Examining the Impact of Despotic Leadership on Employee Silence with the mediating mechanism of Emotional Exhaustion

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REVIEW OF MANAGEMENT AND COMMERCE

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Abstract

The purpose of this study is to examine the impact of despotic leadership on employee silence in the Pakistani banking sector, with emotional exhaustion as a mediating variable. Drawing on Blau's social exchange theory, this study explores how toxic leadership behaviors influence the willingness of employees to voice concerns and provide feedback. Data were collected through an online, self-administered survey from a sample of 207 employees in the banking industry in Pakistan. The findings indicate that despotic leadership significantly increases employee silence, particularly when employees experience emotional exhaustion. Emotional exhaustion serves as a key mediator in this relationship which amplifies the negative effects of despotic leadership. Further, this provides implications for leaders and policymakers in mitigating the adverse effects of toxic leadership by addressing despotic leadership and emotional exhaustion which is crucial for improving communication and organizational performance.

Keywords: *Despotic leadership, Social Exchange Theory, Employee Silence, Emotional Exhaustion*

1. Introduction

Leadership is a crucial and decisive factor in the business environment, involving the ability to influence others to achieve organizational goals (Schilling, 2009). Positive leadership enhances organizational effectiveness and employee satisfaction. While much research has focused on these positive aspects, the negative aspects have largely been ignored. However, recent literature has increasingly explored the darker side of leadership, recognizing its potential negative impacts on subordinates (Mackey et al., 2021). Leadership can be seen as having two sides: positive and negative. Positive leadership leads to better organizational performance and productivity, whereas negative leadership can cause an organization's decline (Bodolica & Spraggon, 2021). The literature extensively discusses the benefits of positive leadership, but there is a growing recognition of the negative consequences. Negative leadership, particularly despotic leadership, significantly impacts employee silence. Despotic leadership is characterized by self-interest, power abuse, and tyranny. It negatively affects organizations, leading to increased employee

silence(Mughal et al., 2023). Employee silence often results from emotional exhaustion caused by despotic leadership. Employees become frustrated by their leaders' self-serving actions, leading to job dissatisfaction and silence (Nauman et al., 2018).

Despite substantial research on negative leadership styles, despotic leadership remains under-researched. Mahmood et al. (2024) and Khan and Ahmed (2023) describe despotic leaders as self-interested, exploitative, tyrannical, arrogant, and unethical. These leaders demand obedience and do not tolerate questioning (Mukarram et al., 2021). Various terms like petty tyranny Ashford and Cummings (1983), destructive leadership Schyns and Schilling (2013), and abusive supervision Tepper (2000) describe this dark side of leadership, but despotic leadership is considered the most toxic and self-serving (Schilling, 2009). Despotic leadership is increasingly prevalent, often remaining unnoticed due to employee silence. Employee silence involves withholding valuable feedback and objections to unethical conduct (Sufi et al., 2024). Literature shows employees often stay silent despite recognizing the harmful consequences of unethical behavior for both employees and organizations (Azeem et al., 2024). Research has explored individual, group, and organizational factors causing employee silence, yet mixed findings persist regarding why employees remain silent in the face of unethical leadership (Morrison, 2023). Emotional exhaustion refers to the state of feeling emotionally drained due to accumulated stress from personal or work life (Rumschlag, 2017). It plays a critical role as a mediating variable in this context. Employees subjected to despotic leadership become emotionally exhausted due to their leaders' arrogance and rudeness. The self-serving policies of such leaders frustrate employees. Initially, employees tolerate the despotism, but over time their tolerance decreases, leading to emotional exhaustion and silence. Emotional exhaustion is a key indicator of burnout and is closely related to employee silence in the face of despotic leadership. While prior research has explored the impacts of unethical leadership which include authoritarian or tyrannical leadership styles (Zhou et al., 2021), there remains a significant gap in the literature regarding the specific consequences of despotic leadership on employee behavior, particularly in non-Western contexts such as Pakistan.

Despotic leadership which is characterized by controlling, exploitative, and unethical behaviors, has been linked to a range of negative organizational outcomes which include diminished employee performance and engagement. However, the precise mechanisms through which despotic leadership leads to negative behaviors, such as employee silence, have been largely understudied. Furthermore, while emotional exhaustion has been recognized as a key mediator in various leadership-behavior relationships, its role in the context of despotic leadership and employee silence remains underexplored. Emotional exhaustion could act as an important mediator in explaining how the distress caused by despotic leadership ultimately leads employees to withhold feedback or disengage in communication. This study aims to fill this gap by examining how emotional exhaustion mediates the association between employee silence and despotic leadership in Pakistani firms. In order to better understand the psychological mechanisms

underlying employee disengagement and quiet, especially in non-Western, collectivist societies, this study focuses on how despotic leadership affects employee behavior.

This study makes three key contributions to the field of leadership research. First, it expands the discourse on leadership by examining despotic leadership, a form of unethical leadership that has received relatively little attention compared to authoritarian and abusive leadership styles. By investigating the unique effects of despotic leadership on employee silence, the research addresses a significant theoretical gap by offering fresh insights into how such behaviors detrimentally influence organizational communication patterns and overall health. Second, the study introduces emotional exhaustion as a crucial mediating mechanism in the relationship between despotic leadership and employee silence. While emotional exhaustion has been explored in various leadership contexts, its specific role in elucidating the disengagement and silence resulting from despotic leadership remains underdeveloped in the existing literature. By highlighting this connection, this research enhances our understanding of the psychological processes that contribute to the adverse effects of despotic leadership on employees. Lastly, this research provides a valuable contextual contribution by examining leadership dynamics in non-Western settings, particularly within the collectivist culture of Pakistan. Most leadership studies have predominantly focused on Western contexts, potentially overlooking the cultural nuances and contextual factors that shape leadership behaviors in developing countries. By investigating despotic leadership within the Pakistani work environment, this research enriches global leadership literature and sheds light on how leadership impacts may vary across different cultural contexts.

The article is structured as follows: The next section presents a detailed review of the relevant literature. Following this, the research methodology is outlined. The subsequent section discusses the study's findings by analyzing the relationships between the variables. The discussion section then interprets these findings in the context of existing literature by highlighting both theoretical and practical implications. Finally, the article concludes with recommendations for future research and suggestions for practitioners.

2. Literature Review

2.1 Theoretical Background

The theory of social exchange, a sociological and psychological concept, examines people's social behavior in interactions based on cost-benefit analysis, evaluating risks and benefits (Cropanzano et al., 2017). It also considers relationships from an economic perspective, where cost-benefit analysis occurs when each party possesses goods or value. Social exchange theory applies to various relationships, including friendships, romantic, ephemeral, and professional relationships. An example is the simple exchange of words with customers at cash counters. Blau's theory, rooted in economics, focuses on the emergence of social structures in social exchange setups within small groups and organizations. It emphasizes economic over psychological assumptions Ogbonna and Mbah (2022) and delves into social and economic exchange and power

dynamics. Blau's utilitarian approach suggests that rewards influence future social interactions. His theory is grounded in technical economic analysis.

Blau's social exchange theory can be applied to this research on interactions between despotic leaders and employees, suggesting that such interactions impact future exchanges. Employees in the banking sector work for economic gain, but if these gains become insufficient compared to the cost of enduring a despotic leader's behavior, employees may eventually end the social relationship. If the employees face rude and negative behavior from leaders, then emotional exhaustion will significantly increase, leading to employee silence. According to Blau's theory, when the costs outweigh the gains, the social exchange relationship is abandoned. Banking industry employees, already on low wages, may become frustrated and exhausted over time due to despotic leaders, leading them to remain silent. This research proposes a theoretical model based on social exchange theory (Blau, 1964), which posits that humans engage in reciprocal exchanges (Rasool et al., 2018). In an organizational context, if a leader behaves negatively, followers may respond similarly. Saeed et al. (2022) suggests that despotic leaders evoke negative emotions in followers, resulting in exhaustion and employee silence. This study proposes that the rude behavior of managers negatively impacts employees" silence, with emotional exhaustion serving as a mediator. Despotic leadership is presented as an independent variable employee silence as a dependent variable, with emotional exhaustion as a mediating factor.

2.2 Hypotheses Development

2.2.1 Despotic Leadership and Employee Silence

An environment of fear and obedience is encouraged by despotic leadership as opposed to one of honest communication and teamwork. When staff members believe their bosses are unresponsive to criticism and show little interest in hearing new ideas, they may be unwilling to make improvements or offer creative ideas. According to recent studies, autocratic leaders are cruel and motivated by self-interest to further their interests. The main factor linked to employee quiet and decreased productivity at work is inappropriate leadership or autocratic leadership (Tepper et al., 2017). Furthermore, according to Naseer et al. (2016), autocratic leadership impairs organizational control, employee morale, motivation, and work performance, which in turn has an adverse influence on the effectiveness of the organization as a whole. Leadership conduct is one of the most important variables influencing employee performance that are critical for success in projects and companies (Veliu et al., 2017). According to (Schmidt, 2008), positive leadership conduct raises employee job satisfaction whereas negative behavior lowers it. Research shows that the negative actions of autocratic leaders have an impact on workers" personal and professional lives, as well as the effectiveness of the company and their relationships with customers (Erdem, 2021). Stress brought on by despotic leadership can affect workers" family lives, especially if they are nervous. This can have detrimental effects on workers" job satisfaction, stress levels, interpersonal relationships, organizational commitment, and family conflicts (Einarsen et al., 2007). Employee unhappiness and job stress can increase under despotic leadership. According to

research, job uncertainty also lowers employee commitment to the organization, which hurts performance (Zhou et al., 2021). Despotic leadership can have a significant psychological impact on employees. When leaders exert control, employees may experience heightened levels of stress, anxiety, and feelings of powerlessness. Employees who feel unable to voice their concerns or contribute meaningfully to their work environment may experience decreased motivation, increased burnout, and reduced commitment to the organization. Based on these studies, it can be hypothesized that,

H1: Despotic Leadership has a positive influence on Employee Silence

2.2.2. Emotional Exhaustion and Employee Silence

The relationship between employee non-communication and burnout is a critical area of interest in organizational behavior and psychology. When employees perceive that their input is neither valued nor rewarded, they may resort to silence as a protective mechanism (Blau, 1964). Empirical research supports the notion that employee silence is associated with increased stress and reduced job satisfaction, ultimately contributing to emotional exhaustion (Mengal & Malik, 2024). Employee silence, characterized by the intentional withholding of ideas, concerns, or feedback, often arises from a lack of psychological safety or fear of negative repercussions within the workplace. This silence can be both a cause and a consequence of emotional exhaustion.

H2: Emotional Exhaustion has a positive influence on Employee Silence

2.2.3 Despotic Leadership and Emotional Exhaustion

Research like those done by Hoobler and Brass (2006) emphasizes how emotional weariness acts as a moderator in the relationship between employee quiet and dictatorial leadership. Excessive work demands are often the cause of this tiredness, which leaves emotionally drained workers physically and emotionally depleted (Boekhorst et al., 2017). Feeling mentally exhausted and worn out as a result of mounting stress from both job and personal life is known as emotional exhaustion. When emotional exhaustion sets in, physical and mental breakdowns are likely. Despotic leaders create a high-pressure work environment marked by constant scrutiny, unrealistic demands, and less appreciation for employees" efforts. Such environments create pressure on employees. Bhandarker and Rai (2019) found that employees under despotic leaders experience significantly higher levels of stress, which is a precursor to both physical and emotional exhaustion toxic leadership style, according to Dennerlein and Kirkman (2022) entails those in positions of authority who are determined to force their beliefs on others at any costs and frequently take advantage of their subordinates" strengths for personal gain. This kind of leader often loses their integrity since they are unable to understand other people's viewpoints. The studies mentioned above consistently contend that autocratic, exploitative, and insensitive to the needs of their followers are characteristics of despotic leadership styles and that these traits lead to elevated levels of stress in subordinates(Nauman et al., 2018; Schilling, 2009).

H3: Despotic Leadership has a positive relationship with Emotional Exhaustion
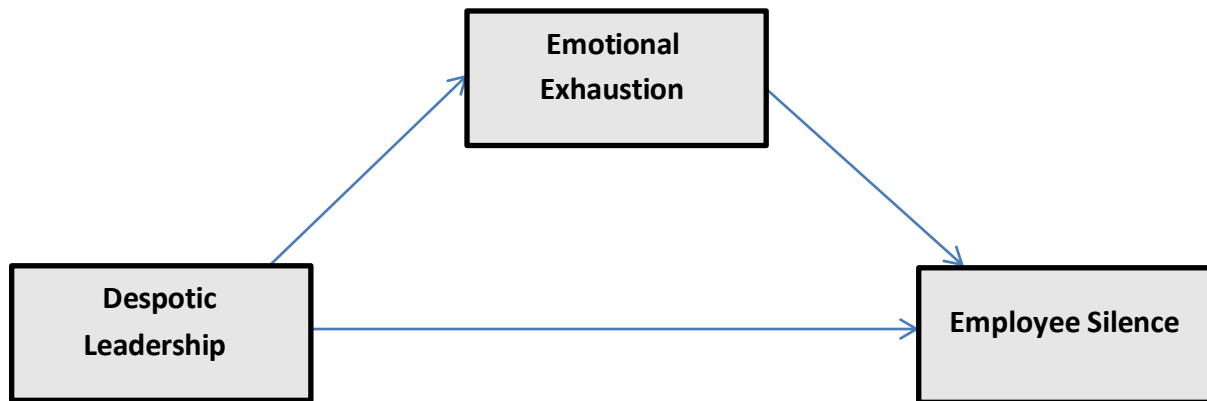
2.3 Theoretical Framework

Figure 1: Theoretical Framework

3. Research Methodology

3.1 Sample size and population

Employees at private banks in Rawalpindi and Islamabad make up the study's population. Due to time and resource constraints, a convenience sample of 207 employees, both male and female, aged 25 to 50, was chosen (Cooper & Schindler, 2007). Statistical techniques used in the quantitative analysis included regression analysis, correlation analysis, and the Hayes process model. A 5-item scale created by (Rasool et al., 2018) was used to measure despotic leadership; a 10-item scale originally created by Koon and Pun (2018) was used to measure employee silence; and a 7-item scale from Maslach and Jackson (1981) was used to measure emotional tiredness.

4. Data Analysis

4.1 Demographic Analysis

The sample's demographic profile in Table 1, which includes 207 respondents, reveals that men and women are distributed about equally (49.3% and 46.9%), with a tiny proportion (2.9%) choosing to withhold their gender from disclosure. At 66.1% between the ages of 20 and 30, the bulk of participants are young; 38.3% of them are between the ages of 25 and 30. In terms of education, the majority of respondents (57.4%) have a graduate degree, followed by those with an undergraduate degree (22%), and those with a master's or PhD (3.3%) degree. Regarding earnings, the greatest proportion (25.8%) is in the range of 40,000 to 45,000, followed by 19.1% with an income between 35,000 and 40,000 and 14.4% with an income below Rs.20,000.

4.2 Descriptive Statistics

The descriptive analysis in Table 2 shows that, although opinions vary, respondents report experiencing moderate degrees of despotic leadership (M = 3.12, SD = 0.93). This suggests that authoritarian leadership characteristics are present in the workplace to some extent. A modest amount of emotional tiredness is also observed (M = 2.97, SD = 0.73), suggesting that although some employees experience significant burnout from their work, this feeling is not present in all members of the group. Employee silence (M = 3.02, SD = 0.85) is also moderately seen, indicating that although employees may choose to remain silent in specific circumstances, there are differences in the degree of this behavior. The table also displays the three variables' reliability and correlation: employee silence, emotional exhaustion, and despotic leadership. For each of the three variables—despotic leadership at 0.85, emotional exhaustion at 0.86, and employee silence at 0.85—the Cronbach's alpha (α) values show strong internal consistency. These numbers imply that each scale's elements are accurately measuring the corresponding constructs. Despotic leadership has a positive link with both employee silence (0.492) and emotional exhaustion (0.467). Likewise, there exists a substantial correlation (0.606) between Employee Silence and Emotional Exhaustion. These positive connections imply that increased emotional tiredness and employee silence are linked to higher degrees of despotic leadership. Furthermore, there is a correlation between increased staff silence and emotional tiredness.

Table 2

Descriptive, correlation, and reliability analysis

S. No.	Variable	M	SD	α	1	2	3
1.	Despotic Leadership	3.12	0.93	0.85	1		
2.	Emotional Exhaustion	2.97	0.73	0.86	0.467	1	
3.	Employee Silence	3.02	0.85	0.85	0.492	0.606	1

M, mean; SD, standard deviation; α, reliability; N=207; p<0.000

4.3 Hypothesis testing

4.3.1. Direct and mediation effects

The analysis's direct effects demonstrate that employee silence and emotional exhaustion are both highly impacted by despotic leadership. With an effect size of 0.3627 (SE = 0.08, t = 4.43), despotic leadership specifically has a positive and substantial impact on employee silence, suggesting that as despotic leadership increases, employee silence likewise increases. With an effect size of 0.3403 (SE = 0.09, t = 3.60), despotic leadership also has a positive and substantial impact on emotional tiredness. This indicates that higher degrees of despotic leadership are linked to higher levels of emotional exhaustion. Employee silence is also highly influenced by emotional tiredness; an effect size of 0.5237 (SE = 0.04, t = 10.8) indicates that employee silence gets stronger as emotional exhaustion rises. With an impact size of 0.1782 (SE = 0.0594) and a confidence range

spanning from 0.0664 to 0.2988, the indirect effect indicates that emotional exhaustion mediates the association between despotic leadership and employee silence, indicating the significance of this mediation. With a confidence interval between 0.4091 and 0.6729, the overall effect of despotic leadership on employee silence is 0.5410 (SE = 0.0699, t = 8.0869, p = 0.0000), suggesting that despotic leadership has a significant impact on employee silence both directly and indirectly through emotional silence as presented in Table 3.

Table 3

Mediation analysis

Direct Effects	Effect	SE	T	
Despotic Leadership on Employee Silence	0.3627	0.08	4.53	
Despotic Leadership on Emotional Exhaustion	0.3403	0.09	3.78	
Emotional Exhaustion on Employee Silence	0.5237	0.04	13.07	
Indirect Effect	**Effect**	**SE**	**LL**	**UL**
Despotic Leadership on Emotional Exhaustion and on Employee Silence	0.1782	0.0594	0.0664	0.2988
Total Effect	**SE**	**T**	**P**	**LLCI**	**ULCI**
0.5410	0.0699	7.739	0.0000	0.4091	0.6729

5. Discussion

The findings from the analysis provide significant insights into the relationships between despotic leadership, emotional exhaustion, and employee silence. Understanding the nature of the relationships between despotic leadership, emotional exhaustion, and employee silence can be drawn from the findings of the analysis. The findings show that despotic leadership leads to increased employee silence, thereby suggesting that employees of despotic managers will be more likely to refrain from speaking out. This is supported by other studies done in similar environments that show that owing to the authoritarian form of leadership, people are cowered and cannot freely express themselves. Research on the negative antecedents of silence has found that when leaders use coercion to control employees, it results in their silence (Gyensare et al., 2019; Kazmi et al., 2022). Therefore, H1 is supported. The findings also indicate that there is a positive correlation between emotional exhaustion and employee silence. From it arises that those employees, who experienced the most severe emotional exhaustion, will be the ones that stay silent; such may be lack of energy, or simply due to the lack of sufficient emotion to use in discourses in the workplace setting. This supports prior research as it indicates that employees who have low availability of psychological resources are unlikely to voice out; this is especially true after they have been emotionally exhausted (Hao et al., 2022). Burnout, mainly manifested, though, in the form of

emotional exhaustion, this is amplified with a retreat from social and communication activities at work. Thus, H2 is supported. Despotic leadership has a positive correlation with emotional exhaustion. Finally, we hypothesize that employees exposed to despotic leadership are likely to have higher emotional exhaustion. This aligns with the body of literature, where workplace bullying and autocratic leadership are known to contribute to stress and affective burnout in personnel as noted in Asim et al. (2021) and Koç et al. (2022). Despotic leaders keep their subordinates under pressure and because of this, the human resource becomes exhausted and experiences emotional exhaustion. Hence, H3 is supported.

5.1 Theoretical and Practical Implications

This study makes several important theoretical contributions to the understanding of leadership dynamics. First, it expands the literature on negative leadership by focusing on despotic leadership which is an underexplored but significant form of unethical leadership. While existing studies have predominantly concentrated on more well-known toxic leadership styles, such as abusive or authoritarian leadership, this study provides fresh insights into how despotic leaders influence the behaviors of employees like silence. By employing Blau's social exchange theory (1964), the research sheds light on how despotic leadership disrupts the reciprocal exchange between leaders and employees which causes the employees to remain silent in response to unethical behaviors. This builds on the social exchange framework which demonstrates that when leaders fail to meet the expectations of fairness and respect, employees may withdraw communication to protect themselves. Second, by focusing on emotional exhaustion as a mediator, this research advances the understanding of how the emotional toll of despotic leadership leads to employee silence. Emotional exhaustion serves as an important mechanism that explains why employees under despotic leadership refrain from voicing their concerns. This insight enhances the literature on both emotional states in the workplace and leadership outcomes which contribute to a more nuanced understanding of the psychological processes that underlie employee reactions to negative leadership. Finally, the study makes a contextual contribution by examining these dynamics within the banking sector in Pakistan, which has been relatively understudied in leadership research. By doing so, it contributes to the growing body of knowledge on leadership in non-Western, collectivist cultures, where leadership dynamics may differ from those in Western settings. This adds diversity to the global leadership literature and highlights the importance of cultural context in understanding the effects of leadership behavior.

Further, this research also provides valuable practical contributions to organizational leadership, particularly in the context of the banking sector in Pakistan. It highlights the detrimental impact of despotic leadership on employee silence by stressing the importance of recognizing and addressing autocratic leadership behaviors that stifle communication and engagement. By identifying emotional exhaustion as a key mediator, this research emphasizes the need for organizations to implement strategies to reduce emotional burnout among employees. Providing supportive work environments by offering mental health resources, and promoting leadership training that fosters ethical, empathetic, and democratic management styles are critical steps to mitigate the adverse

effects of toxic leadership. Furthermore, this study calls for leadership reforms in the banking sector by encouraging top management to shift from dictatorial to more inclusive and transparent leadership practices. This shift will not only reduce the silence of employees but also enhance job satisfaction, employee well-being, and overall organizational performance.

5.2 Limitations and Future Directions

This study has several limitations that affect its generalizability and applicability. While the theoretical framework provided strong support for the hypotheses, the data was collected exclusively from middle and lower-level employees in the Pakistani Banking industry which limit its relevance to other sectors in Pakistan. The inability to survey additional service industries was due to time, resource constraints, and lack of access to broader data. Additionally, a self-administered questionnaire was employed for the collection of data, which may have introduced common method bias. Despite efforts to minimize this bias, the researcher could not completely control for its potential impact on the results. There are several areas ripe for exploration in future studies. While this research focused on the Pakistani Banking industry examining despotic leadership styles in other sectors and regions could provide a more comprehensive understanding of the phenomenon. For instance, while Pakistan is characterized by a high-power distance culture, other countries such as China, Saudi Arabia, Malaysia, and regions like the Gulf also rank high on power distance (Hofstede, 2007) by offering a comparative context for studying despotic leadership. Additionally, future studies could also expand the cultural scope by exploring how despotic leadership operates in the Western cultures which tend to be more individualistic. Furthermore, this study employed a cross-sectional design; future research could adopt longitudinal or time-lagged methodologies to better understand the cause-and-effect relationship between despotic leadership and employee silence. Blau (1964) social exchange theory served as the foundation for this study by integrating other theoretical frameworks, such as the Conservation of Resources (COR) theory, equity theory, or leadership theory, which could enhance the robustness of future investigations. Exploring additional variables could also yield richer insights. For instance, incorporating the personality traits of the leader, interpersonal conflict, workplace incivility, or alternative leadership styles like toxic or transactional leadership could offer a more nuanced understanding of how different leadership dynamics can influence employee silence.

6. Conclusion

The purpose of this study was to investigate the impact of despotic leadership on employee silence, as well as to explore the mediating role of emotional exhaustion in this relationship. Specifically, the research aimed to examine whether employees under despotic leadership are more likely to remain silent and if their emotional exhaustion further amplifies this silence. A small-scale sample from a large population was selected for analysis. As the study follows a quantitative approach, data were collected using a questionnaire method. A Google Forms questionnaire was distributed to 207 employees working at a bank in the Rawalpindi area. The responses from this sample provided the data necessary to examine the relationships between despotic leadership,

emotional exhaustion, and employee silence. The findings revealed several important insights. Despotic leadership was found to have a positive influence on employee silence which implies that employees who perceive their leaders as authoritarian or controlling are more likely to withhold their thoughts and concerns. This result supports the hypothesis that such leadership styles create an environment of fear and suppression which leads to increased employee silence. The study also found that emotional exhaustion significantly contributes to employee silence. Employees experiencing higher levels of emotional fatigue were more inclined to remain silent which is likely due to a lack of motivation or energy to engage in communication. Moreover, the study showed a positive relationship between despotic leadership and emotional exhaustion. Employees under despotic leadership were more prone to emotional exhaustion, which further exacerbated their tendency to stay silent. The mediation analysis confirmed that emotional exhaustion plays a mediating role in the relationship between despotic leadership and employee silence which indicates that while despotic leadership directly affects silence, it also works indirectly by increasing emotional exhaustion.

Declaration

Competing Interests: The authors have not disclosed any competing interests.

Appendix A

Scale design

Factors	Serial No	Items	References
Despotic Leadership	1	I felt that decisions made by my immediate supervisor or manager were arbitrary or unfair	Naseer et al. (2016)
	2	My supervisor or manager values my input and ideas.	
	3	My manager or supervisor communicates openly and transparently with the team	
	4	I felt that my manager took credit for the work of others.	
	5	Despotic Leadership style affect your work environment and overall job satisfaction	

Employee Silence	6	I remain silent because I am ignored.	Koon and Pun (2018)
	7	I remain silent because the managers do not spare time to listen to us, they do not take an interest in us	
	8	I remain silent because of the possibility to be sent to another unit	
	9	I remain silent because I am afraid that managers will make things difficult for me	
	10	I remain silent due to the respect that one should have for the senior management.	
	11	I remain silent because I am afraid of ending up being the one in the wrong although I am right	
	12	I remain silent because of fear of negative consequences	
	13	I remain silent because the senior management likes the ones who remain silent and dislikes the ones who speak out	
	14	I remain silent because I am afraid of the possibility to be dismissed from my job	
Emotional Exhaustion	15	I feel emotionally drained from your work	Maslach and Jackson (1981); (Medler-Liraz & Seger-Guttmann, 2018)
	16	I feel I am trying too hard for what little I get out of it	
	17	I have headaches and other discomforts that affect my performance	
	18	I feel tired at the end of the working day	
	19	I feel exhausted even at the beginning of the workday	
	20	I feel emotionally exhausted after dealing with customers or Clients.	

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