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TECHNOLOGY, ISLAMABAD



**Impact of Despotic Leadership on
Work-Family Conflict by
Considering Emotional
Exhaustion as a Mediator and
Neuroticism as a Moderator**

by

Fatima Sabir

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

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*I want to dedicate this achievement my parents, teachers and friends who always
encourage and support me in every crucial time*



CERTIFICATE OF APPROVAL

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Abstract

This study aimed to investigate the impact of despotic leadership on the work-family conflict by considering the mediating role of emotional exhaustion, and moderating role of neuroticism. This study examines the linkages based on conservation of resource theory. Data were collected from 247 banking sector organizations of twin cities of Pakistan using a quantitative research approach. The research design consists of a questionnaire survey. The analysis was done using SPSS. Results show that despotic leadership has a positive and significant impact on work-family conflict of employees working in banking sector organizations. Whereas the mediating role of emotional exhaustion between despotic leadership and work-family conflict was also supported by results, while the moderating role of neuroticism was not supported. The probable reasons for the results are discussed in the discussion and conclusion section of the thesis.

Keywords: Despotic Leadership, Emotional Exhaustion, Work-Family Conflict, Neuroticism, Conservation of Resource Theory.

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Abbreviations

COR	Conservation of Resource Theory
EE	Emotional Exhaustion
SPSS	Statistical Package for Social Sciences
JD-R	Modal Job Demand and Resource Model
WFC	Work Family Conflict

Chapter 1

Introduction

1.1 Background of the Study

Contemporary work settings are moving at a very rapid pace at fast expression than ever and their working environment is fetching into complexity with passing age (Aburumman, Newnam, & Fildes, 2019). Since the last two decades, the organizational factors in the work settings have engaged stimulating and challenging stresses and demands for contemporary work settings and their workers (Syed, Akhtar, Kashif, Israr-ul-Haq, & Aslam, 2020). The challenging and stressful demands are distorted to the working environment through which the presence of undesirable behaviors and actions and relational mistreatment are much shared nowadays (Sakurai & Jex, 2012).

In every workplace, effective and real leadership is essential because it plays a noteworthy role in influencing the workplace settings and impact employees' work associated attitudes and behaviors, and also improve administrative output and efficiency (Aburumman, Newnam, & Fildes, 2019). For many years, leadership is glorified as an optimistic trait that is used to encourage and inspire employees (Raja, Haq, Clercq, & Azeem, 2020).

The main portion of research studies has given much consideration to the investigation of the characters of effective and influencing leaders by considering that lack of a particular form of leadership character means that there is no leadership

(Ashforth, 1994; Kelloway, Mullen, & Francis 2006). But after certain unfortunate happenings in the last two decades e.g. Enron Scandal and many more like this, the directions of research studies diverts from effective and influencing leadership in the direction of the dark leadership side (Raja, Haq, Clercq, & Azeem, 2020).

The conclusions of some earlier research studies also recommended that undesirable events in interpersonal connections are professed as much significant and persuasive as likened to the optimistic events (Baumeister, Bratslavsky, & Finke-
nauer, 2001). In the same way, it is advisable for researchers and practitioners to divert their attention toward the “dark side” of leadership in results of which an accurate and appropriate understanding of the impacts of leadership and its usefulness and effectiveness can be investigated (Bachrach, Mullins, 2019; Nauman, Zheng, & Basit, 2020).

So many terminologies and expressions of the dark leadership have been used by the researchers and practitioners to define the dark leadership notion that comprises petty tyranny, narcissism, abusive supervision, destructive leadership and despotic leadership (Aronson, 2001) and modified charismatic or transformational leadership (Ashforth, 1994), etc. Among these all dark leadership styles, the despotic leadership deliberated as an extremely self-absorbed style of leadership for the reason that leaders of such type are professed as ethically dishonest, immoral and they have very low moral standards and values (Schilling, 2009). These leaders are much persuaded in the direction of participation in deceitful, unethical, and unsocial events to defend and gain their interest (Nauman, Zheng, & Basit, 2020). The behavior and dealings of such type of leaders with their employees and subordinates are considered and described as immoral and deceitful (Nauman, Zheng, & Basit, 2020). Previous research studies also recommend that such type of leaders are ethically dishonest and corrupt and such type of leaders operate in the society where power distance is very high and demand undisputed and unchallenged obedience and meekness and employees (De Hoogh & Den Hartog, 2008; Naseer, Raja, Syed, B.L.Donia, & Darr, 2016). Particularly, unethical and immoral behaviors by leaders generate a disparity and injustice in a leader-subordinate association that results in antagonistic impacts on the performance,

work attitudes, and productivity of employees and subordinates (Tepper, 2000) and upsurges their vengeful behaviors.

Correspondingly, in the previous literature, researchers and practitioners have found out that those employees and subordinates who do not obey their leaders' disparaging policies and procedures and communicate their disagreement with their leaders' disparaging policies and procedures lose their professions or their career paths stop (Adiguzel, 2019; Coleman, 2012) and on the contrary, the employees and subordinates who obey their despotic leaders' disparaging policies and procedures, have gained rewards and bonuses and became an apple of their leaders' eyes (Manz, Anand, & Joshi, 2008).

The negative and undesirable impacts of despotic leadership style on their employees and subordinates do not remain in work settings that impact employees there; but its negative and undesirable effects go outside the workplaces (Adiguzel, 2019). Particularly, researchers and practitioners have described the spillover effects of despotic leadership styles to the other areas of life (Lim & Tai, 2014). The researchers and practitioners suggested that stressors that result from ill-treatment at workplaces by their leaders are not left at workplaces but in-fact are transferred to the domain of family in the form of work-family conflict (Ferguson, 2012; Lim & Tai, 2014; Nouman, Fatima, & Haq, 2018).

Nonetheless, regardless of the acclaimed undesirable emotional and mental impacts of workplace ill-treatment on the family life, very low knowledge is available regarding how this spillover of ill-treatments at workplaces to the family life occurs (Saleh, Hu, Hassan, & Khudaykulova, 2018) and most importantly it is also unidentified that why some of the employees and subordinates transfer more stress from the workplace to the family life than other employees and subordinates (Rasool, Naseer, Syed, & Ahmed, 2018). The current research tried to answer these two important research questions in the present research study. Therefore, the aim of the current study is to investigate the association between despotic leadership and work-family conflict and the fundamental procedures and borderline circumstances related to the workplace despotic leadership and work-family conflict relationship (Jabeen & Rahim, 2020).

1.2 Research Gap

Leadership is among those topics that can never be out of research by researchers and practitioners in their studies (Nauman, Fatima, & Haq, 2018). The topic of leadership is mostly studied in business organizations or in the area of human resources to examine the outcomes of leaders on their employees and subordinates (Nauman, zheng, & Basit, 2020). Disparaging leadership is a kind of leadership that agony the employees and subordinates that include unethical and immoral acts by leaders their fraudulent behaviors and illegal behaviors of them (Grijalva, & Newman, 2015). It impacts the productivity and efficiency of the organizations. Consequently, the current research study tried to fill the gap by exposing the negative aspect of leadership through emotional exhaustion towards work-family conflict (Raja, Haq, Clercq, & Azeem, 2020). The current research study contributed to the previous research literature in three means. Firstly, the previous literature primarily emphasizes on the spillover of social stressors related to the family that impacts work-related consequences; the opposite type of spillover impact of work-family association has gained very little consideration by research scholars and practitioners (Rasool, Naseer, Syed, & Ahmed, 2018).

The current research study tried to fill this gap because despotic leadership encompasses noticeable factors of undesirable leadership types (Sarwar, Bashir, & Khan, 2019), and up to the best of researcher, there is very little knowledge regarding dark trait leadership research in the area of research literature of management and psychology (Nauman, Fatima, & Haq, 2018; Naseer, Raja, Syed, B.L.Donia, & Darr, 2016; Labrague, Ballard, & Fronza, 2020).

The current research addresses this notable inadequacy in the current study. Secondly, according to finest of researcher knowledge very little is known about how this spillover of despotic leadership on work-family conflict takes place (Rasool, Naseer, Syed, & Ahmed, 2018). Previous research studies have concentrated on the undesirable family-to-work spillover outcomes of workers' ostracism, abusive supervision, and emotional labor in workplaces (Carlson, Ferguson, Hunter, & Whitten, 2012; Tepper; Wagner, Barnes, & Scott, 2014). Then again there is

a scarcity of research investigating the work-to-family spillover that results from despotic leadership in the organization.

The current research study tried to fill this gap by investigating emotional exhaustion as a mediator in the association between despotic leadership and work-family conflict (Zhu, Lam, & Li, 2019). Furthermore, the previous literature on despotic leadership is grounded on samples taken from the West; thus, studies imitating the culture of non-Western countries that are high on power distance culture and collectivistic societies are missing (Rai & Agarwal, 2016).

Third, the current research study will draw on conservation of resource theory (Hobfoll, 1989), the framework of emotions, and the Big Five traits to answer research questions of the current study that why some employees' takes more stress of work and spillover this stress over the family (Labrague, Ballad, & Fronda, 2020). To answer this gap the current study takes neuroticism as a moderator in the association between despotic leadership and emotional exhaustion (Dahri, Waseem, Nawaz, Shah, & Bux, 2019). This interdisciplinary approach allows the researchers to explore the research questions in a more nuanced way. The current research also added to the existing literature by investigating an individual variance factor that can exaggerate the undesirable results of despotic leadership.

1.3 Problem Statement

It now became a very common formula to state that leadership is among the most projecting and deliberated topic in research literature but nonetheless not properly presumed and accepted topic as an essential fundamental element of hurriedly growing organizations, banking sectors, and construction based projects (Beinecke, 2009; Owen & Heckman, 2012).

The impact of destructive leadership attitude may not be restricted to subordinates, as they may also include the organization and family in general (Rasool, Naseer, Syed, & Ahmed, 2018). Emotional exhaustion (EE) is the intervening agent that can be pretentious to the hateful supervision and leads the changes in intention (Clercq, Azeem, Haq, & Bouckenoghe, 2020). Despotic leaders, that are

dictatorial, selfish, autocratic, and prejudiced, create nervousness among their employees and subordinates that results in emotional exhaustion (Nauman, Fatima & Haq, 2018). Due to their ability to damage their employees and subordinates, their performance, and the productivity and efficiency of workplaces (Rasool, Naseer, Syed, & Ahmed, 2018), the despotic leaders and the impact of their negative behavior on their employees and subordinates and their family relations need to be discovered (Dahri, Waseem, Nawaz, Shah, & Bux, 2019). Specifically, we require an understanding of how it affects the functioning of organizations in the context of South Asian countries like Pakistan.

The current research study used neuroticism as a moderator that affects the relation of despotic leadership and emotional exhaustion (Hassan, Akhunjonov, & Obrenovic, 2018). As employees with neurotic personality characteristics have a very feeble mechanism to manage the stressful circumstances that produce some undesirable results (Labrague, Ballad, & Fronda, 2020). Employees high on neuroticism are more profound to outside environment opposite to the employees low on neuroticism; these employees only concentrate on the undesirable features of circumstances that leads toward drainage of their mental and emotional energy and that causes emotional exhaustion (Sarwar, Bashir, & Khan, 2019; Kammeyer-Mueller, Simon, & Judge, 2016).

1.4 Research Questions

The current study has the following research questions.

Research Question 1:

Does despotic leadership lead towards work-family conflict?

Research Question 2:

Does despotic leadership lead towards emotional exhaustion?

Research Question 3:

Does emotional exhaustion lead towards work-family conflict?

Research Question 4:

Does emotional exhaustion mediate the relationship between despotic leadership and work-family conflict?

Research Question 5:

Does neuroticism moderate the relationship between despotic leadership and emotional exhaustion?

1.5 Research Objectives

Through this study, the researcher will measure and create a relationship between despotic leadership, emotional exhaustion, work-family conflict, and neuroticism.

Followings are the objectives of this study;

Objective 1:

To investigate the relationship between despotic leadership and work-family conflict.

Objective 2:

To investigate the relationship between despotic leadership and emotional exhaustion.

Objective 3:

To investigate the relationship between emotional exhaustion and work-family conflict.

Objective 4:

To examine the mediating role of emotional exhaustion between despotic leadership and work-family conflict.

Objective 5:

To examine the moderating effect of neuroticism on the relationship between despotic leadership and emotional Exhaustion.

1.6 Significance of the Study

The research is significant both theoretically and practically. Up to the best of the researcher's knowledge there is very little research available on the association of despotic leadership, emotional exhaustion, and work-family conflict with the moderating role of neuroticism. The significance and importance of this study are mainly for Pakistan where employees face a lot of problems, due to the lesser number of jobs available and after getting a job, job insecurity is always there. This is one glimpse of so many reasons that can lead employees to be conflict in the family due to despotic leaders in a country like Pakistan. Because employees being insecure about their jobs and add to this are faced by despotic leaders too. According to Hofstede's cultural dimension study, Pakistan is high on power distance, due to this fact and being collectivistic society employees cannot complain against despotic leaders and they become emotionally exhausted. Consequently, these employees vent all their exhaustion on their family members.

Other than that when these employees are neurotic too they take these abusive behaviors by their leaders very seriously and the results are more severe. When workplaces are made such hostile and employees don't have any other employment opportunity so they continue to work under despotic leaders and they not only damage themselves psychologically and also their family lives.

1.7 Supporting Theory

1.7.1 Conservation of Resource Theory

The conservation of resource (COR) theory is presented by Hobfoll in 1989. Its basic rule is that individuals are motivated to protect their current resources (conservation) and acquire new resources (acquisition). Resources can be described as tangible objects, and intangible states, conditions, and all other things that are valuable to the people (Hobfoll, 1988). The worth of these resources differs among employees and depends upon their perception, experiences and the situations that they are dealing with.

Conservation of resource theory has two basic rules that are mentioned above. The first principle of the theory is the primacy of resource loss (Cacioppo & Gardner, 1999). According to the first rule of the conservation of resource theory, it is emotionally more detrimental for employees and subordinates to drop the resources than it is helpful for them to attain the resources once they have dropped them (Hobfoll, 1989). Penalization of resources has equal importance in organizational psychology as it has in cognitive psychology (Tversky & Kahneman, 1974; Taylor, 1991; Thoits, 1983). Some important implications of this principle have been discussed here. It recommends that it is more damaging for employees to lose resources at workplaces than it is useful for them to achieve resources (e.g., a cutting in salary will be more harmful to them than the equal increase in salary would help them) (Stein & Cropanzano, 2011). It also proposes that employment-related gains will be more valuable e.g. if someone gets a job after being unemployed for a period of time it will be more helpful than simply losing a job (Vinokur & Schul, 2002; Wells, Hobfoll & Lavin, 1997).

Resource investment is the second principle of COR theory (Hobfoll, 1989). When employees lose their valuable resources they invest further resources to defend their resources from more loss and also to regain the loss resources and new resources (Hobfoll, 2001a). Resource investment principle can be examined while studying coping strategies used by employees in the workplaces against loss of resources in the future (Vinokur & Schul, 2002).

Though COR theory (Hobfoll, 1989) is a stress theory but it has some other strength too that is it not only gives predictions about stress, strain, and depression and also gives understandings about the aftermath of stress and strain (Hobfoll, 2001a). in the same manner, several researchers and practitioners studied how employees react to the loss of resources and how these employees are motivated to invest further resources to protect the loss of remaining resources and gain other resources in the organizations (Ito & Brotheridge, 2003).

Some researchers and practitioners also studied the impact of loss of resources on the job satisfaction of employees, passion of employees about their work and work environment (Hochwarter, Laird, & Brouer, 2008), its impact on job performance

of the employees, and offensive and uncivil proceedings taken by employees toward other coworkers and colleagues (Wheeler, Halbesleben, & Whitman, 2013).

The theoretical framework of the current study underprops resolutely on Conservation of Resources (COR) by Hobfoll(1989). Conservation of resource theory rotates around the fundamental conception of exhaustion of employee psychological and emotional resources (Hobfoll, 1989). The reduction in emotional and psychological resources reaches in reaction to the stressors that act as a risk to employees' psychological and emotional resources (Dahri, Waseem, Nawaz, Shah, & Bux, 2019). In the same manner, professional stress (Govender, 2018) and despotic leadership (Yagil, 2006) act as stressing aspect that causes a reduction in employee psychological and emotional resources and that reduction in emotional resources results in emotional exhaustion and high emotional exhaustion is strongly associated with an increased level of work-family conflict (Dahri, et al., 2019; Alcover, Chambel, Fernández, & Rodríguez, 2018). Thus, emotional exhaustion ascending from stressful and hectic organizational proceedings and practices are problematic for employees to leave behind when they move out of the organizations for home. Therefore, managers and communities cannot overlook the negative consequences of workplace events on family life. In this way harmful effects of despotic leadership go beyond the organizational boundaries for employees (Alcover, Chambel, Fernández, & Rodríguez, 2018).

Chapter 2

Literature Review

2.1 Despotic Leadership and Work-Family Conflict

According to De Hoogh and Den Hartog (2008), despotic leadership can be defined as a leader who tends to involve in dictatorial and overriding behavior in the chase of self-centeredness, self-glorification, and manipulation of their subordinates and employees (Nouman, Fatima, & Haq, 2018). According to the research study of Schilling (2009), despotic leaders want their subordinates and employees to obey them and they also want unchallenged obedience from their employees and subordinates in any case (Saleh, Hassan, & Khudaykulova, 2018). Despotic leaders use commanding and controlling ways to deploy and exploit their employees and subordinates for their own gains, irrespective of their employees' and subordinates' needs and concerns (Raja, Haq, Clercq, & Azeem, 2020). In this way, despotic leaders do work in contradiction of their organizations' genuine benefits by pandering in self-centered and ethically immoral behavior (Nouman, Fatima, & Haq, 2018, Aronson, 2001).

Despotic leadership is one of the negative leadership styles and making it even worst because of the despotic leaders' not forgiving on mistakes and being very punitive towards the employees and subordinates, as such leader focuses on their

own benefits and remunerations (Saleh, Hassan, & Khudaykulova, 2018), therefore they do not care about their employees and subordinates conditions both physically and mentally and do not accept any reasons from their employees/subordinates, which make such despotic leaders egotistical and bossy (Naseer, Raja, Syed, B.L.Donia, & Darr, 2016). According to Rasool, Naseer, Syed and Ahmed (2008) despotic leadership can be described as a self-centered behavior towards employees and subordinates, to fulfill the needs and desires of such leaders, for such reasons they are highly involved in unethical and dishonest activities, while they are mostly lying and pretending to be concerned about others (Rasool, Naseer, Syed, & Ahmed, 2008).

The corrupt and immoral behaviors of despotic leaders in the organization negatively influence employees' job performance, mental, and physical well-being, organizational citizenship behaviors, and creativity (Naseer, Raja, Syed, B.L.Donia, & Darr, 2016). Due to such kind of attitude, and behavior from the leader, employees starts trying to find their way to survive which in many cases push them to violate the organizational values, rules, and policies (Erkutlu, & Chafra, 2018) and they push their way to leave such an organization or in return create a very hard and stressful situation for the despotic leader, and organization too (Rasool, Naseer, Syed, & Ahmed, 2018).

Despotic leadership is considered bad for the interpersonal skills, and does not care about the employee's condition (mental condition as well as a physical condition), so for despotic leader reserve energy levels are nothing serious or important (Naseer, Raja, Syed, B.L.Donia, & Darr, 2016), such negative leader does not care about the reserve levels of the employees, and for the fulfillment of his desire(s) despotic leader has been observed holding his employees beyond the working hours against their will (Ho, Li, & Yawn, 2018) and without any reason to convince them or sharing the reason of doing so, such leader's order is the final word and no one has allowed the question that decision (Jabeen & Rahim, 2020).

Despotic leadership is being defined as the action that a leader, manager, or supervisor who is labeled as despotic perform in his/her own will but not due to the circumstances or the requirement of the situation (Thoroughgood, Padilla,

Hunter, & Tate, 2012), which leads him/her to the selfish nature, and hurting the mental, and physical state of employees on the way (Dahri, Waseem, Nawaz, Shah, & Bux, 2019). Despotic leadership tends to be called selfish due to another reason too because of caring for himself only as he /she does not provide the security for the job of his/her employees, which is one the big reasons of confidence in his employees, as he makes it clear that if you (employee) are not able to complete the task, I (despotic leadership) will find and hire someone else (Padilla, Hogan, & Kaiser, 2007), due to this reasons employees' psychological well-being is always on stake. Despotic leaders are immoral and corrupt, have a commanding and controlling behavior, and don't have any respect for others (Naseer, Raja, Syed, B.L.Donia, & Darr, 2016).

To gain their own interests, they can be authoritarian, directing, revengeful, and abusive (Howell, and Avolio, 1992; Aronson, 2001). The damaging results of despotic leadership give importance to the understanding of the negative impacts of such type of leadership on employees' domestic lives known as work-family conflict (Clercq, Azeem, Haq, & Bouckennooghe, 2020). The term work-family conflict is described by Greenhaus, and Beutell (1985), as "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect" suggesting that "participation in the work (family) role is made more difficult by virtue of participation in the family (work) role" (Van Steenbergen, & Ellemers, 2009; Kalliath, Kalliath, & Albrecht, 2012). The researcher inspects work-family conflict as the prominence of the current research study is on evaluating despotic leadership as a societal stressor that encloses the office, and family domains of the employees (Naseer, Raja, Syed, B.L.Donia, & Darr, 2016).

Previous literature has discussed three dimensions of work-family conflict named as time-based, strain-based, and behavior-based (Hassan, Akhunjonov, & Obrenovic, 2018). Time-based conflict ascends when the time required to spend on one role is given to another role and it becomes problematic for an employee to contribute in another role (Hassan, Akhunjonov, & Obrenovic, 2018), for example when an employee is required to attend a parent-teacher meeting of his child at school but

due to office work he could not make it to the school (Asbari, RudyPramono, Dylmoon, Virza, MivyFayzhall, 2020). Strain-based work-family conflict can be understood clearly if we suppose that an employee has a hectic, and stressful day at the office so he becomes very tired so he cannot do household responsibilities or help his spouse (Hassan, Akhunjonov, & Obrenovic, 2018). Behavior-based work-family conflict arises when an employee gets exhausted emotionally from work at the office, and comes back home in a very bad mood and becomes aggressive with his spouse (Hassan, Akhunjonov, & Obrenovic, 2018).

Despotic leadership not only impacts employees at the office; but its negative impacts also go outside the office environment (Rasool, Naseer, Syed, & Ahmed, 2018). The relationship is supported by the conservation of resource theory (Hobfoll, 1989). Researchers and practitioners have described spillover impacts of despotic leadership to the other domains of life (Lim & Tai, 2014). They suggested that stressors that result from maltreatment at working place just not impact employees at the office but rather get transferred to their family life in the form of work-family conflict (Ferguson, 2012; Lim & Tai, 2014).

Hoobler, and Brass (2006), suggested in their research study that employees carry office maltreatment to their homes in the form of behaviors that demoralize their family members. Demsky, Ellis, and Fritz (2014) also suggested that there is a positive association between workplace mistreatment and work-family conflict. Westman, (2001), described in his research study that despotic leadership upsurges tension, and stress in the family lives of their employees, and subordinates thereby dwindling the structure of their families (Carlson, Ferguson, Hunter, & Whitten, 2011). Despotic leaders want unchallenged obedience from their employees, and subordinates (Schilling, 2009). Despotic leaders have selfish behaviors, and they have very low moral values (De Hoogh, & Den Hartog, 2008). They abuse their subordinates, and employees for their own interests, and gains (Naseer et al., 2016). Consequently, the current study contends that despotic leadership is a stressor that arises from maltreatment at the office that causes a reduction in the emotional, and psychological resources of their employees, and subordinates that leads toward emotional exhaustion, intensely affecting their private lives (Obrenovic, Jianguo,

Khudaykulov, & Khan, 2020). In line with conservation of resource theory despotic Leadership act as a stressor that arises at the workplace, and results in work-family conflict as an outcome, and harms employee family life (Aronson, 2001). Work-family conflict refers to infrequent behaviors at home with unclear intentions, not giving them proper time, and that goes against the standards of acceptable shared values in the family, and behaving in a way that is not acceptable in family life (Lim & Tai, 2014).

As an operative institution, all families follow a pattern of rules that distinguishes the satisfactory, and suitable in the family life from intolerable behavior (Naseer, Raja, Syed, B.L.Donia, & Darr, 2016). Those behaviors that confront these shared sets of values interrupt the belief of shared respect and generate tension inside the family life (Hassan, Akhunjonov, & Obrenovic, 2018). Rules followed by the members of a family are unwritten but understood by every family member, and should be followed (Hassan, Akhunjonov, & Obrenovic, 2018). These unwritten rules are m, mandatory to be followed by the family members for the proper functioning of family life (Obrenovic, Jianguo, Khudaykulov, & Khan, 2020).

Physical abuses are not included in the conceptualization of work-family conflict, rather the concept of work-family conflict refers to the impolite behavior that might be as elusive as overlooking others or might be cynical (Obrenovic, Jianguo, Khudaykulov, & Khan, 2020). Work-family conflict is completely different from the concept of social undermining, which denotes anticipating to hamper the target's accomplishment of his/her goals, and objectives, and demoralize his/her self-esteem (Hoobler & Brass, 2006). In accordance with the conservation of resource theory (Hobfoll, 1989) now researchers and practitioners have shifted the directions of their research studies towards the examination of the procedure of transferring violent practices from the office to the home life. The previous literature suggested that for that maltreatment at the workplace does transfer to the family domain in numerous forms (Duffy, Ganster, & Pagon, 2002).

Such as, employees working under the supervision of despotic leaders show fierceness toward their family people (Hoobler & Brass, 2006). In the same manner, Restubog, Scott, & Zagenczyk, (2011) contended that employees working under

the supervision of despotic leaders feel mental stress, and take their frustration out on people away from its specific source (Restubog, Scott, & Zagenczyk, 2011) thus, they pass out their stress towards their family. Researchers and practitioners argue that such anger toward family members helps the employee to get rid of their stress (Restubog, Scott, & Zagenczyk, 2011).

In accordance with conservation of resource theory researchers have clear indications that despotic leadership is a stressor for employees, and causes serious negative outcomes, and causes spillover of frustration in the workplace towards their family members (Sanz-Vergel, Rodríguez-Muñoz, & Nielsen, 2015). Such management style also increases the fear of failure in employees (Trivisonno, 2020), which creates stress, and employees never easily develop creativity and work on relationships. In light of the above discussion, it is hypothesized that:

Hypothesis 1: Despotic leadership positively, and significantly impacts work-family conflict.

2.2 Despotic Leadership and Emotional Exhaustion

While explaining emotional exhaustion, we can say that an employee is continuously getting drained out by both means of physical, and emotional state (Bolton, Harvey, Grawitch, & Barber, 2011) resulting in performance drop, and lower commitment. Previous research has emphasized the damaging or dark leadership side (Wu, & Hu, 2009; Naseer et al., 2016) by enlightening disparaging features of leadership that might have undesirable impacts on the physical, and physiological health of the employees (Schyns, and Hansbrough, 2010).

Some outcomes e.g. absenteeism, turnover intentions, job effectiveness (Tepper, Duffy, Henle & Lambert 2006), job stress, and emotional exhaustion (Harvey, Stoner, Hochwarter, & Kacmar, 2007), negative workplace behaviors (Duffy, Ganster, & Pagon, 2002) stress (Tepper, 2000), and performance (Aryee, Chen, Sun, & Debrah, 2007). These negative leadership styles have been theorized and

evaluated in the literature as petty tyranny examined by Ashforth (1994), abusive supervision evaluated by Tepper (2000), and destructive leadership researched by Schyns, and Hansbrough (2010). The negative impacts of destructive leadership might not be restricted to employees, and subordinates only, rather this may also be transferred to the customers, family members of these employees, and sometimes the society might also be affected in general (Schyns, & Hansbrough, 2010). Previous research has specified that such negative behavior is associated with other negative outcomes, that include decreased job satisfaction, lower commitment to the organization, decreased job performance, and higher level of emotional exhaustion (Dahri, Waseem, Nawaz, Shah, & Bux, 2019), work-family conflict, turnover intentions, and mental stress among subordinates, and employees (Hershcovis, & Rafferty, 2012; Schyns, & Schilling, 2013).

Employees who are emotionally exhausted, use other employees, and their family members to vent out their frustration (Wheeler, Halbesleben, & Whitman, 2013). Due to a greater workload on their shoulders, and having no room for relaxing, their behavior starts turning into frustration, and that behavior impacts others too in their surroundings (Schyns, & Schilling, (2013). Emotional exhaustion is related to the pressure that comes from excessive work with very little room to relax or rest, having no rest cause physical energy exhaustion (Dahri, Waseem, Nawaz, Shah, & Bux, 2019), and avoiding employee's issues, and suggestions create mental exhaustion when these both things gets combined they collectively define emotional exhaustion (Maslach, & Jackson, 1981). Through this view of emotional exhaustion, we can notice that an employee's resources (energies) which enable him/her to work gets used, and even employee's reserve energy levels are utilized to meet the demands of the despotic leader (Dahri, Waseem, Nawaz, Shah, & Bux, 2019), which no doubt cause emotional exhaustion in employees under such selfish, and harsh leader. Thanacoody has described emotional exhaustion with a very different perspective, where he defines emotional exhaustion by expectations, an employee is ordered to perform work that is beyond his physical, and mental abilities, there is a very rare chance of him (employee) doing that work by meeting the required standards (Thanacoody, Newman, & Fuchs, 2013). Emotional

exhaustion can develop in employees when they work so hard, and more (beyond working hours & beyond their responsibilities), they expect their manager or supervisor to show care about their employees (Johnson, Machowski, Holdsworth, Kern, & Zapf, 2017), but in return when no care is shown employees end up being emotionally exhausted (Galiatsatos, Gurley, & Hale, 2017). Therefore the current study hypothesized that:

Hypothesis 2: Despotic Leadership positively, and significantly impacts emotional exhaustion.

2.3 Emotional Exhaustion, and Work-Family Conflict

Emotional exhaustion is defined as “when emotional demands exceed an individual’s ability to deal with interpersonal interactions at work” by (Maslach, Schaufeli, & Leiter, 2001). There is a large body of literature that suggested that negative leadership styles lead toward detrimental outcomes for employees, and subordinates, that include depression, strain, anxiety (Tepper, 2000), and job burnout (Tepper, 2000; Harvey, Stoner, Hochwarter, & Kacmar, 2007; Wu, & Hu, 2009). Despotic leaders, being tyrannical, selfish, and unfair, cause distress amongst their employees, and subordinates that results in emotional exhaustion (Ashforth, & Lee, 1997; Den Hartog, & De Hoogh, 2009)

Westman, Bakker, Roziner, and Sonnentag (2004) suggested in their research study that emotional exhaustion is an important forecaster of work-family conflict amongst employees, and subordinates. Emotional exhaustion is one of the key dimensions of burnout (Scherer, Zapf, Beitler, & Trumpold, 2020), and is most obviously associated with the elimination of emotional resources, as defined by conservation of resource theory (Hobfoll, 1989). In line with conservation of resource theory and the above discussion, the current research suggests that despotic leadership might lead their employees, and subordinates to eliminate their emotional, and psychological resources, and turn out to be exhausted. Previous literature

suggested that emotional exhaustion is probably increased over the period of time with the increase in the frequency of communication, and collaboration with the despotic supervisors (Grandey, Dickter, & Sin, 2004). The employees, and subordinates being emotionally exhausted might have left with a lower level of energy for family activities, which leads toward work-family conflict (Gali Cinamon, & Rich, 2010). By using conservation of resource theory as an underpinning theory, the researcher observed that employees/subordinates' interaction with despotic leaders cause the elimination of employees/subordinates' energy (Dahri, Waseem, Nawaz, Shah, & Bux, 2019), and increasing the level of emotional exhaustion that leads toward an increase in work-to-family conflict, and fading the satisfaction in family life (Carlson, Hunter, & Whitten, 2012).

The theoretical framework of the current study underprops resolutely on Conservation of Resources (COR) by Hobfoll (1989). Conservation of resource theory rotates around the fundamental conception of exhaustion of employee psychological, and emotional resources (Hobfoll, 1989). The reduction in emotional and psychological resources reaches in reaction to the stressors that act as a risk to employees' psychological, and emotional resources (Syed, et al., 2020). In the same manner, professional stress (Bowen, Govender, Edwards, & Cattell, 2018), and despotic leadership (Yagil, 2006) act as stressing aspect that causes a reduction in employee psychological, and emotional resources (Dahri, Waseem, Nawaz, Shah, & Bux, 2019), and that reduction in emotional resources results in emotional exhaustion (Dahri, Waseem, Nawaz, Shah, & Bux, 2019), and high emotional exhaustion is strongly associated with an increased level of work-family conflict (Dahri, Waseem, Nawaz, Shah, & Bux, 2019; Alcover, Chambel, Fernández, & Rodríguez, 2018). Thus, emotional exhaustion ascending from stressful, and hectic organizational proceedings, and practices are problematic for employees to leave behind when they move out of the organizations for home (Nouman, Fatima, & Haq, 2018). Therefore, managers and communities cannot overlook the negative consequences of workplace events on family life (Nouman, Fatima, & Haq, 2018). In this way, the harmful effects of despotic leadership go beyond the organizational boundaries for employees (Nauman, Zheng, & Basit, 2020). Basing upon

the above-mentioned discussions, the researcher framed the subsequent hypothesis:

Hypothesis 3: Emotional exhaustion positively, and significantly impacts work-family conflict.

2.4 Mediating Role of Emotional Exhaustion

The activities performed by people in different spheres of life might hinder the responsibilities of some other sphere of life due to time, and resource limitations, and spillover through different domains of life (Greenhaus & Beutell, 1985). Previous literature has suggested that the members of a family have to face the wrath of the employees being emotionally exhausted by their despotic leaders (Dahri, Waseem, Nawaz, Shah, & Bux, 2019). Employees and subordinates might get annoyed at the working place which makes them incapable of engaging in family chores (Carlson, Kacmar, & Williams, 2000). The findings of the previous research work explain the process of transferring stress which is experienced at working place to the family life due to despotic leaders (Greenhaus & Beutell, 1985). Furthermore, many practitioners and researchers claim that the working sphere of a person is related to his home domain, and vice versa (Matthews & Barnes-Farrell, 2010), as the employees experience emotional exhaustion caused by despotic leaders at their workplace place might impact their interactions with their family members at home (Wagner, Barnes, & Scott, 2014).

The conservation of resource theory (Hobfoll, 1989) offers a feasible description about the family sphere, and working domain intervention occurs where various emotions, beliefs, approaches, abilities, and behaviors usually transfer from one sphere to the other (Radó, Nagy & Király, 2016; Tammelin, Malinen, Rönkä, & Verhoef, 2017). It was suggested by Xu (2009) in his research paper that the negative events, and difficulties faced by individuals in one or the other domain of their lives, might cause negative spillover of emotions from one domain to the other domain (Nouman, Fatima, & Haq, 2018). Therefore, the present study will utilize the conventions of the conservation of resource theory (Hobfoll, 1989), and recommends that whenever negative actions are experienced by the employees, and

subordinates in the working place sphere in the form of despotic leaders it acts as a social stressor that causes employees, and subordinates to be emotionally exhausted (Dahri, Waseem, Nawaz, Shah, & Bux, 2019), and which results in work-family conflict (Nauman, Zheng, & Basit, 2020).

By utilizing the concepts of conservation of resource (COR) theory (Hobfoll, 1989) as an underpinning theory, the present research study theorizes that despotic leadership is the cause of emotional exhaustion amongst the employees, and subordinates which further results in work-family conflict as an outcome (Nauman, Zheng, & Basit, 2020). As despotic leadership is characterized by being dictatorial, revengeful, immoral, self-centered, and manipulative (De Hoogh, & Den Hartog, 2008; Naseer, Raja, Syed, B.L.Donia, & Darr, 2016). Despotic leaders in the culture that are vastly collectivist, uncertainty avoidant, and power distant culture like Pakistani culture that would probably lead towards emotional exhaustion (Hofstede, 1983, 2010). Emotional exhaustion will lead subordinates to vent their negative emotions on their family members (Nouman, Fatima, & Haq, 2018). In this context, the current study posits that despotic leadership will result in outcome variables of work-family conflict, and has indirect relation through emotional exhaustion (Naseer, Raja, Syed, B.L.Donia, & Darr, 2016).

The conservation of resource theory (Hobfoll, 1989) is associated with clashes between working place, and family relationship models (Eby, Maher, & Butts, 2010). Emotional exhaustion is acting as an intervening variable between despotic leadership, and Work-family conflict (Ilies, Nahrgang, & Morgeson, 2007). Thus, emotional exhaustion rising from distressful working place happenings, and experiences are problematic for subordinates, and employees to abandon when they left office, and go home (Nouman, Fatima, & Haq, 2018). Therefore, managers and other people might not pay for the ignorance of one domain of life without considering the probable threat to the second domain (Naseer, Raja, Syed, B.L.Donia, & Darr, 2016). In the light of the above discussion, it can be hypothesized that despotic leadership has negative impacts on the employees, and subordinates out of the boundaries of the working place. Therefore the current study state a hypothesis that:

Hypothesis 4: Emotional exhaustion significantly mediates the relationship between despotic leadership, and work-family conflict.

2.5 Neuroticism as a Moderator

Neuroticism discloses the propensity or tendency to which an employee or subordinate can experience undesirable, and distressful emotions or feelings that will make his/her behavior, and cultivate his/her intellectual traits conferring to neuroticism (Sarwar, Bashir, & Khan, 2019). The characteristics of neuroticism comprise anxiety, lower level of self-esteem, worriedness, social anxiety, and dependence (Costa & McCrae, 1987). The previous literature suggested that neurotic people have a lower level of capabilities to handle undesirable situations, and it is linked with their personality (Dornick & McCormack, Casimir, 2006). Therefore neuroticism has a negative association with patience level of distress that causes more psychological, and emotional stress (Sarwar, Bashir, & Khan, 2019). An employee having a neurotic disposition has a high propensity to experience distress at the workplace, and that employee will very rarely be involved in the interaction with other employees (Friedman, 2019; Barrick, Stewart, Neubert, & Mount, 1998). Friedman and Booth-Kewley (1987) suggested in their research work that there is always possibility that individuals high on neuroticism will suffer from mental illness.

Employees having neurotic disposition exhibit other characteristics e.g. they have moody nature, high in nervousness, and very delicate behaviors in rough situations (Nevid & Rathus, 2009). It was suggested by Kardum, and Krapic (2001) that neuroticism fades the managing behaviors amongst the employees which produce negative results. Researchers, and practitioners argued that employees who mark high degrees on neurotic features are low on job satisfaction (Avery, Smillie, & Fife-Schaw, 2015). Neuroticism carries numerous outcomes amongst employees which comprise low self-esteem, nervousness syndromes (Hettema, Neale, Myers, Prescott, & Kendler, 2006). The consequences of neuroticism were discussed by Wilkowski, and Robinson (2008) in their research paper, and they suggested that

anger and hostility are key penalties of neuroticism (Mitsopoulou & Giovazolias, 2015).

Burisch (2002) had complete a longitudinal study comprised of three years on the numerous important circumstantial, and dispositional variables that result in different dimensions of burnout (Sarwar, Bashir, & Khan, 2019). He suggested in his research study that neuroticism is among the most significant variable in the research literature of emotional exhaustion (Friedman, 2019).

An employee with a neurotic disposition is a nervous, and disturbed person who is very high in emotions, and reacts very sensitively to all situations (Eysenck, 1975). Canli (2004) described in his research study that employees having neurotic personality responds more sensitively to undesirable situations. Suls, and Martin (2005) claimed regarding neurotic characters that pessimistic employees show negative feelings, and emotions whenever they face difficulties from their surrounding environment (Sarwar, Bashir, & Khan, 2019).

It was discussed by Rvik, and his colleagues that neuroticism is one of the causes of emotional exhaustion, and distress at the workplace (Liu, Liu, Zhang, & Ma, 2019). Rendering to the research study of Basim, Begenirbas, and Yalcin (2013) it was commenced that there is a positive association between neuroticism and emotional exhaustion.

One more research study also exposed the substantial association between neuroticism dispositional factor, and emotional exhaustion (Ghorpade, Lackritz, & Singh, 2007). According to LePine, and his fellows' neuroticism, and burnout, neuroticism has a significant association between them, and employees having neurotic personality are more vulnerable to unwanted situations, and feel emotional exhaustion than employees low on neuroticism (LePine, LePine, & Jackson, 2004).

According to previous literature despotic leadership in working place is an intimidating circumstance for employees having neurotic dispositional factors (Lange-laan, Bakker, Van, & Schaufeli, 2006) as they have a greater propensity to think of a usual situation as a danger, and hence despotic leadership would have a greater effect on the emotions, and feelings of an employee with neurotic dispositional

factors (Sarwar, Bashir, & Khan, 2019). According to the interactionist school of thoughts the impacts of circumstantial dynamics on employees' results are moderated by their dispositional factors (Sarwar, Bashir, & Khan, 2019). Basing upon these opinions, the current research study is proposing in the light of conservation of resource theory (Hobfoll, 1989) that a neurotic dispositional factor makes an employee more sensitive to despotic leadership, and upsurges the emotional exhaustion level amongst the employees (Dahri, et al., 2019).

So the current study is proposing that employees with neurotic dispositional factors will eventually experience enlarged negative impacts, comprising inordinate work-family conflict (Nouman, Fatima, & Haq, 2018). On the contrary, employees having low neurotic dispositional factors will be emotionally unwavering, therefore they might better handle the negative situations, and emotions (Chaudhary, & Panda, 2019; Harms & Credé, 2010). So it can be hypothesized that:

Hypothesis 5: Neuroticism moderates the relationship between despotic leadership, and emotional exhaustion such that the relationship is stronger among individuals high on trait neuroticism.

2.6 Theoretical Framework

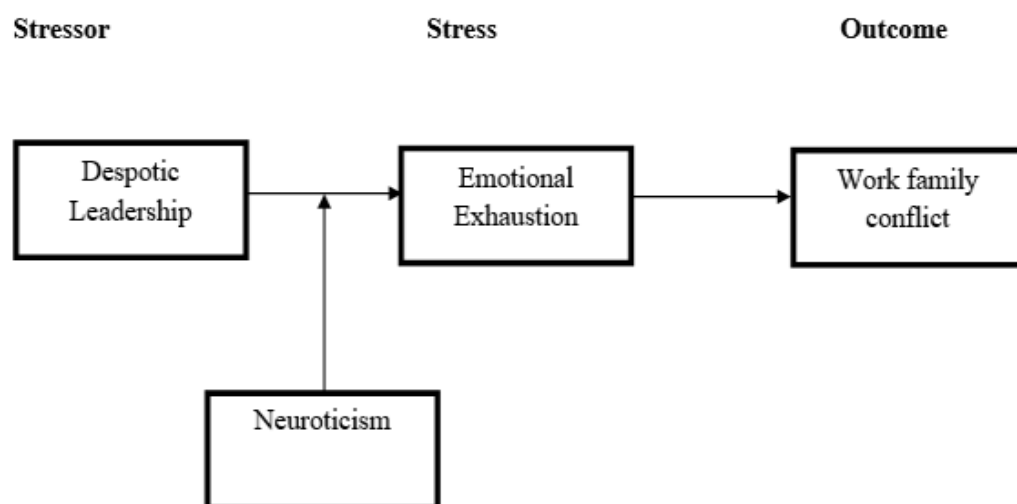


FIGURE 2.1: Theoretical Framework for the Impact of Despotic Leadership on the Work-Family Conflict by Considering the Mediating Role of Emotional Exhaustion, and Moderating Role of Neuroticism

2.7 Research Hypotheses

Hypothesis 1: Despotic leadership positively, and significantly impacts work-family conflict.

Hypothesis 2: Despotic Leadership positively, and significantly impacts emotional exhaustion.

Hypothesis 3: Emotional exhaustion positively, and significantly impacts work-family conflict.

Hypothesis 4: Emotional exhaustion significantly mediates the relationship between despotic leadership, and work-family conflict.

Hypothesis 5: Neuroticism moderates the relationship between despotic leadership, and emotional exhaustion such that the relationship is stronger among individuals high on trait neuroticism.

Chapter 3

Research Methodology

The chapter of the study is about the methods that are used to complete the study. It is a very important part of the study because it helps in identifying the validity, and generalizability of the research. There are some important aspects of the study that must be considered by the researcher at the time of deciding about the methods through which the research should be conducted.

In this chapter the summary of methods used, and justifications of those methods are given. To support the methodology used for the research the detail of methodologies is also given in this chapter. The strategy adopted in this study is justified through the explanations.

3.1 Research Design

Research design is designed as the exhibition of circumstances for the collection of data, and analysis in such a way that objective is to blend pertinence to the research aim with the economy in the procedure (Selltiz et al., 1960).

For the current study, the researcher got the support of quantitative research design by utilizing standardized techniques, and tools. As it precipitates reliable data by transforming observable fact into numbers, which are further analyzed to discriminate associations, relationships, causes, and effects.

3.1.1 Research Philosophy

Research philosophy is a conviction about the technique in which data about a particular phenomenon is first collected then analyzed, and then used for a specific purpose. The present study is based on a philosophy of research. Different types of research philosophies can be used while conducting the research. In present research positivism philosophy has been used. Positivism research is also known as scientific research.

In this type of research, the researcher is concerned with getting information that is objective to the study using scientific methods of research. Methods linked with scientific research patterns comprise experiments and surveys where quantitative data is the standard. This philosophy is useful in conducting a reliable analysis of the research area that has to be investigated. The hypotheses that are developed in this study are tested through the results obtained from the statistical analysis of the data collected from the respondents.

3.1.2 Research Approach

The research approach has a very noteworthy role in examining the validity, and generalizability of the research study. Two types of research approach are discussed here i.e.

- Qualitative research
- Quantitative Research

One of these two approaches must be used. In exploratory research, a qualitative research approach is used. Research in the social sciences area used a qualitative approach in most cases. Various objects, items, and events are explained by the researcher in this type of approach. These types of investigations are used to take in-detail information about the current research and to understand, and basic sources, opinions, and inspiration, and deliver the basis for highlighting a issues or an idea such it engaged further used to create a hypothesis for further testing

in quantitative research. Hence, in this methodology, there are options that the investigator shows his/her individual biases during gathering, and evaluating data. The respect of these choices, the result becomes distorted (Pride et al., 2008).

Quantitative research is mostly used in economics and financial analysis. However social sciences researchers are also focusing on the use of a quantitative approach for conducting research. Quantification of items is basically used in the quantitative research approach. Quantification is carried out for the assessment of various methods and procedures. This feature made quantitative research very reliable. This technique is used because of higher level of generalizability. The biasness chances from the researcher side are also reduced in the quantitative approach. This ensures results with no misleading aspects (Bryman & Bell, 2007).

The present research is using a quantitative approach to study. This method is used because the biasness level of the researcher is very low in this method, and its reliability, and generalizability to the results (Zikmund, 2003).

3.1.3 Unit of Analysis

Unit of analysis can be described as a “level of aggregation at which data is collected”. In this research, the units of analysis are individual because this research is to find out the impact of despotic leadership, and emotional exhaustion on individuals rather than the organization as a whole.

3.2 Population

The population of the study consists of the employees working in the service sector of Pakistan, and more specifically employees working in the banking sector of twin cities Rawalpindi, and Islamabad.

The main reason for selecting services for our research was that the in services organizations competition is very high as compared to the private sector, and in these services, employees have to fulfill demands or expectations of their leaders,

thus they are under constant stress at the workplace. This increases their chances of being the target of despotic leaders' behavior.

The proposed study has selected the banking sector of Pakistan. Data were collected from the employees working at banks. The current study collected data from the private banks in Rawalpindi, and Islamabad.

There are about 25 private banks in Pakistan, which mainly include: Summit bank, bank Al-Falah, bank Al-Habib, Askari bank, Dubai Islamic Bank, Faysal Bank, Habib Bank, Allied bank, JS bank, MCB, Meezan bank, Standard Chartered, Silk Bank, UBL, and others.

3.3 Sample, and Sampling Technique

The sample is representative of the population. The process of selection of respondents by a researcher for his research study from the population is called sampling (Leary, 2004). Likewise, in the quantitative approach of research, the sampling objective is to attain a group of persons who largely represents an organization of individuals from whom the particular type of information is required.

It has been recommended by Uma, and Roger (2003) that to ensure the reliability of the sample chosen for data collection, it is significant to focus on sampling design, and technique. It includes ways through which the sample is selected for ensuring its reliability and true representation of the population. There must be coherence among chosen standards for selection, and non-selection of items in the population.

Sampling has two types, one is probability sampling, and the other is a non-probability sampling. In the first technique i.e. probability sampling, every individual of a population has an equal chance to be chosen as the sample for a research study while in the non-probability sampling technique it is already decided by the researcher which individual will be included in the sample of the required population. Both probability and non-probability technique has some pros, and cons

but the choice of sampling technique wholly depends upon the objectives of the research, type of the study, and data type.

The probability sampling technique is helpful, and appropriate when all the information about the required population is available for the researcher, or else a non-probability technique should be used for sampling.

The current research is using a convenient sampling technique as there is limited time, and resources with the researcher and the convenience sampling technique is preferable to be considered when there is time, and funds issues (Cooper & Schindler, 2007).

3.4 Data Collection

Data collection is a very critical part of every kind of research. Results are drawn by analyzing the collected data. The collection of data from reliable resources ensures the reliability of the study. The present study has met all the required parameters during the collection of data. Data can be of two kinds:

3.4.1 Primary Data

This is also known as first-hand data. Primary data is collected during the research works and is used for the particular study. Primary data collected for a particular study cannot be used for any other research. However, there are chances of facing criticism regarding the reliability of the collected data because this data is completely collected by human beings, and there are chances of biasness from the respondent's side. In order to control the biasness issue reliability, and validity tools are used (Aaker et al., 2007).

3.4.2 Secondary Data

This type of data is already available in different forms. There is no aspect of exclusivity in this data. Personal biasness cannot be done in this type of data.

Secondary data can be taken from past histories, media forums, books, journals, databases etc.

Through primary data, the researcher can find recent information, and it can be analyzed for required results (Saunders et al., 2007). The current research is solely depending upon the primary data collection method.

Primary data can be collected through different means e.g. interviews, surveys, focus groups, informal discussions, and observations. Current research is using a survey method through questionnaires for data collection. Primary research has high effectiveness as it is easy to manage this data, and it also serves as a completely new source of gaining information (Sekaran & Bougie, 2010).

There are some difficulties in primary data collection as it is very costly and time consuming, and participants are found with very difficulty. This is cross-sectional research, as all data is collected at one time.

3.5 Data Collection Procedure

Data was gathered personally from the employees of the banking sector from Rawalpindi, and Islamabad by using references of relatives, and friends. In fact, without connections data collection is very difficult specifically in Pakistan. Therefore, to approach maximum respondents every possible effort was utilized. Requests were made to the respondents to be helpful while providing data.

A survey method was used for the collection of data. Data was collected from banking sector employees for all of the four variables of the current study. A total of 500 questionnaires were distributed among the sample. Individually going to banks, and meetings with senior managers were done to explain the purpose of our research. After permissions received from senior managers, employees were provided with a questionnaire, and a cover page that briefly explains the aim, and purpose to conduct the research. Furthermore, the confidentiality of employees and secrecy of answers of employees were ensured. It was guaranteed that the responses of employees will only be for research objectives, and not for any other

purpose. Employees were requested to fill the forms in private and return them. Of these 500 questionnaires, only 247 such questionnaires were obtained that were workable. So the response rate is 49.4

3.6 Handling of Received Questionnaires

Careful examination was done for the received questionnaires. There were some questionnaires having some unanswered questions i.e. the respondents left some questions unanswered. In a quantitative study, handling the missing data is an important issue because it generates some serious issues, and in research studies where the response rate at present is very low then it creates problems for the researcher.

Valuable suggestions are present in the existing literature to manage the unavailable data. Roth, and Switzer (1995) offered some tools to manage with the unavailable data.

The two main procedures are, mean substitution in which we write the value of means of the responses in the place of unavailable data. Second is list-wise deletion. In the list-wise deletion practice, whole data is removed associated to data of that respondent who has not given answers to complete items.

Both the approaches have their own advantages and disadvantages. If we consider the list-wise deletion method then the investigator has to recognize only the original responses given by respondents, and the investigator doesn't enter anything in the data set by himself/herself but if the missing values are very small in numbers then this tool results in the loss of the vast quantity of data, and in addition manipulate size of the sample also.

In those situations where the rate of response is already very small this approach is not appropriate. Although in the mean substitution approach large quantity of data might be protected but the limitation is that it may be the reason of a disruption in novel associations shaped by respondents. Somehow, this problem

can be resolved if the quantity of unavailable values are not too large or whole portion in the questionnaire is unavailable. are small.

For the present research work, grounded on the questionnaires obtained from the respondent, and after punching of the data, it was comprehended that there are missing values. To cope with missing values mean substitution approach was utilized.

3.7 Sample Characteristics

3.7.1 Gender

In any research work gender is the important thing to maintain gender equality. Therefore, it is well thought-out as the important component of demographics. The motive is it differentiates between males and females in a prearranged sample.

In the present study, the researcher tried to make gender equality certain but still it has been observed that ratio of male employees is considerably larger than female employees are.

TABLE 3.1: Frequency by Gender

Gender	Frequency	Percentage
Male	170	68.8
Female	77	31.2
Total	247	100

N=247

The **Table 3.1** above depicts the information about gender. It might be comprehended noticeably that large number of respondents were male as compared to females. Of the total 68.8% were male, and the remaining 31.2% were female.

3.7.2 Age

TABLE 3.2: Frequency by Age

Age	Frequency	Percentage
18 to 25	58	23.5
26 to 33	106	42.9
34 to 41	51	20.6
42 to 49	15	6.1
50 , and above	17	6.9
Total	247	100

N=247.

The **Table 3.2** gives statistics regarding the age of the respondents. It may be observed that the greater numbers of respondents were from the age range of 26-33 i.e. 42.9%, and 106 in frequency. 23.5% of respondents were from the category of 18-25 i.e. 58 respondents lie in this category. 6.9% of respondents belong to the age 50 and above i.e. 17 in frequency numbers. 6.1% of respondents were from the age range of 42-49 i.e. 15 in frequency. 20.6% respondents were from the age range of 34-41 i.e. 51 in frequency.

3.7.3 Qualification

Education is a significant element that reflects en route for the success, and prosperity of the nation, and to compete on the international level as well. Due to this reason, education is a significant component of demographics after gender.

TABLE 3.3: Frequency by Qualification

Qualification	Frequency	Percentage
Bachelors	64	25.9
Masters	130	52.6
MS/Mphill	43	17.4
PhD	10	4
Total	247	100

N=247.

Table 3.3 provides the statistics regarding the qualification of the respondents. As shown by the table mainstream of the respondents had qualified the degree of

masters encompassing 52.6% of the total sample i.e. 130 in frequency. 25.9% had an education of bachelors i.e. 64 in frequency numbers. 17.4 % had degrees of MS, and Mphil i.e. 43 in frequency numbers while only 4 % had PhD degrees i.e. 10 in numbers.

3.7.4 Experience

TABLE 3.4: Frequency by Experience

Experience	Frequency	Percentage
Less than one year	40	16.2
1-5 years	109	44.1
6-10 years	40	16.2
11-15 years	34	13.8
Above 15 years	23	9.3
Total	247	100

N=247.

Table 3.4 gives information about the experience of the employees. According to the above information, the maximum number of respondents have an experience level from 1-5 years. They are 44.1% in percentage, and 109 in frequency. 16.2 % of respondents have an experience level less than one year and 40 in frequency. 16.2% of respondents have an experience level 6-10 years and 40 in frequency. 13.8% of respondents have an experience level 11-15 years and 34 in frequency. 9.3% of respondents have an experience level above 15 years and 23 in frequency.

3.8 Instrumentation

The questionnaire was used as a tool for data collection. This is termed as an instrument as it is used as a measuring tool for the measurement of variables under study. There was a total of 24 items in the questionnaire in addition to demographic variables.

3.8.1 Despotism Leadership

Despotism leadership is the predictor variable in the current study and it will be measured and assessed by using 6 items scale established by (De Hoogh., & Den Hartog, 2008). The example of items comprised in the scale are; Leadership is punitive (corrective); has no pity or compassion”, “Leadership is in charge and does not tolerate the disagreement or questioning, gives orders” etc. The study will use five points Likert scale.

3.8.2 Emotional Exhaustion

Emotional exhaustion is the intervening variable, and it will be measured and assessed by 5 items scale using five points Likert scale developed by (Pugh, Hennig Thurau, & Groth, 2011). The sample items comprised in the scale are; “In general I often experience being tired”, “In general I often experience being wiped out” etc.

3.8.3 Work-Family Conflict

A 5-point Likert-type scale of work-family conflict by (Netemeyer & Boles, 1996) will be adopted to measure work-family conflict (outcome variable). Respondents were requested to rate five items on a response scale from 1 (strongly disagree) to 5 (strongly agree). Sample items for this measure included, “The demands of my work interfere with my home and family life”. “The amount of time my job takes up makes it difficult to fulfill family responsibilities”.

3.8.4 Neuroticism

Neuroticism will be assessed via using a scale of the taxonomy of The Big five trait that is established by John & Srivastava, (1999). This scale encompasses 8 items that assessed the neuroticism of employees with sample questions as “I dislike myself”, and “I panic easily”. The study will use five points Likert type

scale. There are three reversible items in the questionnaire of neuroticism for which the answers given by respondents will be reversed. E.g. if a respondent gives the answer for an item as “agree” that would be changed into “disagree”. Symbol “R” is used to denote the reversible items. The reversible items are: I am relaxed, and can handle stress well. I’m emotionally stable, not easily upset. I remain calm in tense situations.

TABLE 3.5: Scales

Variable	Number of Items	Authors
Despotic Leadership	6	(De Hoogh., & Den Hartog, 2008).
Emotional Exhaustion	5	(Pugh, Hennig Thurau, & Groth, 2011).
Work-family Conflict	5	(Netemeyer & Boles, 1996)
Neuroticism	8	John & Srivastava, (1999).

3.8.5 Pilot Testing

A trial test arranged before going to perform main tests is known as pilot testing. According to (Van Teijlingen , and Hundley, 2001), it is predominantly directed to test the viability of the instruments used in current research. It means that preceding to directing pilot study the researcher must be vibrant about the research topic, research questions, and hypotheses, and of course research instruments, and techniques to reconsider them to gain an idea about how they will virtually perform, and if desired it can be adapted accordingly.

Pilot testing is vigorous to test the practicality of a questionnaire as this provides valuable information about significant irregularities in questionnaire design. (Welman , and Kruger, 1999) also unveiled the significance of pilot testing as it aids in demonstrating ambiguous questionnaire items and supports in revealing inadequacies in measurement procedures. It strengthens the unsuitability and suitability

of recommended instruments. It helps in avoiding a great amount of money, time, and effort, which can be dissolute by using such a questionnaire that constructs poor and uncertain responses and results.

Before going to do anything on a considerable scale, it would be an operative and practical method to arrange pilot testing, as it will avoid numerous risks connected to the obliteration of time, and resources. So, pilot testing of about 40 questionnaires was directed for the purpose to validate, if the results are in line, and acquainted with the recommended hypotheses or not. After directing pilot testing it was inferred that there was no significant issue in the studying variables, and the measurement scales were completely reliable as the threshold value for Cronbach alpha is 0.6, and all the scales have to match the threshold value.

3.8.6 Reliability of Pilot Testing

TABLE 3.6: Reliability of Pilot Testing

Variable	No. of Items	Cronbach's Alpha
Despotic Leadership	6	0.745
Emotional Exhaustion	5	0.851
Work-family Conflict	5	0.764
Neuroticism	8	0.781

N=40.

3.8.7 Reliability of the Scales

Reliability analysis is used to check whether the items of the scale are internally consistent or not of the instrument used for data collection. Cronbach's alpha's values were figured out for all the variables to check the internal consistency. The acceptable range for the value of Alpha is $>.60$ (Hair et al., 2006). The variables along with their number of items and the value of Cronbach's alpha are given in table no.3.6.

TABLE 3.7: Reliability of Scales

Variable	No. of Items	Cronbach's Alpha
Despotic Leadership	6	0.894
Emotional Exhaustion	5	0.913
Work-family Conflict	5	0.785
Neuroticism	8	0.761

N=247.

The acceptable range for value of Alpha is $>.60$ (Hair et al., 2006). From the results shown above in table 3.6 it may be observed that the Cronbach's alpha value for despotic leadership is .894. The Cronbach's alpha value for emotional exhaustion is .913, and it is within the range. The Cronbach's alpha value for work-family conflict is .785, and Cronbach's alpha value for neuroticism is .761.

3.8.8 Data Analysis

A source of interpreting, reasoning, and understanding the data or material that have been provided by the respondents through a questionnaire is known as data analysis (Zikmund, 2003). Therefore, the data which has been gathered by using a questionnaire were statistically examined by means of software Package for Social Science (SPSS 20). Furthermore, it also permits the researcher to represent the data or material better via graphical presentation (i.e. bar chart, and histogram).

This software has been used to test the cause, and effect association between the proposed predictor variable, and outcome variable by utilizing techniques such as Correlation analysis, and Regression analysis.

Chapter 4

Analysis and Results

4.1 Descriptive Analysis

Descriptive analysis of predictor variable, outcome variable and mediator and moderator involved in the present research study such as despotic leadership, work-family conflict, emotional exhaustion, and neuroticism are shown in the table below. The values of, minimum, maximum and means values, and values of standard deviations of each variable is shown in the table no. 4.1. The value of means indicates the central inclination of the responses given by respondents, it describes where the average responses lies whereas the values of standard deviation aids in the explanation of deviation from the average point. It basically conveys us regarding the outliers, as outlier can influence the data. If the mean values are higher than 3 than it shows that respondents are more inclined toward the agreement side, and if the mean values are lower than 3 than it shows that respondents are more inclined towards the disagreement side.

TABLE 4.1: Descriptive Statistics

Variable	Minimum	Maximum	Mean	St. Deviation
Despotic Leadership	1	4.67	2.2982	0.86099
Emotional Exhaustion	1	4.6	2.8696	1.02996
Work-family Conflict	1	4.4	2.0678	0.8243
Neuroticism	1	4.5	2.9776	0.72076

N=247.

4.2 Normality Analysis

Normality analysis is done to check the normality of the population sample. The acceptable range for skewness is -2 to +2 , and for kurtosis is between -3 , and +3 (Trochim & Donnelly, 2006; Field, 2000 & 2009; Gravetter & Wallnau, 2014) for normal data. The values for all the variables of current research are in acceptable range as shown below in table 4.2. The acceptable values of skewness and kurtosis show that the data is normal, skewness tells about the symmetry of data while kurtosis tells about normal distribution.

table 4.2

4.3 Correlation Analysis

The correlation results show whether, and how strongly pairs of variables are related. The value of correlation designates the degree of association between two variables. The Pearson product-moment correlation is used to determine the association between the variables. The acceptable range for correlation is between -1 to +1. According to Cohen, West, and Aiken (2014) the value of correlation is 0.10 to 0.29 represents weak/ smaller correlation, the value of correlation between ranges of 0.30 to 0.49 signifies moderate correlation, and if a correlation is between ranges of 0.5 to 0.8 then it represents strong correlation. While if the value of correlation exceeds 0.80 then it shows the error of multi-collinearity.

TABLE 4.2: Correlation Analysis

Sr. No.		1	2	3	4
1	Despotic Leadership	1			
2	Emotional Exhaustion	.342**	1		
3	Work-family Conflict	.427**	.362**	1	
4	Neuroticism	0.049	0.094	0.055	1

Correlation is significant at 0.05 level(two tailed).*

*Correlation is significant at 0.01 level**(two tailed).*

The above table of Pearson Correlation shows that the correlation value between despotic leadership and emotional exhaustion is .342, which is a positive and moderate value. The positive sign shows that with increase in despotic leadership the emotional exhaustion level will also be increased. The correlation between despotic leadership and work-family conflict is .427 which is a positive and moderate value. It shows that despotic leadership is significantly correlated with work-family conflict. The positive sign indicates that with increase in despotic leadership the emotional exhaustion among employees will also be increased.

The value of correlation between emotional exhaustion and work-family conflict is .362 which is a positive and moderate value. The positive sign shows that with increase in emotional exhaustion, work-family conflict level will also be increased.

The correlation value between neuroticism and despotic leadership is .049 which is a positive and weak value. The positive sign indicates that there is positive relationship between these variables. As neuroticism increases the despotic leadership level will be decreases. The value of correlation between neuroticism and work-family conflict is .055 which is a positive and weak value.

The positive sign indicates that with increase in neuroticism the level of work-family conflict will be increased. The value of correlation between neuroticism and emotional exhaustion is .049 which is a positive and weak value. The positive sign shows that with increase in neuroticism the level of emotional exhaustion will be increased.

The p-value is significance value, if p-value is smaller or equal to 0.01 then correlation is at 1% meaning that there is 1% chance of error in results, while if p-value is smaller or equal to 0.05 then it means the correlation is accepted at 5% meaning that there is 5% chance of error in the results of this study.

The above table shows that all the correlation values are significant on 5% chance of error except for the correlation of neuroticism which is insignificantly correlated with other variables.

4.4 Testing Theoretical Relationships

To test the mediation and moderation effects, the study uses the PROCESS macros tool given by Hayes 2012. The PROCESS Macros use the bootstrapping method, in which the random samples are generated from the data and to assess the required statistic in each resample (Preacher & Hayes, 2004; Shrout & Bolger, 2002).

Model 4 was used to test the mediation analysis of emotional exhaustion between despotic leadership and work-family conflict, while Model 7 was used to test the moderating effect of neuroticism.

4.5 Mediation Analysis

Model 4 consists of three steps. In first step, we see effect of independent variable on dependent variable, without the inclusion of mediator in between them (path-c). In second step, path-a is calculated which is the effect of independent variable on mediator. In third step, the independent variable and mediator together predict the dependent variable. This step further consists of path-b and path-c.

From the table below we can see that, despotic leadership is a significant predictor of work-family conflict and it accounts for 32-units change in work-family conflict (path-c), with one unit increase in despotic leadership it accounts 32 units change in work-family conflict. Also, the positive sign indicates the positive relationship that increase in despotic leadership will also increase the work-family conflict among employees. So, the first hypothesis of the study i.e. despotic leadership will positively and significantly impact work-family conflict, is accepted.

Further despotic leadership was also a significant predictor of emotional exhaustion which brought 40-units change in emotional exhaustion (path-a), the positive sign indicates the positive relationship, that with increase in despotic leadership from supervisor, the emotional exhaustion among employees will increases. Thus the second hypothesis of our study which was despotic leadership will positively and significantly impact emotional exhaustion, is accepted. The path-b which is from mediator to dependent variable is also significant, as emotional exhaustion brings

19-units change in work-family conflict, and here the coefficient sign is positive showing that there is positive relationship between these variables, so the third hypothesis of our study i.e. emotional exhaustion will positively and significantly impact work-family conflict, is accepted. The direct effect is significant as it brings 32-units change in work-family conflict. The overall indirect effect of predictor variable i.e. despotic leadership on outcome variable i.e. work-family conflict through mediator i.e. emotional exhaustion is significant as values of UPCI and LLCI are .0465 and .1231 correspondingly. As it can be observed that both signs of ULCI and LLCI are the same, and no zero is lying in between them therefore mediation is present. Additionally, the mediation is partial, as direct effect and indirect are both significant. Therefore, hypothesis 4 i.e. emotional exhaustion mediate the relationship between despotic leadership and work-family conflict, is approved. $X = \text{despotic leadership}$, $Y = \text{Work-family conflict}$, $M = \text{emotional exhaustion}$, $LL = \text{lower limit}$;

TABLE 4.3: Emotional Exhaustion as a Mediator between Despotic Leadership and Work-Family Conflict

	β	SE	T	P	R2	F
Path a X-M	0.4095	0.0718	5.7021	0	0.1172	32.5136
Path b M-Y	0.1956	0.0477	4.1001	0.0001	0.131	36.901
Path c X-Y	0.3285	0.0571	5.7566	0	0.2348	37.4396
Path c' X-Y	0.4086	0.0553	7.3857	0	0.1821	54.5488
Bootstrapping for indirect effect			β	SE	LL95%CI	UL95%CI
Emotional Exhaustion			0.0801	0.0195	0.0465	0.1231

CI = confidence interval; UL = upper limit. $N = 247$; Unst, unstandardized regression coefficients are reported.

4.5.1 Moderation Analysis

TABLE 4.4: Moderation

Variable	β	SE	T	P	LL95%CI	UL95%CI
Constant	1.8046	0.5086	3.6857	0.0003	0.8727	2.8764
Int_term	0.0285	0.0837	0.3403	0.734	-0.1364	0.1934

N=247.

Model 7 was used to examine the moderating role of neuroticism between despotic leadership, and emotional exhaustion, the above table explains that neuroticism is an insignificant moderator, as $p > 0.05$, and LLCI, and UPCI don't have matching signs hence the hypothesis 5 i.e. neuroticism moderate the relationship between despotic leadership, and emotional exhaustion such that the relationship is stronger among individuals high on trait neuroticism.", is not supported.

4.6 Summary of Hypotheses

TABLE 4.5: Hypothesis Summary

Hypotheses		
H1	Despotic leadership significantly positively impacts work-family conflict.	Accepted
H2	Despotic leadership significantly positively impacts emotional exhaustion	Accepted
H3	Emotional exhaustion significantly positively impacts work-family conflict.	Accepted
H4	Emotional exhaustion significantly mediates the relationship between despotic leadership, and work-family conflict.	Accepted
H5	Neuroticism will significantly moderate the relationship between despotic leadership, and emotional exhaustion such that the relationship is stronger among individuals high on trait neuroticism.	Rejected

Chapter 5

Discussion and Conclusion

This chapter discussion and conclusion” as name suggest holds the discussion about the outcome(s) of the current research study. More on it includes discussion about the followings; hypotheses, acceptance, and rejection of hypotheses, theoretical implication, practical implication, strength(s) of the study, weakness(es) of the study, limitation(s) of current study, future directions of the current research study and an overall conclusion.

5.1 Discussion

The main objective of the present research study is to analyze the association between despotic leadership (negative style of management) and work-family conflict (of employees in banking sector based organizations). For such reason, the data was collected from different branches of different banks in Rawalpindi and Islamabad. As the study intends to explore, does the despotic leadership creates emotional exhaustion in employees and disturbs their family life? What kind of relationship is between emotional exhaustion of employees and work-family conflict of employees? Does neuroticism play a significant role for deteriorating the situations to the worst and harming the family life of the employees and how it can increases the emotional exhaustion level of employees in banking sector, developed through the presence of despotic leadership? Where despotic leadership

is independent variable, work-family conflict is dependent variable, emotional exhaustion is mediating variable and neuroticism is acting as a moderating variable in current research model.

Findings were that despotic leadership is positively associated with the work-family conflict of an employee that is with increase in despotic leadership the level of work-family conflict will also be increased”, which is also the first hypothesis of the current research study and through analysis of the data it was accepted. Second hypothesis that is Despotic leadership will significantly positively impacts emotional exhaustion ”is also accepted.

The results of the study shows that with increase in the despotic leadership the level of emotional exhaustion amongst the employees will also be increased. The third hypothesis is Emotional exhaustion will significantly positively impacts work-family conflict” is also accepted.

The fourth hypothesis of the current research study is Emotional exhaustion will significantly mediates the association between despotic leadership and work-family conflict” is also accepted. The results of the study show that emotional exhaustion mediates the relation between despotic leadership and the work-family conflict of an employee. The fifth hypothesis that is Neuroticism will significantly moderate the association between despotic leadership and emotional exhaustion such that the association is stronger among individuals high on trait neuroticism.

The current research study’s main objectives were to study the association between predictor variable (despotic leadership) and the outcome variable (work-family conflict) in banking sector organizations in contextual setting of Pakistan. Other relations which are assessed are the mediating role of emotional exhaustion between despotic leadership and work-family conflict and the moderating role of neuroticism between despotic leadership and emotional exhaustion. The results of the current research study propose that the despotic leadership style of negative management must be discouraged as it has a negative impact on family life of employees in banking sector organizations and increases their work-family conflict.

Discussion on each of the questions and hypothesis of current study is as following.

5.1.1 Research Question 1: Does Despotic Leadership Lead Towards Work-Family Conflict?

For the purpose to find out the answer to the question stated above, Hypothesis 1: Despotic leadership will significantly positively impacts work-family conflict. The premise of despotic leadership is positive and significantly associated with the work-family conflict of an employee who was supported and accepted. To investigate this hypothesis data were collected from the employees of branches of different banks and analysis was done by using SPSS. The results from the findings of this specific hypothesis were found to be significant and thus accepted and the findings of the analysis suggest that despotic leadership positively and significantly impacts work-family conflict level among employees. The findings of the study are in accordance with conservation of resource theory. The results of first hypothesis of the study are well supported through data collection.

As the hypothesis's results proves that there is significant association between IV & DV (despotic leadership and work-family conflict of an employee). The beta coefficient value reveals that one-unit increase in despotic leadership will bring 32% increase in the work-family conflict of an employee in banking sector organizations of twin cities of Pakistan. It also concludes the relationship to be directly proportional. It is visible from the previous research study that despotic leadership directly effects the work-family conflict of employees and despotic leadership increases the work-family conflict of employees.

As it was hypothesized that despotic leadership will positively associated to work-family conflict. The results of the hypothesis ($\beta=0.3285$, $p=0.00$) proved the existence of significantly positive association between despotic leadership and work-family conflict. The co-efficient is 0.3285 which demonstrates that if there is 1% unit change in despotic leadership then there will be 32.8% units changes in work-family conflict of employees.

The results of current study are lined with (Nauman, Zheng, & Basit, 2020; Clercq, Azeem, Haq, & Bouckenooghe, 2020; Nauman, Fatima, & Haq, 2018) and found a positive and significant relationship between despotic leadership and work-family

conflict which means that as per theory of conservation of resource theory which states that despotic leadership being social stressor cause stress in employees in the form of emotional exhaustion and results in work-family conflict as an outcome.

In accordance with conservation of resource theory researchers have clear indications that despotic leadership is a stressor for employees and cause serious negative outcomes and cause spillover of frustration in the workplace towards their family members (Sanz-Vergel, Rodríguez-Muñoz, & Nielsen, 2015; Clercq, Azeem, Haq, & Bouckennooghe, 2020).

5.1.2 Research Question 2: Does Despotic Leadership Lead Towards Emotional Exhaustion?

For the purpose of answering to this question the following hypothesis was made.

Hypothesis no.2 states that Despotic Leadership will positively and significantly impacts emotional exhaustion. To investigate this hypothesis data were collected from the employees of banking sector organizations from the twin cities of Pakistan and analysis was done by using SPSS. The results from the findings of this specific hypothesis were found to be significant and thus accepted and the findings of the analysis suggest that despotic leadership positively and significantly impacts emotional exhaustion level among employees. The findings of the study are in accordance with theory of conservation of resource theory. The results of second hypothesis of the study are well supported through data collection.

As it was hypothesized that despotic leadership will positively related to emotional exhaustion level amongst the employees of banking sector organizations of twin cities of Pakistan. The results of the hypothesis ($\beta = 0.4095$, $R^2 = 0.1172$, $p = 0.00$) proved the existence of significantly positive relationship between despotic leadership and emotional exhaustion. The value of R^2 is 0.1172 which demonstrates that if there is 1% unit change in cognitive absorption then there is a likelihood that employees will show 11.7% of emotional exhaustion in employees. The results of second hypothesis of the study are also well supported through data

collection. As it was hypothesized that despotic leadership positively and significantly impacts emotional exhaustion level of employees (Hassan, Akhunjonov, & Obrenovic, 2018). Results of current study aligned with results of study of (Hassan, Akhunjonov, & Obrenovic, 2018,) and found positive association between despotic leadership and employees, attitude towards the level of emotional exhaustion.

Emotional exhaustion is related to pressure that comes from excessive work with very little room to relax or rest, having no rest cause physical energy exhaustion and avoiding employee's issues and suggestions create mental exhaustion, when these both things gets combined they collectively define emotional exhaustion (Maslach, & Jackson, 1981). Through this view of emotional exhaustion, we can notice that an employee's both resources (energies) which enables him/her to work gets used and even employee's reserve energy levels are utilized to meet the demands of despotic leader, which no doubt cause emotional exhaustion in employees under such selfish and harsh leader. Thanacoody have described emotional exhaustion with a very different perspective, where he defines emotional exhaustion by expectations, an employee is ordered to perform work that is beyond his physical and mental abilities, there is very rare chance of him (employee) doing that work by meeting the required standards (Thanacoody et al., 2013). Emotional exhaustion can develop in employees when they work so hard and more (beyond working hours & beyond their responsibilities), they expect their manager or supervisor to show care about their employees, but in return when no care is shown employees end up being emotionally exhausted (Goodwin et al., 2017).

5.1.3 Research Question 3: Does Emotional Exhaustion Lead Towards Work-Family Conflict?

For the purpose of finding answer to the above stated question the following hypothesis was made. Hypothesis 3: Emotional exhaustion will positively and significantly impact work-family conflict. In Hypothesis 3 it was proposed that there is positive association between emotional exhaustion level and work-family conflict.

The results of the hypothesis ($\beta=0.1956$, $R^2=0.131$, $p=0.00$) proved the existence of significantly positive association between employees' emotional exhaustion level and their work-family conflict. The value of R^2 indicates the significant level of association between emotional exhaustion level and employee's work-family conflict behavior. The value of $R^2=0.131$ which demonstrates that if there is 1% unit change in employees' emotional exhaustion then there is 13% chances of employees' work-family conflict.

The results of third hypothesis of the study are also well supported through data collection. As it was hypothesized that emotional exhaustion level of employees will significantly and positively impact work-family conflict. Emotional exhaustion is one of the key dimension of burnout (Johnson and Spector, 2007), and is most obviously associated with elimination of emotional resources, as defined by conservation of resource theory (Hobfoll, 1989). In line with the conservation of resource theory and above discussion, the current research suggests that despotic leadership might lead their employees and subordinates to eliminate their emotional and psychological resources and turn out to be exhausted.

Previous literature suggested that emotional exhaustion is probably increased over the period of time with the increase in the frequency of communication and collaboration with the despotic supervisors (Grandyey et al., 2004). The employees and subordinates being emotionally exhausted might have left with lower level of energy for family activities, that leads toward work-family conflict (Gali Cinamon, & Rich, 2010; Carlson et al., 2012). By using conservation of resource theory as an underpinning theory, the researcher observed that employees/subordinates' interaction with despotic leaders causes the elimination of employees/subordinates' energy and increasing the level of emotional exhaustion that leads toward increase in work-to-family conflict and fading the satisfaction in family life.

Theoretical framework of the current study underprops resolutely on Conservation of Resources by Hobfoll (1989) and the results are in accordance with the theory. Conservation of resource theory rotates around the fundamental conception of exhaustion of employee psychological and emotional resources. The reduction in emotional and psychological resources reaches in reaction to the stressors that act

as a risk to employees' psychological and emotional resources. In the same manner, professional stress (Govender, 2018) and despotic leadership (Yagil, 2006) act as stressing aspect that cause reduction in employee psychological and emotional resources, and that reduction in emotional resources results in emotional exhaustion, and high emotional exhaustion is strongly associated with increased level of work-family conflict (Dahri, Waseem, Nawaz, Shah, & Bux, 2019) (Alcover, Chambel, Fernández, & Rodríguez, 2018).

5.1.4 Research Question 4: Does Emotional Exhaustion Mediate the Relationship between Despotic Leadership and Work-Family Conflict?

To find the answer to the above research question the following hypothesis is made. Hypothesis 4: Emotional exhaustion significantly mediates the association between despotic leadership and work-family conflict.

Hypothesis no.4 states that emotional exhaustion significantly mediates the relationship between despotic leadership and work-family conflict. To investigate this hypothesis data were collected from the employees of different banking sector organizations and analysis was done by using Preacher and Hays macros (2013) SPSS. The results from the findings of this specific hypothesis were found to be significant and thus accepted and the findings of the analysis suggest that emotional exhaustion will significantly mediate the association between despotic leadership and work-family conflict of employees. The findings of the study are in accordance with conservation of resource theory. The results of fourth hypothesis of the study are well supported through data collection.

As it was hypothesized that emotional exhaustion will significantly mediates the relationship between despotic leadership and work-family conflict. The results of the hypothesis proved the existence of significantly mediating association of emotional exhaustion between despotic leadership and work-family conflict as the upper level confidence interval and lower level confidence interval have both the same signs thereby giving approval to the acceptance of the mediation hypothesis.

The results are in line with conservation of resource theory. The conservation of resource theory (Hobfoll, 1989) offers a feasible description about the family sphere and working domain intervention occurs where various emotions, beliefs, approaches, abilities, and behaviors usually transfer from one sphere to the other (Radó, Nagy & Király, 2016; Tammelin, 2009). It was suggested by Xu (2009) in his research paper that the negative events and difficulties faced by individuals in one or the other domain of their lives, might cause negative spillover of emotions from one domain to the other domain. Therefore, the present study utilize the conventions of the conservation of resource theory and recommends that whenever negative actions are experienced by the employees and subordinates in the working place sphere in the form of despotic leaders it acts as a social stressor that cause employees and subordinates to be emotionally exhausted and which results in work-family conflict.

As despotic leadership is characterized by being dictatorial, revengeful, immoral, self-centered, and manipulative (De Hoogh and Den Hartog, 2008; Naseer et al., 2016), despotic leaders in the culture that are vastly collectivist, uncertainty avoidant, and power distant culture like Pakistani culture that would probably lead towards emotional exhaustion (Hofstede, 1983, 2010). Emotional exhaustion will lead subordinates to vent their negative emotions on their family members. In this context, the current study posits that despotic leadership will results in outcome variables of work-family conflict and is indirectly related via emotional exhaustion. The conservation of resource theory (Hobfoll, 1989) is associated to clashes between working place and family relationship models (Eby, Maher, & Butts, 2010). Emotional exhaustion is acting as an intervening variable between despotic leadership and Work-family conflict (Ilies et al., 2007). Thus, emotional exhaustion rising from distressful working place happenings and experiences are problematic for subordinates and employees to abandon when they left office and go home. Therefore, managers and other people might not pay for the ignorance one domain of life without considering the probable threat to the second domain. In the light of above discussion it can be hypothesized that despotic leadership have negative impacts on the employees and subordinates out of the boundaries

of working place.

5.1.5 Research Question 5: Does Neuroticism Moderate the Relationship between Despotic Leadership and Emotional Exhaustion?

To find the answer to the above stated research question the following hypothesis was made. Hypothesis 5: Neuroticism moderates the relationship between despotic leadership and emotional exhaustion such that the relationship is stronger among individuals high on trait neuroticism.

Hypothesis no.5 states that neuroticism will significantly moderate the relationship between despotic leadership and work-family conflict. To investigate this hypothesis data were collected from the employees of different banking sector organizations and analysis was done by using Preacher and Hays macros (2013) SPSS. The results from the findings of this specific hypothesis were found to be insignificant and thus accepted and the findings of the analysis suggest neuroticism does not moderate the relationship of despotic leadership and emotional exhaustion. The results of fifth hypothesis of the study are not supported through data collection.

Baron and Kenny (1986) mentioned that a variable function as a moderator when it modifies the route path or strong point of the impact of a forecaster variable on an outcome variable. This study does not support the fifth hypothesis of moderation that is neuroticism moderates the relationship between despotic leadership and emotional exhaustion. Since there are different types of people with different personalities working in banking sector organizations of twin cities of Pakistan and also they have different personality traits as well. Therefore it is problematic to recognize neurotic dispositional characteristics first and after that do additional examination. The other possible reasoning behind this may be, there can be other possible stressors in the work environment which are more of a more concern to the employees than despotic leadership e.g. perceived contract violation, bullying at workplace and incivility at workplace. Since Pakistan has a collectivistic culture therefore in such culture individual impact of dispositional characteristics

are counterbalanced by the collective attitude of whole society. The family and coworkers support the individuals with high neurotic personality which decreases the negative impact of despotic leadership and increases the social resources of employees which results in resource gain of the employees as stated by conservation of resource theory. According to the famous research study conducted by Hofstede (1980) it was also identified that Pakistan has a high power distance society therefore there are more obstacles or tall hierarchical levels for employees and subordinates working in organizations. Consequently employees having neurotic personality may not be a risk for the organization between its hierarchical levels as the interaction level between leaders and employees is very low. The leaders don't interact with individuals directly at a regular basis.

5.2 Theoretical Implications

The findings of the current research study add to the literature of despotic leadership, emotional exhaustion, and work-family conflict of employees working in banking sector organizations of twin cities of Pakistan. As it was explained previously, that emotional exhaustion is very common in service sector organizations and a lot of research has been done on the negative consequences of emotional exhaustion.

The current study has some theoretical implications, the study give further explanation to conservation of resource theory. According to conservation of resource theory those employees who experience despotic leadership at work settings will experience of increase in emotional exhaustion that will eventually affect their mental resources (Hobfoll & Shirom, 2001) and impact their psychological and physiological well-being. In nerve-racking situations where an individual becomes emotionally exhausted, then it becomes very difficult for him/her to handle his/her emotions and give a productive and efficient performance at the work setting and family life also.

Thus an individual would not be able to cope with despotic leaders and become emotionally exhausted and in the end, the family has to face to wrath of those

emotionally exhausted employees. Therefore this will eventually affect the family life of employees resulting in working family conflict.

5.3 Practical Implications

The findings of the current research study show that organizations should step forward towards investigating the level of despotic leadership to prevent its psychological, physiological and social outcomes that affect not only the performance of the employees at workplace but also at their homes.

Moreover understanding the emotions of workers should be highlighted in workplace settings. In our findings we see that emotional exhaustion is a destructive outcome of despotic leadership that leads towards the disturbance of the employees' family lives also.

In practical world the current study will allow the organizations and their policy creators to deal with these destructive glitches of despotic leadership and its influence on employees' work and family lives. In accordance with the research study led by Woodrow and Guest (2013) in a healthcare setting. The current research study can contribute in terms of developing a managerial environment and certain policies and practices and implementing HR practices at managerial level that will avoid despotic leadership and create a supporting environment to influence and inspire employees at their workplaces as well in their family lives therefore their performance will be enhanced within the family domain along with their workplace routine. Organizations should focus on addressing all factors that prevent despotic leaders from creating hostile environments at workplaces and improve management styles where it can help to reduce emotional exhaustion and its negative consequences (Hershovis & Barling, 2016).

5.4 Limitations and Future Directions

There is no perfect thing in the world. Everything existing in this world have some kind of limitations. The current research also has some limitations which

are faced while conducting the research. Firstly, as Data was collected by convenience sampling method and this may limit the generalizability of the results. The second reason can be the sample of the study as data was collected from baking sector employees from the twin cities of Pakistan which affect range of the validity. The response rate was also very low and this can limit the generalizability of the research.

The research needs ample of time. As of now, it was hard and difficult to conduct research properly due to limited time and resources. The research requires a great time and if the sample size was to be specifically increased, then the time frame must be increased as well. But due to time factor, data were collected in cross sectional method.

The current research study used self-administering questionnaire survey method for data collection, filled by employees only, which is the most obvious method for analysis but we may not ignore the probability of impartial answers of employees that were sufferers (Aquino & Lamertz, 2004). Consequently another research study specified that research study centered on responses given by peer would give changed results that will provide a vibrant understanding of leaders and employees' behaviors (Keegan, Harwood, Spray, & Lavallee, 2009). Therefore in future research studies, the despotic leaders should also be included for research analysis to obtain a vibrant picture of situations.

Future research can be done through time lag studies, as data collected at different points of time gives improved results and reduce the common method biasness. The current research studied the negative impact of despotic leadership on employees and it suggested to check the positive impact of despotic leadership also. The current research also gives future directions for research. The current research was based on conservation of resource theory. In future the theoretical links studied in current research can be studied by any other theory to give more justifications for the existing research. Proposed theories for the current theoretical model can transactional model of stress, job demand and resource model, and social learning theory. Secondly, cross sectional method was used for the current research study for collection of data. So future research can be conducted by using some other

research design e.g. time lag studies, as data collected at different points of time gives improved results and reduce the common method biasness (Shadish et al., 2002).

Thirdly, the moderating variable of the current research was found to be insignificant which means that personality factor of employees i.e. neuroticism does not moderate despotic leadership association with emotional exhaustion in the study. In future the use of some other dispositional factor such as introversion and extroversion can be used as moderator to give more insightful knowledge about understanding the current association between despotic leadership and emotional exhaustion. Using other personality traits will give different moderation results as compared to neuroticism. Fourthly the model can also be replicated in other countries having different cultural dimension to investigate as if the neuroticism personality style is linked with the individualistic culture or not as the current study is conducted in collectivistic culture.

5.5 Conclusion

Despotic leadership is becoming a severe dilemma in contemporary work settings. The current research examines the consequences of despotic leadership by presenting a theoretical model based on moderated-mediation model supported by conservation of resource theory in the banking sector organizations of twin cities of Pakistan. Survey was conducted through adopted questionnaire to investigate the impact of despotic leadership on work-family conflict through emotional exhaustion and with the moderating role of neuroticism.

Approximately 500 questionnaires were shared with the employees of banking sector organization of twin cities of Pakistan and 247 questionnaires were returned and used for the analysis of data. The results were obtained by using SPSS. The results exhibits that reliability of the theoretical model proposed in the current research is appropriate. In addition to that, the findings of the current study shows that despotic leadership and emotional exhaustion are positively and significantly associated with work-family conflict. Furthermore, the mediating effect

of emotional exhaustion between despotic leadership and work-family conflict was also found to be significant. Moreover, the moderating variable of neuroticism on the association of despotic leadership and emotional exhaustion was found to be insignificant.

The possible reason can be as there are different types of people with different personalities working in banking sector organizations of twin cities of Pakistan and also they have different personality traits as well. Therefore it is not easy for a researcher to first recognize employees having neurotic personality and then conduct additional research analysis. Since Pakistan is a collectivist society therefore in such society individual effect of personality is neutralized by the collective approach of whole community.

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Appendix-A

Questionnaire

Dear Respondent

I am Student at Capital University of Science and Technology, enrolled in MS. Management Sciences program. I am collecting data for my research, titled “**The Impact of Despotic Leadership on Work-family Conflict by Considering the Mediating Role of Emotional Exhaustion and Moderating Role of Neuroticism**”. The research sample chosen for analysis are the employees working in different Banks in Rawalpindi / Islamabad. For this purpose, I need some of your valued time to answer the questions. This questionnaire will hardly take your 5-10 minutes. Please feel free to share precise information as its optimal confidentiality will be ensured, and data will only be used for academic purposes.

Sincerely,

Fatima Sabir,

MS (HR) Research Scholar,

Faculty of Management and Social Sciences,

Capital University Science and Technology, Islamabad.

Section 1: Demographics

Gender	Male	Female	1	2	
Age	18 to 25	26 to 33	34 to 41	42 to 49	50 and above
Qualification	Bachelors	Masters	MS/Mphil	PhD	
Experience	Less than one year	1 to 5 years	6 to 10 years	11 to 15 years	Above 15 Years

Section 2: Work-family Conflict

Please tick the relevant choices: 1=Not at all, 2=Once or twice, 3=Sometimes, 4=Often, 5= Many times.

S.No.	Statement					
1	The demands of my work interfere with my home and family life.	1	2	3	4	5
2	The amount of time my job takes up makes it difficult to fulfill family responsibilities.	1	2	3	4	5
3	Things I want to do at home do not get done because of the demands my job puts on me.	1	2	3	4	5
4	My job produces strain that makes it difficult to fulfill family duties.	1	2	3	4	5
5	Due to work-related duties, I have to make changes to my plans for family activities.	1	2	3	4	5

Section 3: Despotism Leadership

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

1	Leadership Is punitive; has no regret or sympathy.	1	2	3	4	5
2	Leadership Is in charge and does not tolerate the disagreement or questioning, gives orders.	1	2	3	4	5
3	Leadership Acts like a cruel or despot; arrogant.	1	2	3	4	5
4	Leadership Tends to be unwilling or unable to hand over control of projects or tasks.	1	2	3	4	5
5	Leadership Expects unquestioning obedience of those who report to him/her.	1	2	3	4	5
6	Leadership is vengeful, seeks revenge when wronged.	1	2	3	4	5

Section 4: Emotional Exhaustion

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

1	In general, I often experience being tired.	1	2	3	4	5
2	In general, I often experience being wiped out.	1	2	3	4	5
3	In general, I often experience feeling run-down.	1	2	3	4	5
4	In general, I often experience feeling rejected.	1	2	3	4	5
5	In general, I often experience being exhausted.	1	2	3	4	5

Section 5: Neuroticism

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

1	I am relaxed and can handle stress well. (R)	1	2	3	4	5
2	I can be tensed easily.	1	2	3	4	5

3	I have frequent mood swings.	1	2	3	4	5
4	I'm someone who worries a lot.	1	2	3	4	5
5	I'm emotionally stable, not easily upset. (R)	1	2	3	4	5
6	I remain calm in tensed situations. (R)	1	2	3	4	5
7	I get nervous easily.	1	2	3	4	5
8	I often feel depressed and blue. (I feel low)	1	2	3	4	5