



The Impact of Despotic Leadership on Emotional Exhaustion: Mediating Role of Dehumanization and Moderating Role of Organizational Justice

¹Muhammad Salman, ²Mula Nazar Khan & ³Muhammad Wasim

¹ Purchase and Store Officer, Quaid-i-Azam University, Islamabad, Pakistan

²Accounts Officer, Punjab Employees Social Security Institution, Labour & Human Resource Department, Pakistan

³Ph.D Scholar, Department of Business Administration, Federal Urdu University of Arts, Science and Technology, Islamabad, Pakistan

ABSTRACT

Article History:

Received: Aug 11, 2025
Revised: Sep 22, 2025
Accepted: Oct 19, 2025
Available Online: Dec 20, 2025

Keywords:

Organizational justice,
Dehumanization;
Despotic leadership,
Emotional exhaustion

Funding:

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

Among the most significant variables are leadership which has been the subject of various scholars over the past several years. Since its beginning, leadership has been viewed through the perspective of emphasizing the good influence of the leaders on the subordinates without paying much attention to the dark side of leadership. In light of this gap, the current study aims to investigate the connection between emotional weariness and autocratic leadership while moderating organizational justice and mediating dehumanization. The sales force survey of the banking sector was used to gather the data for this study, and 820 valid replies were examined. This relationship is somewhat mediated by the discovery that autocratic leadership positively affects emotional weariness and dehumanization. Additionally, organizational justice mitigates the dehumanizing impacts of autocratic leadership. The investigation of dehumanization as a mediator between dictatorial leadership and emotional weariness is novel. The study also looks at the moderating impact of organizational justice on the connections between dehumanization and autocratic leadership. The study also looks at the moderating impact of organizational justice on the connections between dehumanization and autocratic leadership, and there is no scholarly literature on these connections.

© 2022 The Authors, Published by CISSMP. This is an Open Access article under the Creative Common Attribution Non-Commercial 4.0

Corresponding Author's Email: salmanmuhammad721@gmail.com

DOI: <https://doi.org/10.61503/cissmp.v4i4.386>

Citation: Salman, M., Khan, M. N., & Wasim, M. (2025). The Impact of Despotic Leadership on Emotional Exhaustion: Mediating Role of Dehumanization and Moderating Role of Organizational Justice. *Contemporary Issues in Social Sciences and Management Practices*, 4(4), 267-277.

1.0 Introduction

Leadership is the capacity to persuade followers and subordinates to assist in accomplishing the goals of the organization (Erkutlu&Chafra, 2018). The social interactions between a leader and stakeholders form the foundation of the concept of leadership (Billington & Billington, 2017). Naseer, Raja, Syed, Donia, and Darr (2016) claim that leadership has traditionally been studied by highlighting the advantages that leader have for their followers while ignoring the negative or negative characteristics of leadership. Current scholarly discourse reflects a significant paradigm shift toward investigating the dysfunctional dimensions of leadership, specifically acknowledging the deleterious impact of maladaptive leader behaviors on subordinate outcomes (Karakitapoğlu-Aygün & Gumusluoglu, 2013).

Petty tyranny, abusive supervision, destructive leadership, and authoritarian leadership are examples of dark leadership (Erkutlu & Chafra, 2018). However, dictatorial leadership is the most dangerous of these negative leadership styles since its leaders are extremely self-serving, morally reprehensible, and have very low ethical standards (Schilling, 2009). According to Naseer et al. (2016), it is a behavior of leaders who are driven by self-interest and whose primary goal is to achieve supremacy and dominance in the workplace. These leaders are conceited, unforgiving, and have a dictatorial attitude.

A despotic boss disregards the welfare of their staff, which causes them to experience a great deal of stress (De Clercq, Haq, Raja, Azeem, & Mahmud, 2018). Employees devote time and energy to deal with these pressures when supervisors mistreat subordinates in a manner similar to the boss's autocratic behavior, which results in a loss of resources. Furthermore, the pain of loss outweighs the gain in terms of resources (Nauman, Fatima, & Haq, 2018). According to Erkutlu and Chafra(2018), despotic leaders are detrimental for organizations and their employees because they are completely unforgiving and concentrate on promoting negative leadership. According to research, workers that are mentally distressed often produce work that is less masculine (De Clercq, Azeem, Haq, & Bouckenoghe, 2020).

According to De Clercq, Haq, Raja, Azeem, and Mahmud (2018), an individual exerts significant influence over their followers by acting in accordance with their own interests. Autocratic leadership has a negative impact on the organization's overall performance. (Naseer, Raja, Syed, Donia, and Darr, 2016). Due to a low level of life satisfaction, despicable leadership influences the conflict between work and family (Nauman, Fatima y Haq, 2018).

According to Erkutlu and Chafra (2018), despotic leadership has a negative impact on organizational identity and a favourable impact on organizational deviance. According to Nauman, Fatima, and Haq (2018), there is a strong positive correlation between subordinates' home lives and dictatorial leadership.

The perception of stress by the leader also causes dehumanization, so in case the subordinates are under stress, they can ruminate by thinking about the same thing repeatedly, which tends to be negative (Li et al., 2019). According to the response styles theory, dehumanization is the passive and repetitive thinking with regard to the symptoms of depression and the causes and outcomes of the symptoms. There is a habitual tendency towards rumination

that relates to more depression, agony, and anxiety. The relationship between stress and rumination is that when managers abuse their employees through mental means, they ruminate, and this increases the level of stress. Emotional weariness caused by stress is harmful to the individual employee and the society at large.

According to Jabeen and Rahim (2020), the current study identifies future calls and plans a study to look into how despotic leadership affects subordinates' life. Therefore, the purpose of this study is to experimentally investigate the relationship between emotional weariness and autocratic leadership, taking into account the moderating function of organizational justice and the mediating influence of rumination.

2.0 Literature Review

2.1 Despotic Leadership and Emotional Exhaustion

When an individual's emotional needs surpass his capacity to manage interpersonal interactions at work, emotional tiredness results (Maslach, Schaufeli, & Leiter, 2001). Research indicates that poor leadership increases the likelihood of depression and burnout among subordinates (Tepper B. J., 2000). According to Johnson, Machowski, Holdsworth, Kern, and Zapf (2017), employees experience emotional exhaustion when they work extremely hard and expect their supervisor to care about them. However, when this is not the case, employees become stressed and emotionally exhausted (Galiatsatos, Gurley, & Hale, 2017). According to Khetran (2018), the relationship between emotional exhaustion (EE) and autocratic leadership is mostly pragmatic due to the disgusting supervisor and exploited coworkers' interpersonal charges. The substantial positive correlation between autocratic leadership and followers' misbehavior is supported by Erkutlu and Chafra (2018). The conservation of resources theory (COR) (Hobfoll, 2001) states that people strive to acquire and preserve resources—personal, social, material, or energetic resources—that they value. According to research based on COR theory, despotic leadership causes subordinates to exhaust them by depleting their emotional and social resources. As interactions with the supervisor become more frequent, this effect is likely to get worse over time (Grandey, Dickter, & Sin, 2004). We found that when subordinates cope with authoritarian leadership, their energy is depleted, which promotes emotional tiredness, in accordance with COR theory. So the argument is as follows:-

H1: Despotic leaders has positive associated with employee emotional exhaustion.

2.2 Despotic leadership and dehumanization

According to the current study, dictatorial leaders are more likely to experience stress and reject pro-social activity at work when they exhibit psychological superiority, mislead followers and show a lack of empathy for the organization (O'Reilly and Doerr, 2020). According to this reasoning, it may be said that when autocratic leaders are present, workers may grow resentful of them, which could lead to unfavourable actions like a sense of dehumanization.

According to research on abusive supervision, employees suffer at the hands of abusive supervisors and blame the company for their mistreatment. According to Tepper B. J. (2001), employees who are victims of such behaviour report that the company has not done a sufficient job of building systems that protect targets of abuse, leading to a sense of dehumanization.

Accordingly, employees' views of abuse from the company are positively correlated with abusive supervision (Shoss, Eisenberger, Restubog, & Zagecnyk, 2013).

Based on the explanation above, we may infer that autocratic leadership is a precursor to organizational dehumanization since it is a bad supervisory behaviour similar to that of an abusive supervisor. According to COR theory, when subordinates are subjected to autocratic leadership, their social resources are depleted, which causes them to feel stressed and dehumanized. According to Nguyen and Stinglhamber (2018), dehumanized workers will therefore try to avoid or at least lessen any future loss. In view of the foregoing, we argue that:-

H2: Despotic leader behavior will leads towards dehumanization.

2.3 Mediation of dehumanization between DL and EE

Dehumanization enhances bad thoughts and frequent negative thoughts, which increases undesirable effects of adverse life situations on the mental health. Rumination and perceived stress have a positive relationship (Liu, He, and Li, 2019). Liu, Tian, and Lu have found that dehumanization is positively related to negative feelings and reduction in inhibition of negative information (Liu, Tian, and Lu, 2013). Such standardized procedure in the process of negative emotions and thoughts is a catalyst. Emotional exhaustion occurs as a result of emotional needs of a person exceeding his ability to cope with social interaction at work (Maslach, 2001).

The sadness of the subordinates (Tepper B., 2000) and burnout (Aryee, 2008) increased as the negative leaders mentally tormented their staff. According to the COR theory aggressive and exploitative authoritarian leaders take advantage of their subordinates in order to profit at their expense, dehumanizing them and depleting their resources, which causes emotional exhaustion. So we conclude that:-

H3: Dehumanization mediates the association between despotic leadership and emotional exhaustion at the workplace.

2.4 Moderating role of OJ between DL and dehumanization

Significant research suggests that employees' attitudes, feelings, and actions at work can be influenced by how they perceive organizational fairness (Groer & Salomon, 2014). Because employees feel appreciated and are focused on their professional growth and promotions, organizational justice plays a crucial role in shaping their behaviour and attitudes, which results in a low degree of rumination (Greenberg, 2005). Employees become less dehumanizing and more devoted to the company when they believe they have received fair treatment and merit-based promotions (Karakus, 2014). This is because, as it is taught in the social exchange theory, once a party has given a favor the other party would feel obliged to do the same. Based on the above, it can be inferred that the effect of the perceived increase of organizational justice lessens the relationship between dehumanization and autocratic leadership. So, we build a argue that

H4: OJ moderates the relationship between DL and dehumanization .

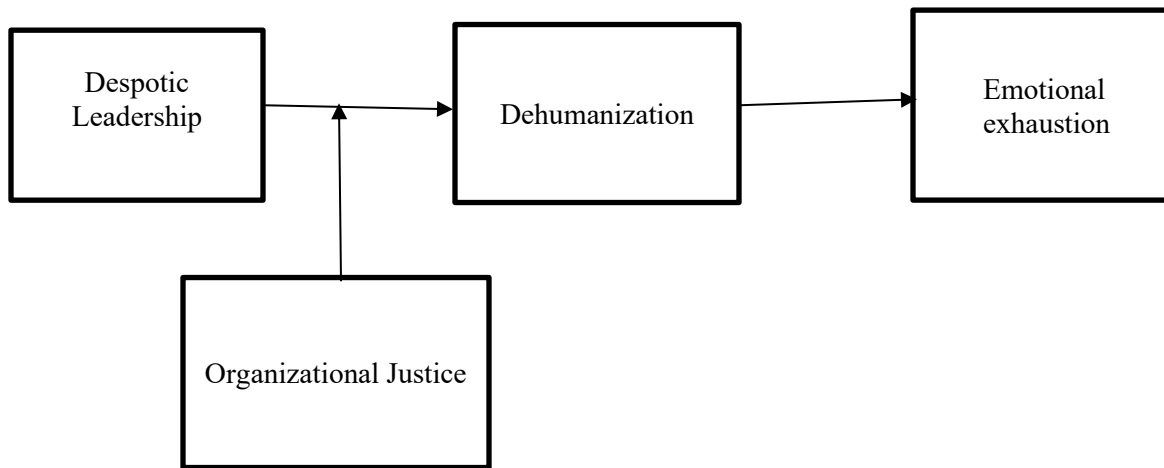
3.0 Methodology

3.1 Population

Banking company personnel made up the study's population. To stay competitive, these businesses must operate in a dynamic environment and provide innovation (Dean A & Slack,

2014). The sales force in the aforementioned industry must accomplish the goals set by upper management while working in a demanding environment. The boss in that sector may exhibit dictatorial traits due to the intense pressure of work and goals (Sabir, 2021). Because both dependent and independent variables were measured at the same time, this study takes certain precautions to avoid the typical method variance problem (Islam, 2018). Initially, we gather data in two lags separated by 30 days. Second, we employed different dummy variables after shuffling the questions of different measures.

3.2 Conceptual framework



3.3 Data Collection Instrument and Measures

A questionnaire was used to gather primary data. study carried out without any interference in a natural environment. The most suitable approach is the questionnaire since it can gather a lot of data quickly and affordably. The snowball sampling method has been applied. Employees in the banking sector were given 1100 questionnaires, of which 820 provided insightful answers.

De Hoogh and Den Hartog (2008) employed a six-item measure created by Hanges and Dickson (2004) to assess despotic leadership and the alpha reliability was 0.80. The emotional exhaustion nine items measure was adopted by (Pines A. &, 1988) and alpha value was 0.76. Organizational justice was measured by Colquitt (2001) scale as the research explores the four dimensions in harmony and accordance with the previous research. Nevertheless, this study only looks at three aspects: distributive justice (4 items), interpersonal justice (4 things), and procedural justice (6 items).

4.0 Findings and Results

4.1. Descriptive Statistics and Factor Loading

Table 4.1: Descriptive statistics

Variables	Mean	SD	Minimum.	Maximum.
Despotic leadership	5.67	0.86	0.01	2.15
Dehumanization	5.72	0.89	0.02	2.29
Emotional exhaustion	5.43	0.91	2.42	1.95
Organizational Justice	3.72	0.9	1.225	9.09

The average score for organizational fairness is 4.62, emotional weariness is 3.43, and autocratic leadership is 4.67. This research complies with Anderson & Anderson's (1988) guidelines. The application of SEM was divided into two stages. The initial step involved a confirmatory factor analysis. Because the current scale was created utilizing theoretical perspectives and was derived from previous research, a confirmatory factor analysis was carried out.

4.2 Reliability Analysis

Table: 4.2 Reliability Analysis

Variables	C Alpha	Items
Despotic Leadership	0.923	6
Emotional Exhaustion	0.7999	9
Dehumanization	0.966	8
Organizational Justice	0.746	16

4.3 Direct and indirect effects path

The measurement model demonstrated an acceptable fit, with fit indices falling within recommended thresholds ($\chi^2/df = 3.85$, CFI = 0.91, GFI = 0.86, SRMR = 0.076, and RMSEA = 0.058). These values indicate a good model fit.

The structural model results, as presented in Table 4.3, reveal that autocratic leadership has a significant effect on subordinates' emotional fatigue ($\beta = 0.16$, $p = 0.000$, CR = 3.11), supporting

Hypothesis H1. Similarly, autocratic leadership shows a significant positive influence on rumination ($\beta = 0.18, p = 0.000, CR = 3.23$), thereby supporting Hypothesis H2.

Furthermore, the mediating role of dehumanization in the relationship between autocratic leadership and emotional exhaustion was examined. First, the direct relationship between autocratic leadership and emotional exhaustion was found to be significant ($\beta = 0.17, p = 0.000$). Second, the indirect effect through dehumanization (autocratic leadership \rightarrow dehumanization \rightarrow emotional exhaustion) was tested by multiplying the respective path coefficients. The results indicated a significant indirect effect ($\beta = 0.11, p = 0.000$).

These findings confirm that dehumanization significantly mediates the relationship between autocratic leadership and emotional exhaustion, thereby supporting Hypothesis H3.

The direct and indirect approach is proven to be significant.

Table 4.3: Direct & Indirect Paths

Hypo.	BETA	C.R	P	Result
DL-EE.	0.15	3.14	0.011	H1 Supported
DL-DE	0.14	3.23	0.002	H2 Supported
DE-EE	0.64	10.12	0.001	
OJ-DE	0.02	1.20	0.11	
Moderation of dehumanization				
DL-DE-EE				
Direct	0.17		0.00	H3 Supported
Indirect	0.11		0.00	

Despotic leadership, Emotional exhaustion, dehumanization, Organizational justice”

4.4 Moderating Effects

Finally, the impacts of organizational justice were found to be mediated by the hierarchical regression approach. Organizational justice and autocratic leadership were added, regressed, and their worth was established throughout the first step. The study sees dictatorial leadership as having a significant effect on dehumanization ($\beta = .23, P = 0.00$) and unimportant effect on organizational justice ($\beta = .01, P = .55$) based on Table 4.3. The second stage examined the effect of a (conditional) interactional term DL \times OJ on dehumanization and the findings showed that there are significant effects ($\beta = .20, P = 0.00$). Consequently, the research discovered that the practitioners of OJ

moderate the relationship among the process of dehumanization and autocratic leadership, as well as the opposite. The given results corroborate and prove the hypothesis H4 that was proposed.

Table 4.4: Regression for Moderation

Variables	M1(B)	M1(B)
Step 1		
DLL	.22**	
OJJ	0.02	
D2	0.11	
Step 2		
DLL*OJJ		.20**
D2		0.22
Delta R2		0.25

5.0 Discussion and Conclusion

The current study aims to examine how dehumanization and organizational justice moderation under tyrannical leadership affect emotional weariness. The study discovered that emotional tiredness is significantly impacted by autocratic leadership. The literature on dictatorial leadership also shows how it is linked to employment outcomes including creative work practices, job satisfaction, and burnout. However, recent studies have found that autocratic leadership has a beneficial effect on the emotional tiredness of subordinates.

Despotic supervisors are ethically reprehensible and use their staff for personal gain. Therefore, when a supervisor exhibits corruption in carrying out the mission and purpose of the business, subordinates should respond appropriately. Second, the results of the study demonstrate that dehumanization is positively impacted by autocratic leadership. When supervisors are pessimistic, employees tend to think negatively all the time. Employees constantly complain about subordinates because they feel ignored.

Third, the study found that emotional weariness and autocratic leadership are partially mediated by dehumanization. This discovery is novel since no research has examined the mediating function of dehumanization in the literature on autocratic leadership. According to recent research, dehumanization is predicted by autocratic leadership, which makes subordinates more emotionally worn out. To the best of our knowledge, this is the first study that looks at how dehumanization functions as a mediator between emotional tiredness and autocratic leadership. According to the study's findings, negative leaders frequently ruminate or dehumanize their staff, which wears them out emotionally. This goes beyond the conservation of resources idea.

Finally, the study's results indicated that OJ moderates the relationship between

dehumanization and autocratic leadership. The results make several contributions to the field of study. People who practice organizational justice lessen the connection between dehumanization and autocratic leadership, which implies that they will be less dehumanized by such leaders. Employees who lack organizational justice, on the other hand, will reinforce the link between dehumanization and autocratic leadership.

5. Conclusion

Several scholars have examined leadership by focusing more on its positive aspects while ignoring its negative aspects. Therefore, the main objective of this study is to examine how dictatorial leadership affects emotional tiredness while taking organizational justice and dehumanization into account information gathered from banking industry workers. Primary data was gathered using a questionnaire. Correlation and confirmatory factor analysis were performed for each construct's dependability.

The results of the investigation indicate that the model fits well. Dehumanization was positively and significantly impacted by the autocratic government. The association between emotionally drained subordinates and autocratic leadership is partially mediated by rumination. Additionally, the association between dehumanization and autocratic leadership is somewhat moderated by organizational justice. This study is unique in that it examines how dehumanization mediates the relationship between emotional tiredness and autocratic leadership.

6. Limitations and Future Directions

In order to extrapolate the findings to the overall services sector, future research can examine the banking sector alone. Additionally, the examination of dehumanization in the literature on autocratic leadership is new. Future research should concentrate on experimental and longitudinal.

Muhammad Salman: Problem Identification and Theoretical Framework

Muhammad Wasim: Data Analysis, Supervision and Drafting

Mula Nazar Khan: Methodology

Conflict of Interests/Disclosures

The authors declared no potential conflicts of interest in this article's research, authorship, and publication.

References

Anderson, J. C., & Anderson, D. W. (1988). Structural equation modeling in practice: A review and recommended two step approach. *Psychological Bulletin*, 103(3), 411-423.

Aryee, S. (2008). Abusive supervision and contextual performance: the mediating role of emotional exhaustion and the moderating role of work unit structure. *Managerial organizational Review*, 4, 93–411. doi:10.1111/j.1740-8784.2008.00118.x

Billington, M., & Billington, B. (2017). Unleashing Disruptive Leadership-Teaching Carpe Diem. *Business Education Innovation Journal*, 9(1).

Cropanzano, R., & Mitchel, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management*, 31(6), 874-900.

D'Aunno, T., Alexander, J. A., & Jiang, L. (2017). Creating value for participants in multistakeholder alliances: The shifting importance of leadership and collaborative decision-making over time. *Health Care Management Review, 42*(2), 100-111.

Dahri, D. A., Waseem, D., Nawaz, M., Shah, S. A., & Bux, D. (2019). Nurses job satisfaction is burned out by their leaders and stress. *Journal of Managerial Science, 13*(2).

De Clercq, D., Azeem, M. U., Haq, I. U., & Bouckennooghe, D. (2020). The stress-reducing effect of coworker support on turnover intentions: Moderation by political ineptness and despotic leadership. *Journal of Business Research, 12-24*.

De Clercq, D., Haq Inam, U., Raja, U., Azeem Muhammad, U., & Mahmud, N. (2018). When is an Islamic work ethic more likely to spur helping behavior? The roles of despotic leadership and gender. *Personal Review, 630-650*. doi:doi:10.1108/PR-06-2017-0192

DiStefano, L. J., Root, H. J., Frank, B. S., & Padua, D. A. (2018). Implementation Strategies for ACL Injury Prevention Programs ACL Injuries in the Female Athlete. *Springer, 625-639*.

Erkutlu, H., & Chafra, J. (2018). Despotic leadership and organizational deviance: The mediating role of organizational identification and the moderating role of value congruence. *Journal of of Strategy and management, 11*(2), 150-165.

Fontaine, P., Ross, S., Zink, T., & Schilling, L. M. (2010). Systematic review of health information exchange in primary care practices. *J. Am. Board Fam. Med, 655-670*. doi:10.3122/jabfm.2010.05.090192

Galiatsatos, P., Gurley, A., & Hale, W. D. (2017). Policy and advocacy for informal caregivers: How state policy influenced a community initiative. *Journal of public health policy, 38*(4), 503-508.

Grandey, A. A., Dickter, D. N., & Sin, H. P. (2004). The customer is not always right: customer aggression and emotion regulation of service employees. *Journal of organizational Behavior, 25, 397-418*.

Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. *Applied Psychology, 50, 337-421*.

Jabeen, R., & Rahim, N. (2020). Exploring the effects of despotic leadership on employee engagement, employee trust and task performance. *Management Science Letters, 11*(1), 223-232.

Johnson, S. J., Machowsk, S., Holdsworth, L., Kern, M., & Zapf, D. (2017). Age, emotion regulation strategies, burnout, and engagement in the service sector: Advantages of older workers. *Journal of autism and development disorder, 205-216*.

Karakitapoğlu-Aygün, Z., & Gumusluoglu, L. (2013). The bright and dark sides of leadership:transformational vs non-transformational leadership in a non-Western context. *Leadership, 9*(1), 107-133.

Karakus, M. (2014). Two alternative models on the relationships between organizational justice organizational commitment, burnout, and job satisfaction of education supervisors. *Journal of Educational Policy, 11*(1), 69-94.

Khetran, M. S. (2018). Impact of Abusive Supervision on Employee Turnover Intention: The Moderating Effect of Emotional Exhaustion. *International Journal of Trend in Scientific Research and Development*, 2(3), 927-935. doi:10.31142/ijtsrd11275

Li, Y., Gu, S., Wang, Z., Li, H., Xu, X., & Zhu, H. (2019). Relationship between stressful life events and sleep quality: rumination as a mediator and resilience as a moderator. *Frontiers in psychiatry*, 10, 348.

Liu, P., He, J., & Li, A. (2019). Upward social comparison on social network sites and impulse buying: A moderated mediation model of negative affect and rumination. *Computers in Human Behavior*, 96, 133-140. doi:doi:https://doi.org/10.1016/j.chb.2019.02.003

Liu, W., Tian, L., & Lu, H. (2013). Preliminary application of the rumination response scale (RRS) to Chinese working women. *Chinese Journal of Clinical Psychology*, 21, 42-44.

Malik, M. S., & Sattar, S. (2019). Effects of Despotic Leadership and Sexual Harassment on Emotional Exhaustion of Employees in Health Sector of Pakistan: Moderating Role of Organizational Cynicism. *Review of Economics and Development Studies*, 5(2), 269-279.

Maslac, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual review Psychology*, 52, 397-422. doi:10.1146/annurev.psych.52.1.397

Moliner, C. (2005). Relationships between organizational justice and burnout at the work-unit level. *International Journal of Stress Management*, 12(2), 99.

Naseer, S., Raja, U., Syed, F., Donia, M. B., & 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. *The Leadership Quarterly*, 27(1), 14-33.

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.

Okpozo, A. Z. (2017). Investigating the impact of ethical leadership on aspects of burnout. *Leadership & Organization Development journal*, 38(8), 1128-1143. doi:10.1108/lodj-09-2016-0224

Schilling, J. (2009). From ineffectiveness to destruction: A qualitative study on the meaning of negative leadership. *The Leadership quarterly*, 1, 102-128.

Schyns, B. a. (2013). How bad are the effects of bad leaders? A meta analysis of destructive leadership and its outcomes. *Leadership Quarterly*, 138-158.

Tepper, B. (2000). Consequences of abusive supervision. *Academy of Management Journal*, 43, 178-190. doi:10.2307/1556375

Wu, C., Chen, T., Lee, Y., & Chen, T. (2016). Using Authentic Leadership and mindfulness as internal marketing mechanism for enhancing proactive customer service performance. *Paper presented at the 2016 IEEE International Conference on Management of Innovation and Technology (ICMIT)*.