

"A man is  
great by  
deeds, not by  
birth"  
-Chanakya

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**Destructive and Emotional Leadership Effects on Job Performance: The Roles of Perceived Subordinate Support and Workplace Loneliness**

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## **Destructive and Emotional Leadership Effects on Job Performance: The Roles of Perceived Subordinate Support and Workplace Loneliness**

### **Abstract:**

**Purpose:** This study explores how destructive and emotional leadership styles influence job performance by applying the job demands – resources (JD-R) framework extended through paradox theory. The study positions leadership as a critical HR practice and examines perceived subordinate support and workplace loneliness as mediating mechanisms

**Methodology:** Survey data were collected from 395 team leaders in IT firms in India using a multi-phase design. Hypotheses were tested using PROCESS macro analyses to evaluate direct and indirect effects of leadership styles on employee outcomes.

**Findings:** The results indicate that destructive leadership undermines job performance primarily by intensifying workplace loneliness, while emotional leadership enhances job performance by fostering subordinate support. The findings highlight the dual role of leadership behaviours as both job demands and resources shaping performance outcomes.

**Implications:** By showing how leadership styles operate through contrasting pathways, this research provides evidence based guidance for HR professionals. Specifically, it highlights the need for leadership development programs, supportive workplace structures and well being initiatives that balance job demands and resources to improve employee performance and organisational outcomes.

**Originality:** Integrating paradox theory with the JD-R framework, this study offers new insights into the complex and contradictory dynamics of leadership within HRM. It provides novel empirical evidence on how destructive and emotional leadership differentially affect employee outcomes through subordinate support and loneliness at work.

**Keywords:** Destructive leadership, Emotional leadership, subordinate support, workplace loneliness, job performance, HRM.



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