



## Effect of Global Paternalistic Leadership Style on Burnout and Psychological Contract among Employees

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**Abstract:** This study investigated the predictive role of global paternalistic leadership styles for psychological contract and burnout; also study the role of education level, professions and gender of employees on study variables. 400 employees were taken as sample of the study through convenient sampling technique from government Banks and Universities of Hazara District. Psychological Contract Inventory (Rousseau, 2000), Global Paternalistic Leadership Scale (Cheng et al., 2004) and Copenhagen Burnout Inventory (Kristensen, et al., 2005) were used for data collection. Results indicated that authoritarian style predicted significantly burnout in positive way (create 19% variance), significant negatively predicted by benevolent (create 4% variance), while non-significantly predicted by moral-character style. Similarly, psychological contract is significantly positively predicted by authoritarian style (create 29% variance), significantly negatively predicted by both benevolent style (create 23%) and moral-character style (14%). Male employees have higher level of psychological contract and use more authoritarian leadership than female employees. Bankers prefer authoritarian style while universities administration staff prefer benevolent style. Results indicated that higher educated employees use benevolent and moral-character leadership style and have higher levels of burnout, while lower educated employees prefer authoritarian style.

**Keywords:** Burnout, Psychological contract, Authoritarian style, Benevolent style, Moral-character style

### 1. Introduction

The term leadership is used for a compelling cycle aiming to help other people in desired objectives' accomplishment (German; as cited in Malik et al., 2016). Leadership is the exclusive combination of traits in one individual which impacts others to deliberately contribute for the achievement and acknowledgment of shared objectives' destinations (Chowdhury, 2014). It is the most composed social phenomena but it is very complex in nature. In addition, leadership is defining as person's ability to make a clear vision related to assignments and

developing the self-assurance in subordinates through most accurate foresightedness (Bohn & Grafton, 2002). Unfortunately, the term leadership lack any single definition of it as it's a subjective so different researches have their own different definition across the world (Saleh, 2014 as cited in Kumar, 2018). Majority of definitions state that leadership deals with a group peoples' coordination to achieve objective. Keskes (2014) define that leadership is a link between an individual and a team which is dependent on their common interest and work on the leaders' instructions.

Leadership style is the behavioral approach of the leader who is the vital determinant towards achieving the team's interaction and to give inspiration to his subordinates or team members (Ojokuku et al., 2012). In Organizations leadership styles can influence the workers decidedly as reward and adversely as punishment and furthermore has its own outcomes on the representative conduct regarding disposition, inspiration, which thusly impacts the authoritative exhibition (Ryan & Tipu, 2013). *Traid Model of Paternalistic Leadership* is extremely significant factor in improving association distinguishing proof. Paternalistic Leadership style is most intricate build having questionable descriptions. It is for the most part centered upon feelings and emotions of adherents or workers. These leaders resemble mentor to supporters. These leaders coordinate and protect their sub-ordinates yet on the other hand they don't develop intellectually under him (Leung et al., 2001). The paternalistic seniors acts so as to make a family environment at the work place, builds up close and individualized associations with their subordinates and indulge in non-work area in their associations with their employees (Aycan & Fikret-Pasa, 2003). Paternalistic leadership is a style dependent on thought that leader knows best for advancement of association (Cheng et al., 2004). There are three leadership styles of Global Paternalistic Leadership including Authoritarianism, Benevolence and Moral-character.

a) Authoritarian Leadership Style

Authoritarian leadership features followers' reliance on the leader for wanted results and the absence of emotional trust and related dread may incapacitate supporters with the end goal that they are not able to venture outside their sets of expectations because of a paranoid fear of accomplishing something incorrectly and being censured (Cheng et al., 2004). Authoritarian leadership regularly have more spotlight on the dynamic and furthermore worry about the inflexible principles and guideline to subordinates' exhibitions (Wang et al., 2014). A authoritarian administration establishes dread climate where there is space for conversation and where whining might be insufficient (Bass & Bass, 2008). Literature on authoritarianism has shown that it triggers negative feelings for example, dread and outrage in sub-ordinates. It is in this manner improbable to initiate the positive feelings that are at the center of emotional trust (Wu et al., 2002).

b) Benevolent Leadership Style

Benevolent leadership style alludes to a conduct that includes long-term worries for subordinates' presentation in the working environment and individual prosperity throughout everyday life. Benevolent manager offer the monetary help to those workers who are experiencing the individual and familial issues. They are probably going to actuate good passionate sentiments in their followers and accordingly tap into the full of feeling underpinnings of the relationship. It is a compelling authority style that addresses a commitment and positive activity to one's followers in the association that urges them to respond and agree with leader demands (Chan et al., 2013). Benevolent administration impacts supporter demeanor and conduct like encouraging steadfastness and difficult work (Shin et al., 2012), trust (Wasti et al., 2011), improved execution (Chan & Mak, 2012), and imaginative conduct (Gumusluoglu et al., 2017).

c) Moral Character Leadership Style.

Moral-Character leadership refers to "the demonstration of normative appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making" (Brown et al., 2005). Behaviors that reflect high levels of ethical leadership are engaging in normative appropriate conduct, acting consistent with espoused values (vs. conforming in response to political pressure), talking with followers about ethics and proactively encouraging them to behave ethically, managing situations with morality in mind, explicitly valuing honest relationships, and punishing unethical behavior (Brown & Trevino, 2006; Kalshoven et al., 2011). The effects of higher levels of ethical leadership (moral- character leadership) on subordinates include higher satisfaction and dedication of employees, higher task and contextual performance, fewer deviant and unethical acts and greater well-being (De Hoogh & Den Hartog, 2008; Kalshoven & Boon, 2012). When leader activities are in accordance with communicated moral norms,

supporters will probably see them as characteristically persuaded, which may likewise increment emotional trust (Rempel, et al., 1985).

The Paternalistic leadership behaviors have great impact on burnout. It showed that personal accomplishment and emotional exhaustion are significant predictors of the Paternalistic leadership behaviors. Subordinates who perceived their leaders as providing more training and instruction, social support, feedback, and exhibiting more democratic behavior and less burnout. On the other hand, followers who worked under autocratic leaders feel more emotional exhaustion and depersonalization and they are less satisfied with their supervisor so they feel burned out (Altahayneh, 2013). Burnout is the side effects of Emotional Exhaustion and depersonalization that generally happens among people who involve in any sort of work (Hulsheger et al., 2013). The term burnout was first characterized as a condition of burnout brought about by the fatigue of internal assets of a person because of being fruitless, being exhausted, a decrease in energy, strength or a non-fulfillment of demands (Freudenberger, 2008).

The key parts of burnout are emotional exhaustion, depersonalization and personal accomplishment. *The emotional exhaustion* is characterized as the lack of wistful assets and energy which is fundamental for the ordinary work conditions (Massa et al., 2017). *Depersonalization* alludes to a pessimistic, skeptical or exorbitantly disconnects reaction to others, which frequently incorporates a deficiency of vision. It generally creates in light of over-burden of passionate weariness and is self-defensive from the start. The separation can transform into dehumanization. The *depersonalization* segment addresses the relational element of burnout. It is uncaring and exorbitantly disengaged from others and work perspectives, where diminished individual achievements portrayed through decay of one's capability and powerful accomplishment of their work (Jayarathna, 2018; Maslach & Goldberg, 1998). *Personal accomplishment* is characterized as the negative self-assessment of the people's work or feeling insufficient and fruitless about the work performance. The individual feels that he can't gain any success in his abilities and work. It is depicted as diminished efficiency ability with less confidence and powerlessness to adapt to work (Alarcon, 2011). The foundation of burnout concerning working environment may incorporate at least one of the following like responsibility (a lot of work, insufficient assets); control (micromanagement, absence of impact, responsibility without power); reward (insufficient compensation, affirmation, or fulfillment); local area (disengagement, struggle, slight); decency (segregation, preference); and qualities (moral contentions, unimportant errands; Maslach & Leiter, 2005). On the off chance that work requests remain perseveringly high, an individual may get worn out, encountering constant exhaustion, in any event, removing themselves mentally from their work (Bakker et al., 2000).

Leadership behavior is a forerunner variable of Psychological Contract with local attributes of leadership theory. Paternalistic leadership will unavoidably significantly affect follower's psychological contract (Bordia et al., 2010). The psychological contract (PC) is a persistent methodology of plan among employee and employer and was certifiable as in both sub-ordinate and supervisor have strong cravings for each other after spending quality time in learning and socialization. PC is an individual's conviction regarding the details of a comprehension between the individual and organization (Kotter, 2003; as cited in Isaksson, 2020). Basically the idea of PC has been utilized to feature connection among bosses and employees for the verifiable and implicit assumptions (Anderson & Schalk, 1998). PC has been laid out as representatives' beliefs which are identified with the terms or states of a partner exchange arrangement among association and their subordinates.

Psychological Contract address a casual and hidden connection among employees and their supervisor. There are two alternate points of view that is wide or restricted. The expansive viewpoint characterizes a mental agreement as an unwritten arrangement of assumptions working consistently between each individual from an association and the different managers and others in that association. The restricted point of view centers around the worker's abstract impression of shared commitments among themselves and the employers (Rousseau, 2011). Authoritarian leaders frequently control and order subordinates principally through dangers and terrorizing (Kiazad et al., 2010), which could be identified with workers' negative feelings, like resentment and dread (Farh et al., 2006). Benevolent leader and the moral-character leaders affect employees' mental legally binding mindfulness. Authoritarian practices contrarily affect workers' mental authoritative insight (Agnew, 2006).

There are many researches in the literature conducted on Leadership Styles (Mashigo & Schoeman, 2012), Burnout (Mudallal et al., 2017), and Psychological Contract (Ballou, 2013), but with different variables. This is necessity of current era that leaders should focus on the subordinates' creativity and organizational productivity. For enhancing the creativity and productivity, organizations need to hire the paternalistic leaders who don't impose their personal will on employees but have the appreciative attitude towards employees' efforts. Organization can reach the peak of success by reducing the mistakes, by adopting the paternalistic leadership strategy mistakes can be minimized. Paternalistic leadership supports development in terms of gaining access to professional training as well as in

individual growth. The psychological contract can be used as an instrument for considering the individual needs and workplace relationships in a particular organization.

Studying the leadership styles and psychological contract is very crucial for increasing the subordinates' motivation and satisfaction so that they can benefit an organization and enhance the productivity. If the organization fulfilled the employees need and give them worth they would unlikely to look for another organization. Employees can feel emotional exhaustion and depersonalization if the organization does not meet their expectations. Employer should adopt the effective leadership strategy and fulfilled the employees' expectations regarding job so that employees will feel relax and satisfied. By managing the burnout organizations can help employees so they can perform better and reducing their likelihood of leaving the profession.

### 1.1 Objectives

The main objectives of the present study are:

1. To determine the effect of global paternalistic leadership style on burnout and psychological contract among employees.
2. To determine the relationship among the paternalistic leadership style (authoritarian, benevolent and moral character), burnout and psychological contract.
3. To investigate the demographic differences (gender, education, and profession) on paternalistic leadership style, burnout and psychological contract among employees.

### 1.2 Hypotheses

The hypotheses of present study are:

1. The authoritarian leadership style is positively linked, while benevolent leadership and moral-character leadership style are negatively linked with the psychological contract and burnout.
2. Leadership style will have significant effect on burnout and psychological contract.
3. Burnout and psychological contract are positively correlate with each other.
4. Educational, professional and gender differences will exist on leadership style, burnout and Psychological Contract.

## 2. Method

### 2.1 Research Design

This study was correlational in nature which used which use descriptive survey research method.

### 2.2 Sample

For this study 400 professionals were approached from different areas of Abbottabad, Mansehra, Huripur, Khaki and Haveliyan whose age range was from 20-60 years. This sample was selected through convenient sampling technique which was comprised of administration staff of both public and government universities (Hazara university, COMSATS Abbottabad & AUST;  $n=200$ ) and of banks (UBL, HBL, NBP, ABL, & MCB;  $n=200$ ).

### 2.3 Instruments

1. **Global Paternalistic Leadership Scale (Cheng et al., 2004):** This scale has 15 items for measuring three leadership styles (authoritarian, benevolent and moral character), 5 items for each leadership style. This scale used 6-point likert scale scoring format (1=not at all to 6=frequently). Higher scores indicate higher level of leadership qualities and vice versa.
2. **Copenhagen Burnout Inventory (Kristensen et al., 2005):** This inventory consists of total 19-items using five-point Likert scale scoring format (ranging from 0= never/Almost never to 4 =always) to measuring burnout level among employees. Higher the scores higher will be burnout level.
3. **Psychological Contract Inventory (Rousseau, 2000):** This scale has 72 items with response format of 5-point Likert scale (1 = not at all to 5 = to a great extent). Cronbach's Alpha of Psychological Contract Inventory is 0.70.

### 2.4 Procedure

In the present study 400 administrative professionals of different banks and universities (Abbottabad, Mansehra,

Huripur, Havelian and Khaki) were selected as sample. At first formal permission was taken from the competent authorities of the organizations then researcher ensure the willingness of participants by taking informed consent form from each participant of this research. All questionnaires were administered on participants along with demographic sheet. Proper instructions were given to participants regarding how to complete the questionnaire and ensure them that confidentiality and privacy of data.

**3. Results**

In this study in order to test the hypotheses of the study, alpha coefficient analysis, correlation analysis, independent sample t-test, regression analysis and one-way ANOVA were applied on the data. The results are tabulated below:

Table 1: Psychometric Properties of Global Paternalistic Leadership Scale, Copenhagen Burnout Inventory, Psychological Contract Inventory (N=400)

Scales	M	SD	Range	$\alpha$
GPLS	54.53	11.39	22-85	.80
CBI	51.38	13.44	23-87	.89
PCI	219.8	37.6	112-313	.94

Note. GPLS= Global Paternalistic Leadership Scale, CBI= Copenhagen Burnout Inventory, PCI= Psychological Contract Inventory.

It is evident from Table 1 that GPLS, CBIPCI are .80, .89, and .94 which indicated that these scales possess above average level of internal consistency.

Table 2: Correlation matrix of Global Paternalistic Leadership Styles, Psychological Contract and Burnout.

S.No	Variables	N	1	2	3	4	5	M	SD
1	Authoritarian	400	-	.32**	.32**	.42**	.54**	15.96	4.5
2	Benevolence	400	-	-	.59**	-.2**	-.48**	18.94	4.7
3	Moral Character	400	-	-	-	.08	-.38**	19.6	5.4
4	Burnout	400	-	-	-	-	.43**	51.4	13.4
5	Psy.cont.	400	-	-	-	-	-	219.8	37.7

Note. Psy.cont.=Psychological Contract

\* $p < 0.05$ , \*\* $p < 0.01$ .

Table 2 indicates that Authoritarian, Burnout and Psychological Contract have significant positive association with each other. Moral- Character leadership style has significant negative correlation with psychological contract while it has non-significant correlation with burnout. Results also show that benevolence has significant negative relation with Burnout and Psychological Contract.

Table 3: Simple Linear Regression predicting Burnout and psychological contract from Global Paternalistic Leadership Styles (N=400)

Variables	R	R <sup>2</sup>	B	$\beta$	F	SE
Burnout						
Authoritarian	.42	.18	1.26	.42	85.3	12.21
Benevolence	.21	.04	40.1	-.21	18.2	13.2
Moral Character	.09	.01	47.1	-.09	3.1	13.4
Psychological contract						
Authoritarian	.54	.29	4.5	.54	161.98	31.78
Benevolence	.48	.23	-3.87	-.48	12.92	33.01
Moral Character	.38	.14	-2.67	-.38	67.14	34.87

Note.  $R$ = Change,  $R^2$  = R square,  $B$ = unstandardized Beta,  $\beta$ = Standardize Beta,  $SE$ = Standard Error

Table 3 indicates that authoritarian style significantly positively predicted both burnout ( $\beta = .43, t = 9.25, p = .001$ ) and psychological contract ( $\beta = .54, t = 12.75, p = .001$ ) which create 18% and 29% variance respectively. On the other hand, benevolent style significantly negatively predicts both burnout ( $\beta = -.21, t = 4.268, p = .001$ ) and psychological contract ( $\beta = -.48, t = 10.98, p = .000$ ) by creating 4% and 23% variance respectively. Table also depicted that moral-character is a non-significant predictor of burnout ( $\beta = -.09, t = 1.78, p = .078$ ) while significant negative predictor of psychological contract ( $\beta = -.38, t = 8.21, p = .000$ ) which create 15% variance in it.

Table 4: Independent-Sample T test of Profession and Gender on Global Paternalistic Leadership styles, Burnout and Psychological Contract (N=400)

Variables	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	t(398)	<i>p</i>	Cohen's <i>d</i>
<b>Profession</b>							
	Bankers (n=184)		Administration staff of universities (n= 216)				
Authoritarian	16.8	4.9	15.3	4.0	3.2	.001	.59
Benevolence	18.0	4.2	19.7	4.9	-3.6	.000	-2.6
Moral-Character	19.3	5.6	19.9	5.2	-1.2	.239	-1.7
Burnout	51.9	13.2	50.9	3.7	.77	.440	-1.6
Psy.cont	222	32.7	217.5	41.3	1.3	.200	-2.6
<b>Gender</b>							
	Males (n= 259)		Female (n=141)				
Authoritarian	16.3	4.4	15.3	4.6	2.12	.03	.07
Benevolence	18.9	4.4	18.9	5.24	.12	.91	-.90
Moral-Character	19.4	5.51	20.0	5.07	1.15	.251	-1.74
Burnout	51.5	14.0	51.1	2.3	.28	.782	-2.38
Psy.cont	225	41.6	210	34.3	3.81	.000	7.15

Note. Psy.cont.= Psychological Contract

Table 4 indicates significant profession based differences on authoritarian leadership style and benevolent leadership style, while non-significant profession based differences exist on moral-character. Table also indicate significant gender based differences on authoritarian leadership style and psychological contract, while non-significant gender differences appeared on benevolent style, moral-character style and burnout.

Table 5: One Way Analysis of variance of Education on Global Paternalistic Leadership Styles, Burnout, and Psychological Contract (PC), (N= 400)

Variables	Below Masters (n= 126)		Masters (n=258)		Above Masters (n=16)		<i>F</i>	<i>P</i>	Tukey test
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>			
Authoritarian	17.34	4.3	15.3	4.4	16.31	4.7	9.54	.000	1>3>2
Benevolence	19.34	4.5	18.6	4.8	21.93	3.6	4.68	.010	3>1>2
Moral Character	19.75	5.8	19.4	5.1	22.94	5.3	3.45	.033	3>1>2
Burnout	53.98	12.75	49.8	13.5	56.68	13.86	5.54	.004	3>1>2
Psy.cont.	221.4	33.7	217	39.7	239.6	26.3	2.73	.066	3>1>2

Note. Psy.cont = Psychological Contract

Table 5 shows the significant education differences on authoritarian style, benevolent style, moral-character style and burnout, while non-significant difference exist on psychological contract. Results indicated that higher educated employees use benevolent and moral-character leadership style and have higher levels of burnout, while lower educated employees prefer authoritarian style.

### 3.1 Discussion

The current study was mainly aimed to explore the effect of global paternalistic leadership style on burnout and psychological contract; as well as explored the education, gender, and profession differences on study variables among employees. At first the researcher finds out the reliability coefficient of GPLS, CBI and PCI were .80, .89, .94 respectively (See Table 1). In the present research, results showed that Authoritarian leadership has significant positive correlation with burnout and psychological contract (see Table 2). These results partially support the first hypothesis regarding the positive link of authoritarian leadership style with burnout and psychological contract. Literature revealed that Authoritarian leaders frequently control and order subordinates predominantly by means of terrorizing and threats (Kiazad et al., 2010). In this way the negative feelings like displeasure and depletion developed in the subordinates. These negative feelings foster the sensation of burnout among workers. At the point when all of the negative things (discourteousness of manager, responsibility and burnout) simultaneously joined the worker goes through melancholy so they chose to break the PC. Past investigates demonstrated that these negative feelings are related with PC violation (Tsui et al., 2006). Strong positive connection exists between authoritarian leadership style of mentors and burnout in competitors. This discovery showed that more authoritarian conduct creates higher level of burnout in competitors (Sunar et al., 2007).

The authoritarian leadership style positively affected PC. At the point when leader receives a tyrant approach their supporters are bound to encounter PC violation. Generally, this research offers a significant commitment to the authoritarian administration literature by showing its relationship with workers' PC and practices towards the association (Gercek, 2018). Literature has underscored that tyrant authority has a negative relationship with subordinates' uplifting outlooks and practices while it has positive connection with PC violation. It implies that when there is more tyranny there is more psychological contract infringement for example organizational responsibility (Erben & Guner, 2008).

In the present research statistical analyses revealed that Benevolent Paternalistic leadership has significant negative correlation with Burnout and Psychological contract (see table 5). These results also partially support the first hypothesis regarding the negative link of benevolent leadership style with Burnout and Psychological Contract. Previous research also supports these results as Omolayo (2007) found that subordinates working under the management of Benevolent pioneers experienced less occupation related pressure so they experience least degree of burnout side effects. This is on the grounds that the Benevolent leaders behave like a relative and assists the devotees with packaging crisis and attempts to find out the reason of worker ill-performance. Under the management of benevolent leaders' adherents don't encounter any job struggle. Such practices of the leader prevent followers from encountering job struggle. Adherents play out their obligations attentively. Followers don't have any inquiry concerning the inconsistency of their job in that specific association. In such Friendly and popularity based initiative style supporters feel no strain so they don't go through the manifestations of burnout, so benevolent authority style has negative connection with Burnout (Wang & Cheng, 2010).

Previous examination upholds the current finding as Griep et al. (2022) tracked down that Benevolent administration style can expand the positive connection between PC satisfaction and counter useful work practices. This is on the grounds that kind leader don't uphold their choice on subordinate rather they favor the workers' concern. Benevolent leaders offer space to their subordinates to finish the job in their ideal manner. In this manner representatives got fulfillment and they feel certainty on their accomplishments. Working with these leaders, followers keep their PC with the association which leads towards the mental agreement satisfaction as opposed to mental agreement violation (Bhatnagar & Biswas, 2012).

Findings of the current study revealed that Moral-Character Paternalistic leadership has non-significant correlation with burnout while it has significant negative correlation with Psychological contract (see table 5). As, insufficient information is available on moral character leadership style, so in this way this finding is exploratory in nature. Literature mainly gives information on Authoritarian and Benevolent leadership style in connection of Burnout. Regarding the relationship between moral-character leadership style and PC the previous researches support the current findings as with PC violation because moral leaders consistently adhere to the law and morals. Panaccio et al. (2014) found that the negative relationship between Moral Character leadership and psychological contract violation was stronger. Fan et al. (2021) tracked down that Moral Character leadership is positively connected with representatives' dedication toward their organizations while it is adversely connected. They generally execute the moral standards in the organizational exercises that is the reason representatives got motivation from their chief and they hold their mental agreement with the association. Simple linear regression analysis indicated that Authoritarian leadership style positively predicted Burnout while Benevolent leadership style negatively predicted the burnout (see Table 6).

These results partially support second hypothesis that Authoritarian Leadership has significant effect on Burnout. Previous research is also consistent with the present finding as Cheng and Wang (2015) examined the impact of leadership styles on burnout among leaders and subordinates. They reported that benevolent leadership style negatively affect the burnout because benevolent leaders have positive attitude towards their employees they work with their employees in friendly manner and also care about employees domestic problems, that is why employees reported less burnout while working with benevolent leaders. Adair (2009) stated that authoritative leadership behavior increases burnout in worker while benevolent leadership behaviors decrease burnout in workers. Authoritarian leaders have positive impact on subordinates' burnout because they adopted the dictatorship approach they do not involve their subordinates in decision-making processes. Authoritarian leaders do not care about their employees' personal problems that is why employees feel three dimensions of burnout at workplace.

Simple linear regression analysis indicated that Authoritarian leadership style positively predicted psychological contract while benevolent leadership style and moral-character leadership style negatively predicted the psychological contract (see Table 7). This result partially support second hypothesis that Authoritarian Leadership has significant effect on psychological contract. Pervious research also support the finding of current study as Farh and Cheng (2000) argued that authoritarian leadership hurt workers' performance by keeping a strict orders. They are reluctant to share data with followers and adopt a top-down communication style. Employees undergo the sense of reduced accomplishment so they tend to violate the psychological contract with the organization.

Authoritarian leaders tend to overlook supporters' commitments to progress and to attribute inability to subordinates. These practices enormously undermine subordinates' self-assessment and are hurtful to further developing worker performance. Leaders with exceptionally administration style center firmly around the performance. If the employees neglect to arrive at the ideal objective, pioneers will censure and punish them seriously which increase subordinates' feeling of dread.

BL influences followers' PWB. First, the personal integrity and elevated self-awareness of benevolent leaders, coupled with their striving for truthful relationships, lead to unconditional trust on the part of their followers, which enhances followers' organizational-derived self-concept by influencing followers' personal identification with the leader. Second, benevolent leaders influence followers' well-being through emotions and provide an atmosphere conducive to the experience of positive emotions, which, in turn, influence followers' experiences. Third, leaders serve as positive behavioral models for personally expressive and benevolent behaviors. Fourth, benevolent leaders support the self-determination of followers, in part by providing opportunities for skill development and autonomy. Last but not least, through social exchanges, benevolent leaders influence and elevate followers

Past researches are reliable with the finding of present research as Aquino and Thau (2009) expressed that benevolent authority contrarily affects PC violation in light of the fact that benevolent pioneers' impacts supporters' PC fulfillment by few ways like; they foster honest associations with their adherents which upgrades followers' organizational-determined self-idea by affecting supporters' personal identification with the leader. These leaders impacts employees' prosperity through feelings and give an environment helpful for the experience of good feelings. They behave as positive behavioral models for actually expressive and kind practices; altruistic pioneers support the self-assurance of adherents partially by giving freedoms to ability advancement and self-sufficiency. Baruch and Vardi (2016) showed that moral authority (moral-character administration) conduct upgrades mental wellbeing and mental agreement satisfaction inside an association. Thus, more significant levels of mental security and agreement satisfaction bring about lower work environment issues. That is the reason; moral-character initiative adversely anticipated the PC violation.

The finding of present study also reveals that Burnout and PC have significantly positive association with each other (see Table 5). These finding supports the third hypothesis of the current study that Burnout is positively linked with psychological contract. These results are consistent with the finding of one previous research which stated that if psychological contract is not fulfilled then the employee undergoes the feeling of emotional exhaustion which is the dimension of burnout (Gakovic & Tetrick, 2003). Similarly, meta-analysis was conducted on the psychological contract and burnout which shows that the violation of psychological contract leads to organizational cynicisms or depersonalization (Bakker et al., 2002). On the other hand, psychological contract was not significantly associated with reduced efficacy or reduced personal accomplishment dimension of burnout (Chiaburu et al., 2013).

Another research conducted in Peshawar shows that the employees perceive violation in their PC with the organization. This violation in Psychological contract is associated with emotional exhaustion and feelings of depersonalization but not with the feelings of reduced personal accomplishments. In the present dynamic and unpredictable occupation climate, it is basic that the businesses pass on reasonably the thing they will give their

workers as response to their administrations (Razzaghian & Ghani, 2015). When employees get to know that employer is not sincere in his promises and he is violating his obligation regarding employees then employees got frustrated from this behavior of their leader/ supervisor so they feel emotional exhaustion and depersonalized (Ahmed & Muchiri, 2014).

Independent sample T test of gender reveal that there is significant gender based differences exist on Authoritarian and psychological contract, while non- significant differences exist on benevolence, moral-character and burnout (see Table 8). Result indicates that male scores higher in authoritarianism and psychological contract than female. A research on Burnout shows that ladies are more emotionally exhausted than men and men are more depersonalized than ladies. This is generally because of the sexual atypical occupations where individuals face more job struggle and job pressure. Distressing occasions are the mostly correlates of emotional exhaustion and depersonalization (Purvanova & Muros, 2010). Recently another exploration was conducted which shows that there are disparities in regards to sexual orientation contrasts in the pressure reaction. In accordance with this, female teachers showed more elevated levels of apparent pressure than guys which implies that burnout disorder is higher in female than in guys and more significant levels of emotional exhaustion is available in females (Aparisi et al., 2019).

One more researcher tracked down no huge difference between sexes in their apparent stress given the multifactorial premise of pressure and the contention in the scientific writing in regards to burnout disorder (Redondo-Florez et al., 2020). In past researchers have attempted to discover the connection between sex role and leadership style. They have related manliness with task-situated authority style and gentility with relationship-arranged initiative style (Pounder & Coleman, 2002). The idea of male and female sex characteristics works with the contention that male sex characteristics are situated towards more generic, task arranged and dictatorial way to deal with initiative, while female sexual orientation characteristics tend towards seriously sustaining, connections arranged style of administration that underlies the groundbreaking authority approach. Ladies appear to lead in a fairly just manner, while men show a more absolutist authority style (Trinidad & Normore, 2005)

Independent sample T-test of profession indicated that there is a profession based differences exist on authoritarian leadership style and benevolent leadership style, while non-significant profession based differences exist on moral-character leadership style, burnout and psychological contract (see Table 9). These result shows that bankers use more authoritarian style while administration staff of universities use more benevolent style of leadership. Previous researches showed that in relationship-situated leadership (Benevolent leadership), the HR office and representatives are a higher priority than the administration staff, so this methodology of leader is for the most part ascribed to organization staff of colleges as opposed to the financial areas. In this style of authority, the primary goal is setting up a human connection between the pioneers and representatives and keeping it. In benevolent administration style business thinks often about the physical and mental requirements of their representatives (Taberner et al., 2009).

The most predominant leadership style in the banking area of Cyprus is the autocratic (authoritarian). In the banking area of Cyprus, the autocratic leadership style prevails notwithstanding the way that the respondents considered the majority rule authority style as more viable. This implies that in the banking area of Cyprus administrators tend not to embrace the best initiative style (Molero et al., 2007). Another examination led in the financial area of United Kingdom which uncovers that an authoritarian leadership style is generally utilized by the directors in the financial area. Study additionally showed that this administration style destructively affects a bank and its business. Moreover, it was set up that there is nobody best administration approach which can be summed up for the entire financial industry (James & Christopoulos, 2018).

One Way Analysis of Variance indicated that people with higher education have higher level of benevolence and moral character, while people with lower education score high on authoritarian leadership. Results also indicated that Burnout and psychological contract is also high among individuals with higher education (Table 10). A result supports the fourth hypothesis of the present research regarding the educational differences. Previous study states that the more educated employees and the lesser educated employees differ in terms of exhibiting their leadership styles. With increasing educational qualifications the employees' exhibit more of the democratic leadership tendencies and those who are educated less are inclined towards the autocratic leadership style.

The modern education is based on the fact that people will become more knowledgeable, understanding, broad minded, more adjusting to the environment and less brutal. This principal states that due to the increase in education, the employees will naturally become more capable of understanding their fellow men. Hence, they will use less of their authority on the others and it indicates that they are using less of the autocratic styles and more of the democratic styles (Taleghani et al., 2010). An autocratic leadership style results better for employees holding no

educational certificates or they are below 12th grade, because they need exact instructions and guidelines.

#### 4. Conclusion

Present research concluded that GPLS has significant link with the development of Burnout and Psychological Contract among employees. This research also concluded that if the PC increase among employees then Burnout level will also increase with PC. This study found that on the basis of GPLS the level of Burnout and PC can be predicted significantly. The present study revealed that gender, education, and professions have significant differences on GPLS, Burnout and Psychological Contract.

#### 4.1 Limitations and Suggestions

There are some limitations in the current research. These limitations must be overcome in later research attempts. In the current study the sample were only taken from the Hazara Division and it can't be generalized on the population of the whole Pakistan. So, it is suggested that the research should be conducted on the broader areas of Pakistan. Due to the shortage of the time and resources the present study focused on exploring the effect of only GPLS on Burnout and PC. It ignores other important leadership styles (Transformational, Transactional, Laissez-Faire) with respect to burnout and PC specifically in organizational setting. So, it is recommended to conduct a study which found the effect of all leadership styles on PC and Burnout.

#### 4.2 Implications

The results of present research in organizational setup play major role in increasing/decreasing employees' burnout symptoms as well as PC by considering the leadership styles. Present research suggests that Authoritarian leaders should modify their behavior with workers while working in the same field. If Authoritarian Leaders change their policies and strategies in constructive way then employees will have positive attitude towards authoritarian leaders and probability on increasing Burnout and PC violation will reduced. Leaders should give confidence to their subordinates and must involve them in organizational affairs like; decision making processes and developing strategic framework for organization. In this way employees will be satisfied with the leaders' behavior and they will not feel symptoms of burnout and PC violation.

GP Leaders should give space to their new-comer employees so they can adopt organizational environment and they feel comfortable working with that particular organization. By implementing above mention implications organization will achieve long-term success and employees will feel relax while working with that organization.

In Pakistan employees are more prone towards the burnout syndrome due to their organizational psychological contract and different leadership approaches. They are burdenalized by many personal, social, and occupational responsibilities and obligations. If leaders adopt Benevolent and moral-character leadership style it will minimize the burden and tension from employees' side so burnout will reduce.

This research also helps the organization in selection and recruitment of the leaders on the basis of job nature for example, if organizational tasks require punctuality then leader must adopt Authoritarian approach. Likewise, benevolent leadership style work best for creative tasks in the organization. On the other hand, research also suggests that in social welfare activities moral-character leadership style can be adopted by leaders. This recruitment procedure should be done by proper counselling process.

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