. (1990). Assessing method variance in multitrait-multimethod matrices: The case of self-reported affect and perceptions at work. *Journal of Applied Psychology*, 75(5), 547.
 22. Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6), 1173.
 23. Batchelor, J. H., Whelpley, C. E., Davis, M. M., Burch, G. F., & Barber III, D. (2023). Toxic Leadership, Destructive Leadership, and Identity Leadership: What are the Relationships and Does Follower Personality Matter?
 24. Bell, C. M., & Khoury, C. (2011). Dehumanization, deindividuation, anomie and organizational justice. Emerging perspectives on organizational justice and ethics. *Research in social issues in management*. 7, 169-200.
 25. Bennett, R. J., & Robinson, S. L. (2003). The past, present, and future of workplace deviance research. *Review of psychology*. 32(3), 23-36.
 26. Blanca, M. J., Arnau, J., López-Montiel, D., Bono, R., & Bendayan, R. (2013). Skewness and kurtosis in real data samples. *Methodology*. 2(1), 125-132.
 27. Boudrias, J.-S., V. Rousseau, and D. Lajoie. 2021. "How lack of integrity and tyrannical leadership of managers' influence employee improvement oriented behaviors." *J. Bus. Ethics* 172 (3): 487-502.
 28. Brown, T. A. (2015). Confirmatory factor analysis for applied research. Guilford publications.
 29. Byrne, A., Dionisi, A. M., Barling, J., Akers, A., Robertson, J., Lys, R., ... & Dupré, K. (2014). The depleted leader: The influence of leaders' diminished psychological resources on leadership behaviors. *The Leadership Quarterly*, 25(2), 344-357.
 30. Caesens et al. (2017), J. J. (1994). Betrayal trauma: Traumatic amnesia as an adaptive response to childhood abuse. *Ethics & Behavior*, 4(4), 307-329.
 31. Caesens, G., Stinglhamber, F., Demoulin, S., & De Wilde, M. (2017). Perceived organizational support and employees' well-being: The mediating role of organizational dehumanization. *European Journal of Work and Organizational Psychology*, 26(4), 527-540.

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

32. Cao, W., Li, P., C. van der Wal, R., & W. Taris, T. (2023). Leadership and workplace aggression: A meta-analysis. *Journal of Business Ethics*, 186(2), 347-367.
33. Carlson, D., Ferguson, M., Hunter, E., & Whitten, D. (2012). Abusive supervision and work-family conflict: The path through emotional labor and burnout. *The Leadership Quarterly*, 23(5), 849-859.
34. Cerny, B. A., & Kaiser, H. F. (1977). A study of a measure of sampling adequacy for factor-analytic correlation matrices. *Multivariate behavioral research*, 12(1), 43-47.
35. Cheng, B. H., & McCarthy, J. M. (2018). Understanding the dark and bright sides of anxiety: A theory of workplace anxiety. *Journal of Applied Psychology*, 103(5), 537.
36. Christoff, K. (2014). Dehumanization in organizational settings: Some scientific and ethical considerations. *Frontiers in human neuroscience*, 8, 748.
37. De Clercq, D., Haq, I. U., & Azeem, M. U. (2019). Workplace ostracism and job performance: roles of self-efficacy and job level. *Personnel Review*, 48(1), 184-203.
38. De Clercq, D., Haq, I. U., Raja, U., Azeem, M. U., & Mahmud, N. (2018). When is an Islamic work ethic more likely to spur helping behavior? The roles of despotic leadership and gender. *Personnel Review*, 47(3), 630-650.
39. Edú-Valsania, S., Laguía, A., & Moriano, J. A. (2022). Burnout: A review of theory and measurement. *International journal of environmental research and public health*, 19(3), 1780.
40. Einarsen, S., Aasland, M. S., & Skogstad, A. (2007). Destructive leadership behavior: A definition and conceptual model. *Leadership Quarterly*, 18(3), 207-216.
41. Emmerling, F., Peus, C., & Lobbestael, J. (2023). The hot and the cold in destructive leadership: Modeling the role of arousal in explaining leader antecedents and follower consequences of abusive supervision versus exploitative leadership. *Organizational Psychology Review*, 23(2), 20-41.
42. Endler, N. S., & Kocovski, N. L. (2001). State and trait anxiety revisited. *Journal of anxiety disorders*, 15(3), 231-245.
43. Endler, N. S., & Parker, J. D. (1990). State and trait anxiety, depression and coping styles. *Australian Journal of Psychology*, 42(2), 207-220.
44. Endler, N. S., Kantor, L., & Parker, J. D. (1994). State-trait coping, state-trait anxiety and academic performance. *Personality and Individual differences*, 16(5), 663-670.
45. Eysenck, M. W., Derakshan, N., Santos, R., & Calvo, M. G. (2007). Anxiety and cognitive performance: attentional control theory. *Emotion*, 7(2), 336.
46. Farghaly Abdelaliam, S. M., & Abou Zeid, M. A. G. (2023). The relationship between toxic leadership and organizational performance: the mediating effect of nurses' silence. *BMC nursing*, 22(1), 4.
47. Fatima, T., Majeed, M., & Shah, S. Z. (2018). Jeopardies of aversive leadership: A conservation of resources theory approach. *Frontiers in psychology*, 9, 1935.
48. Ferris, D. L., Brown, D. J., Berry, J. W., & Lian, H. (2008). The development and validation of the Workplace Ostracism Scale. *Journal of applied psychology*, 93(6), 1348.
49. Freedy, J. R., & Hobfoll, S. E. (1994). Stress inoculation for reduction of burnout: A conservation of resources approach. *Anxiety, stress and coping*, 6(4), 311-325.
50. Freyd, J. J. (1996). Betrayal trauma. [Dynamic.uoregon.edu](http://dynamic.uoregon.edu)
51. Freyd, J. J. (1997). II. Violations of power, adaptive blindness and betrayal trauma theory. *Feminism & Psychology*, 7(1), 22-32.
52. Freyd, J. J. (2003). What is a betrayal trauma? What is betrayal trauma theory?
53. Gambetti, E., & Giusberti, F. (2012). The effect of anger and anxiety traits on investment decisions. *Journal of Economic Psychology*, 33(6), 1059-1069.
54. Gauglitz, I. K., Schyns, B., Fehn, T., & Schütz, A. (2023). The dark side of leader narcissism: the relationship between leaders' narcissistic rivalry and abusive supervision. *Journal of Business*

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

- Ethics*, 185(1), 169-184.
55. Gauglitz, I. K., Schyns, B., Fehn, T., & Schütz, A. (2023). The dark side of leader narcissism: the relationship between leaders' narcissistic rivalry and abusive supervision. *Journal of Business Ethics*, 185(1), 169-184.
 56. Ghorbani, H. (2019). Mahalanobis distance and its application for detecting multivariate outliers. *Facta Universitatis, Series: Mathematics and Informatics*, 4(2), 583-595.
 57. Gip, H., Guchait, P., Paşamehmetoğlu, A., & Khoa, D. T. (2023). How organizational dehumanization impacts hospitality employees service recovery performance and sabotage behaviors: the role of psychological well-being and tenure. *International Journal of Contemporary Hospitality Management*, 35(1), 64-91.
 58. Glasø, L., Skogstad, A., Notelaers, G., & Einarsen, S. (2018). Leadership, affect and outcomes: symmetrical and asymmetrical relationships. *Leadership & Organization Development Journal*, 39(1), 51-65.
 59. Griffin, R. W., and Lopez, Y. P. (2005). "Bad behavior" in organizations: a review and typology for future research. *J. Manag.* 31,(2) 988–1005. doi: 10.1177/ 0149206305279942
 60. Hackney, K. J., & Perrewé, P. L. (2018). A review of abusive behaviors at work: The development of a process model for studying abuse. *Organizational Psychology Review*, 8(1), 70-92.
 61. Haider, S., & Yean, T. F. (2023). Workplace deviance among healthcare professionals: The role of destructive leadership behaviors and citizenship pressure. *Asian Journal of Business Ethics*, 1-26.
 62. Haider, S., & Yean, T. F. (2023). Workplace deviance among healthcare professionals: The role of destructive leadership behaviors and citizenship pressure. *Asian Journal of Business Ethics*, 1-26.
 63. Hair, J. F., Babin, B. J., Anderson, R. E., & Black, W. C. (2018). *Multivariate data analysis* (8th ed.). KY: Cengage Independence.
 64. Halbesleben, J. R., & Demerouti, E. (2005). The construct validity of an alternative measure of burnout: Investigating the English translation of the Oldenburg Burnout Inventory. *Work & Stress*, 19(3), 208-220.
 65. Harris, A., & Jones, M. (2018). The dark side of leadership and management. *School Leadership & Management*, 38(5), 475-477.
 66. Harvey, M. G., Buckley, M. R., Heames, J. T., Zinko, R., Brouer, R. L., & Ferris, G. R. (2007). A bully as an archetypal destructive leader. *Journal of Leadership & Organizational Studies*, 14(2), 117-129.
 67. Hasani, J., & Rezaee, J. H. (2014). Assessment of information processing speed with regard to state\trait anxiety. *Journal of Cognitive Psychology*, 2(3), 12-19.
 68. Haslam, N., & Loughnan, S. (2014). Dehumanization and humanization. *Annual review of psychology*, 65, 399-423.
 69. Hassan, S., Kaur, P., Muchiri, M., Ogbonnaya, C., & Dhir, A. (2023). Unethical leadership: Review, synthesis and directions for future research. *Journal of Business Ethics*, 183(2), 511-550.
 70. Hayes, A. F. (2012). PROCESS: A versatile computational tool for observed variable mediation, moderation, and conditional process modeling.
 71. Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American psychologist*, 44(3), 513.
 72. Hobfoll, S. E. (2002). Social and psychological resources and adaptation. *Review of general psychology*, 6(4), 307-324.
 73. Hobfoll, S. E., & Shirom, A. (2000). Conservation of resources theory: Applications to stress and management in the workplace. *Handbook of organization behavior*, 2, 57-81.
 74. Hobfoll, S. E., Halbesleben, J., Neveu, J. P., & Westman, M. (2018). Conservation of resources in the organizational context: The reality of resources and their consequences. *Annual review of*

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

- organizational psychology and organizational behavior*, 5, 103-128.
75. Hoel, H. and D. Salin (2003). 'Organizational antecedents of workplace bullying'. In S. Einarsen, H. Hoel, D. Zapf and C. *Leadership & Organization Development Journal*, 12(2), 31-47.
 76. Hofstede, G. (1991). *Cultures and organizations: Software of the mind*. London: McGraw-Hill.
 77. Hofstede, G. (2001). *Culture's consequences* (2nd Ed.). Thousand Oaks, CA: Sage.
 78. Hofstede, G. (2011). Dimensional zing cultures: The Hofstede model in context. *Online Readings in Psychology and Culture*, 2(1) chapter 8.
 79. Hogan, R., & Hogan, J. (2001). Assessing leadership: A view from the dark side. *International Journal of Selection and assessment*, 9(1-2), 40-51.
 80. Hogan, R., & Kaiser, R. B. (2005). What we know about leadership. *Review of general psychology*, 9(2), 169-180.
 81. Imran, M. K., Fatima, T., Sarwar, A., & Iqbal, S. M. J. (2023). Will I speak up or remain silent? Workplace ostracism and employee performance based on self-control perspective. *The Journal of Social Psychology*, 163(1), 107-125.
 82. Islam, T., Ahmad, S., & Ahmed, I. (2023). Linking environment specific servant leadership with organizational environmental citizenship behavior: the roles of CSR and attachment anxiety. *Review of Managerial Science*, 17(3), 855-879.
 83. Iqbal, J., Ashraf, H. A., & Fatima, A. (2023). Smiles and Struggles: Investigating the Effects of Leader Emotional Labour Strategies on Job Satisfaction and Emotional Exhaustion in the Service Industry. *Global Social Sciences Review*, 8(1), 564-578.
 84. Iqbal, J., Ashraf, H. A., Kurshid, S. K., Shahzadi, F., & Azeem, M. (2023). The Mediating Effect of Brand Reliability and Assurance between Trustworthiness and Customer Satisfaction of Islamic Banking Sector of Pakistan. *International Journal of Social Science & Entrepreneurship*, 3(2), 712-733.
 85. Iqbal, J., Ashraf, H. A., Islam, A., & Ahmad, M. The Empowerment Bridge: Assessing the Role of Employee Empowerment in Transmitting the Impact of Servant and Transformational Leadership on Creativity and Team Innovation. *Journal of Business and Management Research*, 2(2), 1-18
 86. Johnson, R. E., Rosen, C. C., & Djurdjevic, E. (2011). Assessing the impact of common method variance on higher-order multidimensional constructs. *Journal of Applied Psychology*, 96(2), 744-761.
 87. Kant, L., Skogstad, A., Torsheim, T., & Einarsen, S. (2013). Beware the angry leader: Trait anger and trait anxiety as predictors of petty tyranny. *The Leadership Quarterly*, 24(1), 106-124.
 88. Kanwal, I., Lodhi, R. N., & Kashif, M. (2019). Leadership styles and workplace ostracism among frontline employees. *Management Research Review*, 42(8), 991-1013.
 89. Kelly, R. J., & Hearld, L. R. (2020). Burnout and leadership style in behavioral health care: A literature review. *The journal of behavioral health services & research*, 47(4), 581-600.
 90. Kemer, E., & Kırıcı Tekeli, E. (2023). The mediating role of trait anxiety in the impact of digital competence perception on job insecurity: an application for hotel managers. *Management Research Review*, 46(6), 914-930.
 91. Khan, M. N., & Ahmed, I. (2023). The impact of despotic leadership on emotional exhaustion: mediating role of dehumanization and moderating role of core self-evaluation. *Middle East Journal of Management*, 10(4), 425-447.
 92. Knowles, K. A., & Olatunji, B. O. (2020). Specificity of trait anxiety in anxiety and depression: Meta-analysis of the State-Trait Anxiety Inventory. *Clinical psychology review*, 82, 101-128.
 93. Krasikova, D. V., Green, S. G., & LeBreton, J. M. (2013). Destructive leadership: A theoretical review, integration, and future research agenda. *Journal of management*, 39(5), 1308-1338.
 94. Kristensen, T. S., Borritz, M., Villadsen, E., & Christensen, K. B. (2005). The Copenhagen Burnout Inventory: A new tool for the assessment of burnout. *Work & stress*, 19(3), 192-207.

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

95. Kwan, H. K., Zhang, X., Liu, J., & Lee, C. (2018). Workplace ostracism and employee creativity: An integrative approach incorporating pragmatic and engagement roles. *Journal of Applied Psychology*, 103(12), 1358.
96. Landry, A. P., Schooler, J. W., Willer, R., & Seli, P. (2023). Reducing explicit blatant dehumanization by correcting exaggerated meta-perceptions. *Social Psychological and Personality Science*, 14(4), 407-418.
97. Leal, P. C., Goes, T. C., da Silva, L. C. F., & Teixeira-Silva, F. (2017). Trait vs. state anxiety in different threatening situations. *Trends in psychiatry and psychotherapy*, 39, 147-157.
98. Leung, A. S., Wu, L. Z., Chen, Y. Y., & Young, M. N. (2011). The impact of workplace ostracism in service organizations. *International Journal of Hospitality Management*, 30(4), 836-844.
99. Li, P., Yin, K., Shi, J., Damen, T. G., & Taris, T. W. (2023). Are Bad Leaders Indeed Bad for Employees? A Meta-Analysis of Longitudinal Studies Between Destructive Leadership and Employee Outcomes. *Journal of Business Ethics*, 1-15.
100. Llera, S. J., & Newman, M. G. (2023). Contrast avoidance predicts and mediates the effect of trait worry on problem-solving impairment. *Journal of Anxiety Disorders*, 94, 102-134.
101. Loughnan, S., Haslam, N., & Kashima, Y. (2009). Understanding the relationship between attribute-based and metaphor-based dehumanization. *Group Processes & Intergroup Relations*, 12(6), 747-762.
102. Mackey, J. D., Ellen III, B. P., McAllister, C. P., & Alexander, K. C. (2021). The dark side of leadership: A systematic literature review and meta-analysis of destructive leadership research. *Journal of Business Research*, 132, 705-718.
103. Mahlangu, V. P. (2020). Understanding Toxic Leadership in Higher Education Work Places through Betrayal Trauma Theory. Bulgarian Comparative Education Society.
104. Maslach, C., & Leiter, M. P. (2016). Burnout. In *Stress: Concepts, cognition, emotion, and behavior*. Academic Press. 23(3), 351-357.
105. Mawritz, M. B., Folger, R., & Latham, G. P. (2014). Supervisors' exceedingly difficult goals and abusive supervision: The mediating effects of hindrance stress, anger, and anxiety. *Journal of organizational behavior*, 35(3), 358-372.
106. Mgoran, N. (2022). Being 'human' under regimes of Human Resource Management: Using black theology to illuminate humanization and dehumanization in the workplace. *African Journal of Business Ethics*, 16(1), 1-24.
107. Meijer, J. (2001). Stress in the relation between trait and state anxiety. *Psychological Reports*, 88(3_suppl), 947-964.
108. Mirowska, A., Chiu, R. B., & Hackett, R. D. (2021). The allure of tyrannical leaders: Moral foundations, belief in a dangerous world, and follower gender. *Journal of Business Ethics*, 1-20.
109. Morris Jr, J. A. (2019). Understanding coping strategies and behaviors of employees affected by toxic leadership.
110. Naseer, S., Raja, U., Syed, F., Donia, M. B., and Darr, W. (2016). Perils of being close to a bad leader in a bad environment: exploring the combined effects of despotic leadership, leader member exchange, and perceived organizational politics on behaviors. *Leadership. Q.* 27, 14-33. doi: 10.1016/j.leaqua.2015.09.005
111. Nauman, S., Fatima, T., & Haq, I. U. (2018). Does despotic leadership harm employee family life: exploring the effects of emotional exhaustion and anxiety. *Frontiers in psychology*, 601.
112. Nauman, S., Fatima, T., & Haq, I. U. (2018). Does Despotic Leadership Harm Employee Family Life: Exploring the Effects of Emotional Exhaustion and Anxiety. *Frontiers in Psychology*, 9, 601. <https://doi.org/10.3389/fpsyg.2018.00601>
113. Nielsen, M. B., Skogstad, A., Matthiesen, S. B., & Einarsen, S. (2016). The importance of a multidimensional and temporal design in research on leadership and workplace safety. *The Leadership Quarterly*, 27(1), 142-155.

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

114. Nitschke, W. H. J. B. (1998). The puzzle of regional brain activity in and anxiety: The importance of subtypes and comorbidity. *Cognition & Emotion*, 12(3), 421-447.
115. Offermann, L. R., Kennedy Jr, J. K., & Wirtz, P. W. (1994). Implicit leadership theories: Content, structure, and generalizability. *The leadership quarterly*, 5(1), 43-58.
116. Olweus, D. (1978). Aggression in the schools: Bullies and whipping boys. Hemisphere.
117. Peng, H., and F. Wei. 2018. "Trickle-down effects of perceived leader integrity on employee creativity: A moderated mediation model." *J. Bus. Ethics*. 150(3): 837-851. <https://doi.org/10.1007/s10551-016-3226-3>.
118. Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of applied psychology*, 88(5), 879.
119. Pyc, L. S., Meltzer, D. P., & Liu, C. (2017). Ineffective leadership and employees' negative outcomes: The mediating effect of anxiety and depression. *International journal of stress management*, 24(2), 196.
120. Qu, W., Sun, H., & Ge, Y. (2021). The effects of trait anxiety and the big five personality traits on self-driving car acceptance. *Transportation*, 48, 2663-2679.
121. Quiamzade, A., & Lalot, F. (2023). Animalistic dehumanization as a social influence strategy. *Frontiers in Psychology*, 13, 69-59.
122. Reicher, S., Haslam, S. A., Platow, M., & Steffens, N. (2016). Tyranny and leadership. Understanding peace and conflict through social identity theory. *Contemporary global perspectives*, 23(3) 71-87.
123. Riva, P., & Eck, J. (2016). The many faces of social exclusion. Social exclusion: Psychological approaches to understanding and reducing its impact, 26.
124. Robinson, S. L., & Greenberg, J. (1998). Employees behaving badly: Dimensions, determinants and dilemmas in the study of workplace deviance. *Journal of Organizational Behavior* 1(3).
125. Rosenman, R., Tennekoon, V., & Hill, L. G. (2011). Measuring bias in self-reported data. *International Journal of Behavioural and Healthcare Research*, 2(4), 320-332.
126. Samma, M., Zhao, Y., Rasool, S. F., Han, X., & Ali, S. (2020, November). Exploring the relationship between innovative work behavior, job anxiety, workplace ostracism, and workplace incivility: empirical evidence from small and medium sized enterprises (SMEs). *In Healthcare* 8, 508-524.
127. Sarfraz, M., Qun, W., Sarwar, A., Abdullah, M. I., Imran, M. K., & Shafique, I. (2019). Mitigating effect of perceived organizational support on stress in the presence of workplace ostracism in the Pakistani nursing sector. *Psychology research and behavior management*, 839-849.
128. Sarwar, A., Khan, M. M., & Mujtaba, B. G. (2017). Despotic leadership, workplace ostracism and knowledge hoarding: A serial mediation model. *SAM Advanced Management Journal*, 82(4), 4-2.
129. Schilling, J. (2009). From ineffectiveness to destruction: a qualitative study on the meaning of negative leadership. *Leadership* 5, 102-128. doi: 10.1177/1742715008098312
130. Schindler, S., Richter, T. S., Bruchmann, M., Busch, N. A., & Straube, T. (2022). Effects of task load, spatial attention, and trait anxiety on neuronal responses to fearful and neutral faces. *Psychophysiology*, 59(11), 14-24.
131. Schreiber, J. B., Nora, A., Stage, F. K., Barlow, E. A., & King, J. (2006). Reporting structural equation modeling and confirmatory factor analysis results: A review. *The Journal of educational research*, 99(6), 323-338.
132. Schyns, B., and J. Schilling. 2013. "How bad are the effects of bad leaders? A meta-analysis of destructive leadership and its outcomes." *Leadership Q.* 24 (1): 138-158. <https://doi.org/10.1016/j.leaqua.2012.09.001>.
133. Skogstad, A., Aasland, M. S., Nielsen, M. B., Hetland, J., Matthiesen, S. B., & Einarsen, S. (2015). The relative effects of constructive, laissez-faire, and tyrannical leadership on subordinate job satisfaction. <https://doi.org/10.1027/2151-2604/a000189>.

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

134. Skogstad, A., M. S. Aasland, M. B. Nielsen, J. Hetland, S. B. Matthiesen, and S. Einarsen. 2014. "The relative effects of constructive, laissezfaire, and tyrannical leadership on subordinate job satisfaction." *Z. Psychologie* 222 (4): 221-232.
135. Skogstad, A., S. Einarsen, T. Torsheim, M. S. Aasland, and H. Hetland. (2007). "The destructiveness of laissez-faire leadership behavior." *J. Occup. Health Psychol.* 12 (1): 80. <https://doi.org/10.1037/1076-8998.12.1.80>.
136. Sliter, M., Jex, S., Wolford, K., & McInerney, J. (2010). How rude! Emotional labor as a mediator between customer incivility and employee outcomes. *Journal of occupational health psychology*, 15(4), 468.
137. Spielberger, C. D., Sydeman, S. J., & Maruish, M. E. (1994). State-trait anxiety inventory and state-trait anger expression inventory. The use of psychological testing for treatment planning and outcome assessment. Hillsdale, NJ, US: Lawrence Erlbaum Associates, Inc, 292-321.
138. Szabo, J., Koerner, N., & Carney, C. E. (2023). Social problem-solving attitudes and performance as a function of differences in trait and state worry. *Journal of Behavior Therapy and Experimental Psychiatry*, 78, 101792.
139. Tabachnick, B. G., Fidell, L. S., & Ullman, J. B. (2013). Using multivariate statistics (Vol. 6, pp. 497-516). Boston, MA: Pearson.
140. Tafvelin, S., Lundmark, R., von Thiele Schwarz, U., & Stenling, A. (2023). Why do leaders engage in destructive behaviours? The role of leaders' working environment and stress. *Journal of Occupational and Organizational Psychology*, 96(1), 165-181.
141. Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of management journal*, 43(2), 178-190.
142. Tepper, B. J. (2007). Abusive supervision in work organizations: review, synthesis, and research agenda. *J. Manag.* 33, 261-289. doi: 10.1177/0149206307300812
143. Testoni, I., Brondolo, E., Ronconi, L., Petrini, F., Navalesi, P., Antonellini, M., ... & Capozza, D. (2022). Burnout following moral injury and dehumanization: A study of distress among Italian medical staff during the first COVID-19 pandemic period. *Psychological Trauma: Theory, Research, Practice, and Policy*.
144. Thatcher, J. B., & Perrewe, P. L. (2002). An empirical examination of individual traits as antecedents to computer anxiety and computer self-efficacy. *MIS quarterly*, 381-396.
145. Trépanier, S.-G., Boudrias, V., & Peterson, C. (2019). Linking destructive forms of leadership to employee health. *Leadership and Organization Development Journal*, 40(7), 803-814.
146. Valtorta, R. R., Baldissarri, C., & Volpato, C. (2022). Burnout and workplace dehumanization at the supermarket: A field study during the COVID-19 outbreak in Italy. *Journal of community & applied social psychology*, 32(4), 767-785.
147. Walker, D. O., Reichard, R. J., Riggio, R. E., & Keller Hansbrough, T. (2020). Who might support a tyrant? An exploration of links between adolescent family conflict and endorsement of tyrannical implicit leadership theories. *Journal of Leadership & Organizational Studies*, 27(4), 340-356.
148. Wang, C., Yuan, T., Feng, J., & Peng, X. (2023). How can leaders alleviate employees' workplace anxiety caused by information overload on enterprise social media? Evidence from Chinese employees. *Information Technology & People*, 36(1), 224-244.
149. Williams, D., Martins, N., Consalvo, M., & Ivory, J. (2009). The virtual census: Representations of gender, race and age in video games. *New Media & Society*, 11(5), 815-834.
150. Wu, L. Z., Yim, F. H. K., Kwan, H. K., & Zhang, X. (2012). Coping with workplace ostracism: The roles of ingratiation and political skill in employee psychological distress. *Journal of management studies*, 49(1), 178-199.
151. Wu, M., He, Q., Imran, M., & Fu, J. (2020). Workplace bullying, anxiety, and job performance: Choosing between "passive resistance" or "swallowing the insult"? *Frontiers in psychology*, 10,

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

- 29-53.
152. Wu, T.-Y., and Hu, C. (2009). Abusive supervision and employee emotional exhaustion: dispositional antecedents and boundaries. *Group Organ. Manag.* 34, 143–169. doi: 10.1177/1059601108331217
 153. Xi, M., He, W., Fehr, R., & Zhao, S. (2022). Feeling anxious and abusing low performers: A multilevel model of high performance work systems and abusive supervision. *Journal of Organizational Behavior*, 43(1), 91-111.
 154. Xue, J., Mo, Z., Liu, M. T., & Gao, M. (2023). How does leader conscientiousness influence frontline staff under conditions of serious anxiety? An empirical study from integrated resorts (IRs). *Journal of Hospitality and Tourism Insights*, 6(1), 90-109.
 155. Yousaf, M., Ishfaq, U., Ahmed, F., Jamal, K., Ashraf, H. A., & Ali, A. (2023) Influence of servant leadership on organizational performance: evidence from hospitals in Pakistan. *Russian Law Journal*, 11(4), 10-17.
 156. Younas, A., Ashraf, H. A., & Manzoor, T. (2023). Unveiling the Power of Instagram Influencer Marketing: Exploring its Influence on Purchase Intentions and EWOM with Celebrity Endorsement as Mediator. *Global Economics Review*, 8(1), 241-256
 157. Zafar, Q., Haider, S. N., Janjua, R. Q., Qureshi, H. A., Ashraf, H. A., Ali, A., & Mutupha J. F. (2023). Nexus of employee's engagement between talent management and career development. *Russian Law Journal*, 11(4), 39-47.
 158. Zahlquist, L., Hetland, J., Einarsen, S. V., Bakker, A. B., Hoprekstad, Ø. L., Espevik, R., & Olsen, O. K. (2023). Daily interpersonal conflicts and daily exposure to bullying behaviors at work: The moderating roles of trait anger and trait anxiety. *Applied Psychology*, 72(3), 893-914.
 159. Zahlquist, L., Hetland, J., Einarsen, S. V., Bakker, A. B., Hoprekstad, Ø. L., Espevik, R., & Olsen, O. K. (2023). Daily interpersonal conflicts and daily exposure to bullying behaviors at work: The moderating roles of trait anger and trait anxiety. *Applied Psychology*, 72(3), 893-914.
 160. Zhang, R., Kang, H., Jiang, Z., & Niu, X. (2023). How does workplace ostracism hurt employee creativity? Thriving at work as a mediator and organization-based self-esteem as a moderator. *Applied Psychology*, 72(1), 211-230. Fischer, T., & Sitkin, S. B. (2023). Leadership styles: a comprehensive assessment and way forward. *Academy of Management Annals*, 17(1), 331-372.

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

Appendix A. Table A1 Confirmatory Factor Analysis

Construct	Items	Loadings	CR	AVE	Alpha
TL	1	.70	.94	.57	.94
	2	.71			
	3	.79			
	4	.70			
	5	.76			
	6	.78			
	7	.86			
	8	.72			
	9	.74			
	10	.71			
	11	.72			
	12	.82			
OD			.92	.53	.92
	1	0.69			
	2	0.65			
	3	0.75			
	4	0.76			
	5	0.66			
	6	0.73			
	7	0.75			
	8	0.77			
	9	0.77			
	10	0.77			
	11	0.66			
TA			.86	.61	.85
	1	0.78			
	2	0.84			
	3	0.77			
	4	0.72			
EB			.90	.52	.89
	1	0.82			
	2	0.75			
	3	0.72			
	4	0.72			
	5	0.66			
	6	0.69			
	7	0.69			
	8	0.70			
EO			.94	.61	.94
	1	0.81			

Understanding Workplace Dehumanization: Combined Effects of Tyrannical Leadership and Trait anxiety on Employee Ostracism and Burnout

	2	0.84			
	3	0.76			
	4	0.81			
	5	0.73			
	6	0.77			
	7	0.81			
	8	0.75			
	9	0.75			
	10	0.79			
Tyrannical leadership (TL), Trait Anxiety (TA), Employee Burnout (EB), Employee Ostracism (EO), Organizational Dehumanization (OD)					